Islands Trust

Financial Planning Committee
Revised Agenda

Date: Wednesday, February 21, 2024

Time: 10:30 am - 5:00 pm

Location: Electronic Zoom Meeting

That FPC forward agenda item 7.3 Budget Materials to Trust Council as [amended/presented]

Includes a Trust Council RFD

10. WORK PROGRAM

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

10.1 Work Program Update - RFD 278 - 280

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

11. NEXT MEETING

Wednesday, May 29, 2024 from 10:30 a.m. to 3:00 p.m.

Audit Committee will meet on the same day from 10:00 a.m. to 10:30 a.m.

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 a Regular Meeting

Date of Meeting: **January 24, 2024**
Location: **Electronic Meeting**

Members Present:
Joe Bernardo, Local Trustee (Chair)
Mairead Boland, Local Trustee (Vice Chair)
Tobi Elliott, Executive Committee Representative
Kristina Evans, Trust Programs Committee Representative
David Graham, Local Trustee
Jamie Harris, Governance Committee Representative
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

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

Others Present: No member of the public was present.

1. CALL TO ORDER

Chair Bernardo called the meeting to order at 10:00 a.m. and acknowledged that the lands and waters that encompass the Islands Trust area have been home to indigenous people since time immemorial.

2. AGENDA

2.1 Review of the Agenda

The following additions to the agenda were presented for consideration:

9.1 Potential financial considerations of the Chief Administrative Officer Hiring Committee

7.2.2.6 Budget Request materials from Islands Trust Conservancy Board: Protected Area Management Resources Briefing, including a Protected Areas Manager business case, a protected area management software business case, and an Islands Trust Conservancy Protected Areas Management Business Solution Options document

7.1 "Guidelines Memo" (email attachment) from Chair Bernardo to Financial Planning Committee, dated January 23, 2024

7.1 "Guidelines discussion and RFD tomorrow" email from Trustee Elliott to Financial Planning Committee, dated January 24, 2024

2.2 Approval of the Agenda

It was noted that approval of new items on the agenda require a 2/3 majority vote.

By general consent the Committee added 9.1 to the agenda.

FPC-2024-001
It was MOVED and SECONDED,
that Financial Planning Committee add Trustee Elliott's email as a New Business item to the agenda.

DEFEATED

FPC-2024-002
It was MOVED and SECONDED,
that Financial Planning Committee add Guidelines Memo as a New Business item.

DEFEATED

FPC-2024-003
It was MOVED and SECONDED,
that Financial Planning Committee add the Islands Trust Conservancy Board Property Management Briefing to the agenda.

CARRIED

FPC-2024-004
It was MOVED and SECONDED,
that Financial Planning Committee add the Islands Trust Conservancy Board business case Protected Area Manager to the agenda.

CARRIED

FPC-2024-005
It was MOVED and SECONDED,
that Financial Planning Committee add the Islands Trust Conservancy Board business case Protected Area software to the agenda.

CARRIED

By general consent the Committee approved the agenda as amended.

3. PUBLIC COMMENT PERIOD

No member of the public was present.

4. DELEGATIONS

None.

5. CORRESPONDENCE

None.

6. ADMINISTRATIVE COORDINATION

6.1 Draft Minutes of Previous Meetings

6.1.1 Financial Planning Committee draft minutes of November 8, 2023

By general consent the Committee approved the minutes as presented.

6.2 Resolutions Without Meeting

None.

6.3 Follow up Action List

The Follow-up Action List was presented for information.

7. BUSINESS - WORK PROGRAM ITEMS

7.1 Budget Guidelines – Discussion

Committee discussion included:

- guidelines can provide a description what the budget should look like
- the Budget Assumptions and Principles document and potential guidelines would both inform the budget
- guidelines shape the development and the goals of the budget
- possibility of long-term staffing plans and multi-year capital plans for computer hardware and software
- the role of staff is to provide information about implications of budget decisions; the role of trustees is to create the guidelines
- need for a revised business case template to include cost and benefits analysis
- budget guidelines could be part of the Corporate Planning Process
- possibility of setting a limit to any potential tax increase
- possibility of setting a separate meeting to discuss budget guidelines
- possibility of setting budget guidelines development as a priority project in the work plan
- some aspects to consider in assessing business cases include:
  - an increase of $75,000 to the budget equals approximately a 1% tax increase
  - whether it has an impact on the Bowen Island Municipality budget
  - whether it is funded in whole or in part by grants

    - whether it is urgent or not
    - whether it would require continuous or continued funding
    - whether it involves reconciliation
    - whether it meets operational and capacity needs
- need to seek Trust Council endorsement of whatever Financial Planning Committee proposes as a guideline

7.2 Business Cases Improvements – Discussion

Director Mobbs described the current business case template used by Islands Trust. Committee discussion included:

- possibility to modify the business case template in order to extract certain information into a database or spreadsheet in order to facilitate comparisons
- there is no part of the template that provides for a cost/benefit analysis
- Project Charters are usually created after budget decisions are made rather than before which can create a lag time in regards to the start of some projects
- the template requires a variety of substantial information but some business cases may not provide that information

Financial Planning Committee recessed at 12:03 p.m. and returned at 12:47 p.m.

7.2.1 Strategic and Programming Initiatives

7.2.1.1 EC: Policy Statement Amendment Project

FPC-2024-006
It was MOVED and SECONDED,
that Financial Planning Committee adopt option #3 in regards to the Policy Statement Amendment Project business case and recommend to the Executive Committee to make the necessary changes to the Project Charter.

CARRIED
Trustee Harris Opposed

7.2.1.2 TPC: Stewardship Education Program

FPC-2024-007
It was MOVED and SECONDED,
that Financial Planning Committee advance as presented the Stewardship Education Program business case.

CARRIED

7.2.1.3 TPC: Secretariat Services

Discussion ensued.

7.2.1.4 RPC: Housing Needs Assessment: North/South Gulf Islands
Director Cermak indicated that the Province has recently provided grant funds to support the creation of the required Housing Needs Assessment reports.

Financial Planning Committee recessed at 1:46 p.m. and resumed at 1:50 p.m.

7.2.1.5 RPC: Housing Strategy and Housing Options Toolkit

Discussion ensued.

7.2.2 Operational Initiatives and Staffing

7.2.2.1 Building Footprint GIS Data Layer Update

No discussion.

7.2.2.2 Bylaw Portal Licensing and Implementation

CAO Hotsenpiller will add text to the business case in regards to communication and change management under the critical success factors section.

7.2.2.3 SSI Office Relocation

Committee discussion included:

- the need for the three offices
- the current lease of the three offices
- possibility of land and building ownership rather than building leasing
- possibility of a capital purchase plan

7.2.2.4 Microsoft 365 Upgrade – Briefing

Committee discussion included the possibility of setting aside a fund for technology upgrades

7.2.2.5 GIS Coordinator

No discussion.

7.2.2.6 Protected Area Management Resources - Briefing

The material was accepted as a late item at the start of the meeting. The Protected Area Management Resources Briefing includes a Protected Areas Manager business case, a protected area management software business case, and an Islands Trust Conservancy Protected

Areas Management Business Solution Options document. Committee discussion included:

- the business cases are in response to limited staff capacity to manage protected areas and in response to mapping needs of Islands Trust Conservancy

By general consent the Committee tabled discussion of this business item to the next scheduled meeting

7.2.3 Local Trust Committee Projects

No discussion.

7.2.4 ITC Board

7.2.4.1 ITCB 2024/25 Budget Request – Briefing

No discussion.

7.2.5 Unfunded Request

7.2.5.1 Eelgrass Mapping - Phase 2

No discussion.

7.3 Budget Changes Since Last Review – Briefing

No discussion.

7.4 Budget Overview (Updated) – Briefing

No discussion.

8. BUSINESS - OTHER

8.1 Allocation of Surplus Draws in the Draft 2024/25 Budget – Request For Decision

No discussion.

8.2 Summary of Data for Budget Discussion – Briefing

No discussion.

8.3 Provincial Funding Process Protocol Agreement – Briefing

No discussion.

9. BUSINESS - NEW

9.1 Chief Administrative Officer Hiring Committee (CAOHC)

Chair Bernardo indicated that the CAOHC might have funding needs in the future and therefore may have to address Trust Council in the future to secure that funding.

FPC-2024-008
It was MOVED and SECONDED,
that Financial Planning Committee request staff to add a line item for the Chief Administrative Officer Hiring Committee with a budget allowance of $75K for the process as needed.

CARRIED

9.2 Special Meeting

FPC-2024-009
It was MOVED and SECONDED,
that Financial Planning Committee request:

- staff to canvass members of Financial Planning Committee for a date to hold a 2 hour electronic Special Meeting, between Jan 24 - Feb 12th 2024, for the purpose of advancing discussion among Trustees around criteria and guidelines for future budget considerations emerging from the January 24th meeting of the Financial Planning Committee, and that the agenda be limited to this single topic;
- staff to advance a Resolution Without Meeting to hold a Special Meeting of the Financial Planning Committee (if necessary) and post public notification as required;
- support for a Special Meeting be provided of only a minute taker and, if necessary, a facilitator to host the electronic meeting.

CARRIED

10. NEXT MEETING

Wednesday, February 21, 2024, from approximately 10:30 a.m. to 3:00 p.m. The Audit Committee will be meeting on the same day from 10:00 a.m. to approximately 10:30 a.m.

Chair Bernardo indicated that items that were not addressed at the meeting will be brought forward to the next scheduled meeting.

12. CLOSED MEETING

The meeting was not closed.

13. RISE AND REPORT

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

14. ADJOURNMENT

By general consent the meeting adjourned at 3:02 p.m.

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Trustee Bernardo, Chair

Certified Correct:

____
Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

Financial Planning Committee
Minutes of a Special Meeting

Date of Meeting: **February 1, 2024**
Location: **Electronic Meeting**

Members Present:
Joe Bernardo, Local Trustee (Chair)
Mairead Boland, Local Trustee (Vice Chair)
Tobi Elliott, Executive Committee Representative
Kristina Evans, Trust Programs Committee Representative
David Graham, Local Trustee
Jamie Harris, Governance Committee Representative
Peter Luckham, Executive Committee Representative
David Maude, Executive Committee Representative
Laura Patrick, Regional Planning Committee Representative
Tim Peterson, Executive Committee Representative

Member Regrets: Susan Yates, Islands Trust Conservancy Board Representative

Staff Present:
David Marlor, Director, Legislative Services
Robert Barlow, Legislative Services Clerk/Recorder

1. CALL TO ORDER

Chair Bernardo called the meeting to order at 2:00 p.m. and acknowledged the privilege to work and live in lands and waters that have been the traditional home of indigenous peoples since time immemorial.

2. AGENDA

2.1 Review of the Agenda

No additions to the agenda were presented for consideration.

2.2 Approval of the Agenda

By general consent the Committee approved the agenda as presented.

3. BUSINESS

3.1 Budget Guidelines – Discussion

Committee discussion included:

- a five year financial plan is challenging as many variables can impact a budget in future years
- potential guidelines include:

- require options of 1% and 2% decreases in budget
- prioritize or “weight” projects that respond to certain criteria such as Reconciliation and Housing
- prioritize items that demonstrate an urgent need
- limit departmental budget to X% increase
- limit total budget to X% tax increase
- link tax increases to the Consumer Price Index
- guidelines for the current budget and guidelines for future budgets
- review of the economic situation of residents and impact of budgets
- prioritize activities that would create efficiencies

Other considerations included:

- linking property taxes to income
- charging the full cost of development applications so that planning costs are not subsidized by other property owners
- whether Trust Area residents pay more than other residents in the province because they contribute towards a regional district as well as towards Islands Trust
- the Bowen Island Municipality tax levy is a structural issue that depresses financial support to the Islands Trust Conservancy and planning that can’t be solved by guidelines
- guidelines can be reviewed each year
- how to manage extraordinary expenses such as the need for the Chief Administrative Officer Hiring Committee and the Salt Spring Island office relocation

The Committee drafted the following potential budget guidelines:

1. Resource requests for new operational initiatives, including one-time projects and hiring new personnel, will be considered only if it is established that the expenditure is necessary to:
    - address critical capacity issues, or
    - will result in material cost savings within two years.

2. Advancing the Mandate of the Trust in a Local Trust Area through long-term planning will be prioritized.

3. Business cases will be weighted more favourably if they simultaneously address operational needs of both the Conservancy and Islands Trust or address three or more areas of the Corporate/Strategic Plan

4. No tax increase above the Consumer Price Index of the preceding year plus increases in non-discretionary expenses will be considered or approved.

5. Staff will provide Trust Council with budget reduction scenarios of 1% and 2% of any proposed tax increase recommended by FPC.

Chair Bernardo stated that he will discuss these five draft potential budget guidelines with Director Mobbs in regards to the clarity and feasibility of implementing them and requested that this list of five draft potential budget guidelines be distributed to all members of the Financial Planning Committee.

4. NEXT MEETING

Wednesday, February 21, 2024, from approximately 10:30 a.m. to 3:00 p.m. The Audit Committee will be meeting on the same day from 10:00 a.m. to approximately 10:30 a.m.

5. CLOSED MEETING

The meeting was not closed.

6. RISE AND REPORT

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

7. ADJOURNMENT

By general consent the meeting adjourned at 4:08 p.m.

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Chair Bernardo

Certified Correct:

____
Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

Islands Trust

Follow Up Action Report

Financial Planning Committee

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: 28-Aug-2024	In Progress
2 **Re: Special Tax Requisition Policy:** that Financial Planning Committee recommend that TC Policy 6.3.2 Special Property Tax Requisitions section 3.1 be amended to read 'The Islands Trust Council will evaluate and consider including a Local Trust Committee's local initiative program or service or program in the preliminary Islands Trust's general budget based on the following criteria:'.	Julia Mobbs	Target: 28-Aug-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: 28-Aug-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: 28-Aug-2024	In Progress

Follow Up Action Report

Financial Planning Committee

12-Oct-2022

Activity	Responsibility	Dates	Status
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: 28-Aug-2024	In Progress

18-Oct-2023

Activity	Responsibility	Dates	Status
1 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 Russ Hotsenpiller	Target: 12-Mar-2024	In Progress
2 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

08-Nov-2023

Activity	Responsibility	Dates	Status

Follow Up Action Report

Financial Planning Committee

08-Nov-2023

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request staff to look at the options and analysis for reducing the financial costs of Local Trust Committee meetings and to report back to Financial Planning Committee and Executive Committee.	Julia Mobbs	Target: 29-May-2024	In Progress

24-Jan-2024

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee adopt option #3 in regards to the Policy Statement Amendment Project business case and recommend to the Executive Committee to make the necessary changes to the Project Charter.	Clare Frater	Target: 31-Jan-2024	In Progress
2 Add text to the Bylaw Portal Licensing and Implementation business case in regards to communication and change management under the critical success factors section.	Russ Hotsenpiller	Target: 31-Jan-2024	In Progress
3 staff to add a line item for the Chief Administrative Officer Hiring Committee with a budget allowance of $75,000 for the process as needed.	Julia Mobbs	Target: 31-Jan-2024	Completed

Follow Up Action Report

Financial Planning Committee

24-Jan-2024

Activity	Responsibility	Dates	Status
4 - staff to canvass members of Financial Planning Committee for a date to hold a 2 hour electronic Special Meeting, between Jan 24 - Feb 12th 2024, for the purpose of advancing discussion among Trustees around criteria and guidelines for future budget considerations emerging from the January 24th meeting of the Financial Planning Committee, and that the agenda be limited to this single topic; - staff to advance a Resolution Without Meeting to hold a Special Meeting of the Financial Planning Committee (if necessary) and post public notification as required;	Robert Barlow	Target: 02-Feb-2024	Completed

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 21, 2024
From:	Administrative Services – Finance	**Date Prepared:**	February 14, 2024
SUBJECT:	**FINANCIAL PLANNING COMMITTEE DRAFT BUDGET GUIDELINES**		

PURPOSE:

To provide Financial Planning Committee (FPC) with an update on staff's review of their proposed guidelines.

BACKGROUND:

At its special meeting on February 1, 2024, FPC drafted several proposed budget guidelines for the 2025/26 fiscal year. Trust Council is responsible to set guidelines for the 2025/26 fiscal year and will be asked to do so for the next budget cycle. FPC may provide recommendations to Trust Council on this matter. Staff have reviewed FPC's proposed guidelines (attachment 1) and will verbally provide high level comments in relation to each, for purposes of FPC's discussions.

At that same meeting, FPC discussed having staff review their proposed budget guidelines against the draft 2024/25 budget, and determine if the guidelines can be applied in the current budget cycle.

Staff have undertaken a cursory assessment of individual initiatives in the draft 2024/25 budget against the FPC proposed budget guidelines 1 – 3, to assist the Committee in understanding how these guidelines might shape their budget decisions, and highlight areas of the proposed guidelines that may need revision or further consideration (attachment 2). Guideline 4 needs further work to action. Guideline 5 appears unfeasible as specifically written, however staff can provide the Committee with a list of potential budget soft-spots to reduce the tax increase by the desired 1%-2% for consideration in their budget deliberations.

ATTACHMENTS:

- FPC Proposed Guidelines
- Assessment of Initiatives Against FPC Proposed Guidelines

FOLLOW-UP:

- As directed by FPC.

Prepared By: Director, Administrative Services
Reviewed By/Date: CAO/February 14, 2024

Attachment 1: Potential Guidelines:

1. Resource requests for new operational initiatives, including one-time projects and hiring new personnel, will be considered only if it is established that the expenditure is necessary to:
   - address critical capacity issues, or
   - will result in material cost savings within two years.

2. Advancing the Mandate of the Trust in a Local Trust Area through long-term planning will be prioritized.

3. Business cases will be weighted more favourably if they simultaneously address operational needs of both the Conservancy and Islands Trust or address three or more areas of the Corporate/Strategic Plan.

4. No tax increase above the Consumer Price Index of the preceding year plus increases in non-discretionary expenses will be considered or approved.

5. Staff will provide Trust Council with budget reduction scenarios of 1% and 2% of any proposed tax increase recommended by FPC.

		Staffing Requests			Operational Initiatives				
GUIDE	**DESCRIPTION**	**GIS Coordinator ($100K)**	**Manager, ITC Property Areas Manager ($96K)**	**Professional Biologist ($66K)**	**Building Footprint Layer Update in Mapping System ($10K)**	**Cityview: Bylaw Compliance and Enforcement Info Portal ($90K)**	**Salt Spring Office Relocation ($210K)**	**MS365 Purchase and Implementation ($121K)**	**Corporate Communications (IT, ITC and LTCs) ($73K)**
1	Resource requests for new operational initiatives, including one-time projects and hiring new personnel, will be considered only if it is established that the expenditure is necessary to:								
	· address critical capacity issues, or	✔	✔	✔	x	x	✔	✔	N/A
	· will result in material cost savings within two years.	x	x	x	x	?	?	x	N/A
2	Advancing the Mandate of the Trust in a Local Trust Area through long-term planning will be prioritized.	✔	✔	✔	✔	?	✔	x	x
3	Business cases will be weighted more favourably if they simultaneously address:								
	· operational needs of both the ITC and Islands Trust, **or**	✔	x	✔	✔	x	x	✔	✔
	· address three or more areas of the Corporate/Strategic Plan	x	x	x	x	✔	x	x	x
4	No tax increase above the Consumer Price Index of the preceding year plus increases in non-discretionary expenses will be considered or approved.	N/A for individual initiative/ business case assessment							
5	Staff will provide Trust Council with budget reduction scenarios of 1% and 2% of any proposed tax increase recommended by FPC.	N/A for individual initiative/ business case							

Legend: ✔ Criteria Met x Criteria Not Met ? Unclear if Criteria Met/Not Met N/A Criteria not applicable to initiative

		Trust Council Initiatives								
GUIDE	DESCRIPTION	Secretariat Services Program ($15K)	Stewardship Education Program ($15K)	History and Heritage Grants in Aid Program ($10K)	Community Benefit Application Sponsorship ($15K)	NAPTEP Application Sponsorship ($1K)	Policy Statement Amendment Project ($81K)	Housing Needs Reports ($127K)	Housing Strategy and Housing Options Toolkit ($30K)	Reconciliation ($25K)
1	Resource requests for new operational initiatives, including one-time projects and hiring new personnel, will be considered only if it is established that the expenditure is necessary to:									
	· address critical capacity issues, or	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	· will result in material cost savings within two years.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2	Advancing the Mandate of the Trust in a Local Trust Area through long-term planning will be prioritized.	x	x	x	x	x	✔	✔	✔	✔
3	Business cases will be weighted more favourably if they simultaneously address:									
	· operational needs of both the ITC and Islands Trust, **or**	x	x	x	x	x	x	x	x	✔
	· address three or more areas of the Corporate/Strategic Plan	?	?	x	x	x	x	x	x	x
4	No tax increase above the Consumer Price Index of the preceding year plus increases in non-discretionary expenses will be considered or approved.									
5	Staff will provide Trust Council with budget reduction scenarios of 1% and 2% of any proposed tax increase recommended by FPC.									

Legend: ✔ Criteria Met x Criteria Not Met ? Unclear if Criteria Met/Not Met N/A Criteria not applicable to initiative

		Islands Trust Conservancy Board		LTC Projects						
GUIDE	**DESCRIPTION**	**Protected Area Mgm't Software Purchase and Implementation ($20K)**	**ITC Plan: First Nations Engagement ($20K)**	**Denman Housing Review ($15K)**	**Gabriola OCP ($77K)**	**Mayne Housing Options ($10K)**	**North Pender Housing Access + Affordability ($15K)**	**Hornby First Nations ($32K)**	**Salt Spring OCP ($222K)**	**Salt Spring Ganges Village Area Plan ($87K)**
1	Resource requests for new operational initiatives, including one-time projects and hiring new personnel, will be considered only if it is established that the expenditure is necessary to:									
	· address critical capacity issues, or	✔	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	· will result in material cost savings within two years.	x	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2	Advancing the Mandate of the Trust in a Local Trust Area through long-term planning will be prioritized.	✔	✔	✔	✔	✔	✔	✔	✔	✔
3	Business cases will be weighted more favourably if they simultaneously address:									
	· operational needs of both the ITC and Islands Trust, **or**	x	x	x	x	x	x	?	x	x
	· address three or more areas of the Corporate/Strategic Plan	x	x	✔	✔	✔	✔	?	✔	✔
4	No tax increase above the Consumer Price Index of the preceding year plus increases in non-discretionary expenses will be considered or approved.									
5	Staff will provide Trust Council with budget reduction scenarios of 1% and 2% of any proposed tax increase recommended by FPC.									

Legend: ✔ Criteria Met x Criteria Not Met ? Unclear if Criteria Met/Not Met N/A Criteria not applicable to initiative

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 21, 2024
From:	Administrative Services - Finance	**Date Prepared:**	January 5, 2024
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.

BACKGROUND:

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

SUMMARY OF DRAFT BUDGET CHANGES

External Revenues

Total revenues have decreased by $41,000:

- Local Trust Area (LTA) general tax increase has shifted from 9.70% to 7.75%
- The Bowen Island Municipal (BIM) tax levy has shifted from $411,000 to $404,000
- Applications Fee revenues have increased by $49,000 due to revised estimates of application volumes
- Increase of $70,000 in investment income to reflect forecasted rates in the year, and increased property taxes to invest.
- No increases in other external revenue sources.

Expenses

Total spending has increased from $10.9M to $11.1M. Primary drivers of the increase are as follows:

- An increase in software support and licensing costs ($10,000)
- An increase to LTC meeting expenses ($10,000)
- An increase in recruitment & labour relations costs ($75,000)
- An increase in training-related and travel-related budgets ($16,000)
- An increase in LTC Projects ($85,000)
- An increase in Trust Council and Conservancy projects ($48,000)
- An increase to computer hardware ($10,000)

Shortfall, Surplus & Reserves

The budgeted shortfall has increased from $502,000 to $714,000, requiring additional internal funds to balance

- Transfer from general surplus increased from $210,000 to $422,000
- Transfer from LTC project reserve fund remains unchanged at $219,000

- Transfer from SSIWPA special tax requisition reserve fund of $73,000 has been included to pay for three new projects submitted by the SSI LTC related to water sustainability.

DETAILED 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 $3,000 to this non-cash expense line. Amortization expense is not taxed in the Islands Trust budget.

Software Support and Licensing
An increase of $10,000 is included in the draft budget for this expense line. This increase is due to the following:

- $5,000 increase in costs for CityView based on actual invoiced costs for this service next fiscal year.
- $5,000 increase in costs for addition of support for ITC property management software.

Technical Support
An increase of $5,000 has been added to this budget line to update the Trust's financial reporting software to the more current version.

Contracted Temporary Staffing
An increase of $15,000 has been added to this budget line to fund a contractor to implement the proposed new property management software for ITC.

Insurance
A reduction of $22,000 has been made to reflect reduced insurance premiums as a result of joining the Municipal Insurance Association of British Columbia (MIABC).

Local Trust Committee Accounts
An increase of $10,000 has been made to LTC meeting expenses to more closely reflect spending trends seen at by various LTCs, and to account for more current estimates of reliance on contracted minute takers for LTC meetings. A change in accounting treatment for staff travel to LTC meetings is also increasing this budget line, reallocating travel costs from general staff travel accounts to the meeting expense line. This treatment mirrors the treatment of staff travel costs to other public meetings such as Trust Council and Council Committees.

Recruitment and Labour Relations
This budget line has increased by $75,000 to reflect the CAO Hiring Committee's plans to engage a recruitment firm for the hiring of a new CAO. This addition is a result of FPC's direction.

Payroll Processing
A reduction of $1,000 has been made for payroll processing costs based on review of current spending trends associated with this activity. These fees are paid to the Public Service Agency for processing staff payroll on a bi-weekly basis.

Safety
An increase of $2,000 has been made to reflect planned replacements of office first aid kits and earthquake preparedness kits for staff.

Staff Salaries & Benefits

The largest expense in the Trust budget has increased by $3,000 due to adjustments made for Executive and excluded management staff to reflect actual anticipated wage increases.

Stationery and Supplies and Tech Supplies
- Changes to estimates for office and tech supplies have increased the budget by $1000.

Telephone
An increase of $3,000 has been reflected in the budget to pay for an increase in the number of Zoom licenses required.

Training and Travel
A net increase of $16,000 for training and associated travel costs is reflected in the budget, primarily to account for training and travel costs related to the three newly proposed staff members in fiscal 2024/25, and to account for increased water taxi travel for ITC and Bylaw staff. Increases by type are follows:
- Organisation-wide Training ($2,000)
- Training and conferences ($9,000)
- Travel for training ($4,000)
- Travel ($3,000)

Projects
- **LTC Projects partially funded by LTC reserve fund**
  An increase of $12,000 for the Hornby Island LTC Relationship Building project budget has been included in the draft budget, to reflect real planned costs associated with this work.

- **LTC Projects funded from Special Requisition Fund**
  Three new projects have been submitted by the Salt Spring Island (SSI) LTC related to water sustainability. These projects are:
    - SSI groundwater sustainability strategy ($17,000)
    - SSI proof of water – subdivision ($2,000)
    - SSI Watershed Protection plan Coordination ($55,000)

- **Policy Statement Amendment**
  The price tag for this work has increased by $46,000, for a total planned project sped of $81,000 next fiscal. This increase is due to:
    - FPC's recommendation, and EC's subsequent endorsement, to undertake enhanced Trust Area-wide public engagement on the draft Policy Statement ($35,000).
    - Unspent funds from the current fiscal year for work not completed ($16,000) that will be carried forward into next year's budget.

- **First Nations Engagement Plan (ITC)**
  Following feedback from the Minister on the ITC Five-Year Plan, an additional $2,000 has been added to the FN engagement project expense, to fund enhanced conversation with Nations on the Conservancy's approach to land acquisition and management.

Capital - Hardware
This budget line has increased by $10,000 to fund the purchase of new computers, primarily for the three newly proposed staff members in the draft budget.

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 16.8% versus the previous budget draft rate of 18.7% which contributes to a decrease in the BIM levy.

The BIM levy is calculated at $404,000 in the current draft budget, which is lower than the previous draft budget amount of $411,000. The current budget figure represents an increase over the prior year levy of 16.7%. Of this percentage, about 1.1% 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 9.2%, plus a 0.5% additional increase coming from non-market factors.
- The current budget reflects an LTA general tax increase of 7.25%, plus a 0.5% additional increase coming from non-market factors.

Draws from Surplus & Reserves:

The total draw from all surplus and reserve funds is $714,000 in the current draft budget, compared to $502,000 in the previous version of the draft budget, broken down as follows:

- Transfer from General revenue surplus $422,000, an increase of $212,000 from the previous version of the budget.
- Transfer from LTC project reserve fund $219,000, no change from previous version of the budget.
- Transfer from SSI Special Property Tax Reserve Fund of $73,000 for the three new submissions associated with water sustainability.

General Revenue Surplus Fund Balance

The projected balance in the general revenue surplus fund at the end of 2024/25 based on the current version of the draft budget is approximately 96% of the recommended minimum balance per Policy 6.5.1 Reserves and Surplus, or approximately $1.85M versus the $1.93M 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. Draft 2024/25 Budget – V2D2

FOLLOW-UP:

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

- Direction from FPC at their February meeting;
- Direction from TC at their March meeting.

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

Islands Trust

March 2024 Islands Trust Council
2024/25 Proposed Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's recommended 2024/25 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive direction for amendments as needed;
- To provide an opportunity for questions, comments and debate amongst Trustees in advance of Trust Council's budget approval on Thursday, March 14, 2024.

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

WHAT	WHO
Introduction *(4 minutes)*	Chair, FPC
Comments *(1 minutes)*	Chief Administrative Officer

1. 2023/24 Proposed Budget Overview *(up to 15 minutes)*
Document References
• Budget Assumptions and Principles (BAP)
• Draft Budget Overview
• Draft Budget Detail
• Funding Requests Summary
  ○ Strategic Plan Initiatives
  ○ Committee Projects
  ○ Operational Initiatives
	Director, Administrative Services – general overview
	
	Senior Management Team – specific funding requests

Questions, Comments, Debate, Direction for Change *(remainder, up to 2 hours, 30 mins)*	Trustees
2. Special Property Tax Requisition *(10 minutes)* • Review SSI LTC request to draw from the Special Property Tax Reserve Fund.	Director, Planning Services/ Chair, SSI LTC

NEXT STEPS:

- Trust Council will approve a budget and direct staff to prepare the 5-year financial plan bylaw (March TC meeting)
- Trust Council will approve the 5-year financial plan bylaw (March TC meeting)
- Staff will forward the financial plan bylaw with an accompanying report to the Minister of Municipal Affairs by March 31.
- Upon receipt of Ministerial approval of the financial plan bylaw, Trust Council will adopt the bylaw by RWM.

Islands Trust

ISLANDS TRUST

2024/25 Draft Budget Assumptions and Principles

Approved by Trust Council in September 2023

The following was approved by Trust Council at their September meeting. No action is required with this report for March 2024 TC, it is simply included with draft budget materials as a reminder of the considered factors influencing the draft 2024/25 budget development.

Draft Budget Development Process:

During the budget cycle, each line of the detailed draft budget is reviewed by the responsible Director or manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review planning project needs with Local Trust Committees and identify top priorities and senior staff review project recommendations with Trust Council's committees and Executive Committee. The Islands Trust Conservancy Board requests budget funding levels appropriate to support the goals in its Regional Conservation Plan and other fiscal initiatives. Directors review their respective Committee work programs, policy requirements and operational needs to ensure activities are appropriately funded. The Director, Administrative Services compiles the detailed budget for the year. The draft budget detail is reviewed by the Islands Trust management team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December of each year, or in the case of election years, the following January.

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
1	**Fees and Sales**	Budgeted fees revenue has historically been based on an average of previous years' actual revenues, adjusted for trends identified by the Director, Planning Services. In June 2021, Trust Council amended their Application Processing Services Policy 5.6.1 which includes a revised Model Fees Bylaw for consideration by LTCs. LTCs have adopted and implemented new Fees. Budgeted fees revenue for 2024/25 will be based on the following: - Estimated application volumes, by type and by LTA, based on historical volume trends, normalised for unusually large volumes seen in COVID-19 years. - Estimated application fees by type and by LTA, as determined by Trust Council's revised model bylaw approved in June 2021. Model Fee bylaw adopted with minor amendments in all Local Trust Areas to the exception of Saturna and North Pender LTAs. The Saturna LTA has deferred consideration to October 19, 2023, the North Pender LTA has deferred consideration to November 24, 2023. -	Historical application volume levels seen in non-pandemic-impacted fiscal years. Model Fees Bylaw as approved in Trust Council's Application Processing Services Policy 5.6.1. Estimated will be adjusted if/as LTCs adopt new application processing fees in advance of the final budget draft.

2	**Provincial Grant Funding - Unrestricted**	Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received. Assumed that unrestricted grant funding from the Province will be received, and that the value will remain consistent with prior years. Although there is a Trust Council resolution to request more funds from the Province, no work has progressed on this task and progress is unlikely in the short term. As such, no increase in funds is anticipated at this time.	Prior year funding levels.
3	**Provincial Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. Assumed the **LG Development Application Approvals** program funding my grant will be completed in expected timelines this fiscal, requiring no grant revenue in FY2024/25. Assumed receipt of **LG Climate Action Program** funds of $38,000. The planned spending in FY2024/25 will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for.	• NA • LG CAP program Other grants as identified and approved.
4	**Federal Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. In October 2020, ITC was awarded a multi-year grant for work related to Species at Risk in the Trust Area. The grant amount for fiscal 2024-25 is $220,000. This amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.	Signed grant agreement between ITCB and Environment and Climate Change Canada.

5	**Property Taxes - General**	Assumed property tax revenue will be required to balance the Islands Trust budget. Assumed the full balance requisitioned will be received by Islands Trust under normal timelines. It is assumed that there will be increased pressures on taxation in the coming budget year as a result of: - Reduced minimum balance surplus levels, meaning less funds available to draw from to balance the budget as has been historical practice of the Trust. - Anticipated increases in the operating budget lines. - Possible changes in project budgets	Draft budget expenditures less amortization expense, less other revenue sources.
6	**Property Taxes - Non-Market Change (NMC) in Tax Base**	The property tax base within the Islands Trust Area will grow due to new development activity and changes in use. Assumed that jurisdictions 763 and 764 remain an appropriate representation of the NMC within the total Trust Area.	BC Assessment report provided in December each year indicates non-market growth for the Trust Area and is updated in the draft budget.
7	**Property Taxes – Special Requisitions**	Assumed SSI LTC may request by way of resolution, a special levy to continue the SSIWPA work (to be considered.	Trust Council Policy 6.3.2 Special Property Tax Requisitions SSI LTC resolution related to SSIWPA request - no requisition received for new funds, however request to use funds from Special Requisition Fund.
8	**Property Taxes – Bowen Island Municipality**	Assumed relevant policy regarding this requisition will remain unchanged.	Trust Council Policy 7.2.6 Municipal Tax Requisition Calculation
9	**Investment Income**	Assumed interest income will remain relatively consistent with current fiscal levels. Assumed Islands Trust will continue to invest in conservative investments in line with legislation. Assumed sustainable investment vehicles will be secured for a portion of invested funds to align with Trust values.	Islands Trust Act, Community Charter, current interest rate trends and investment advisor information.
10	**Other Grant Funding**	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source. Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same amount, to ensure appropriate conservatism in the budget.	Current grant programs available to Islands Trust and historical inflows of grant funding, adjusted for change in staff hours dedicated to the grants function in light of job description revamp associated with this position.

EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
11	**Inflation**	The cost of goods and services will rise in line with inflation. Application of this assumption is not applied in a direct manner whereby all expenses are increased by a percentage. Rather, where real spending trends are analysed for purposes of generating a budget figure, historical averages are most frequently rounded upwards, with special considerations given to expenditure types experiencing higher than typical increases, including standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	Consumer Price Index (CPI) for Victoria, as reported for the month of December by BC Statistics (based on Statistics Canada data), to assess if current inflation accommodations are appropriate.
12	**Staffing Levels**	Assumed Island Trust management will bring forward funding requests for additional staff positions as needed, or revised staffing complements that result in budget increases. Assumed requested for any new staff positions will be presented via business case to FPC/TC. Decreased staffing levels may result in a reduced level of services, functions, or quality of work. New functions or services may require either additional staffing or the deletion of some existing functions or service levels.	Current staffing levels, plus potential forthcoming new staff requests, including the following: - Business case for Planning Services Co-op student (expected) - Business case for Freshwater Co-op student request (expected) - ITC Board resolutions 2023-018 and 2023-019 requesting staff to consider budget increases for property management. New staff requests that have come forward in the budget cycle: - GIS Coordinator (IS) - Manager, Property Management (ITC) - Professional Biologist (PS)
13	**Staffing Salaries and Benefits**	Assumed that staff will continue to be appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*, in accordance with the *Islands Trust Act*. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements.	*Public Service Labour Relations Act* (all staff). *Public Service Act* and PSA Policy on salary administration for management employees (exempt staff).

			BCGEU union agreement (union staff). Public Service Agency (benefits costs/rate, all staff) – based on prior year benefit rate in the absence of information from PSA whose timing is delayed due to provincial budget delays.
14	**Trustee Remuneration**	Assumed that no changes will be made to the guiding policy for Trustee Remuneration. Assumed that the number of meetings requiring payment to trustees for Trust Council Committees (FPC, TPC, RPC, GC) will remain similar to prior year figures.	TC Policy 7.2.1 Trustee Remuneration. (census information 2021) stats Canada CPI information, Folio information from BC Assessment)
15	**Office Facilities**	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Islands Trust has signed a 2 year lease with Northern Island office landlord. During this time management will continue to explore opportunities to share office space with other Provincial agencies in Nanaimo, BC. With the adoption of a more remote workforce at the Trust, real estate needs on Gabriola Island may shift, providing an opportunity to re-evaluate our needs in the current climate. Consideration of retaining a presence in Gabriola Island in a smaller capacity is part of the ongoing assessment. Assumption that the SSI office will be relocated by July 2024 in line with SSI office lease termination by the landlord. Funding for an office move will be required. Discussion regarding current leased space on Galiano will take place with Galiano trustees to determine if retaining the office space is of value.	TC Policy 7.4.4 On-Island Trustee Offices. Existing multi-year office leases. Cost estimates for the planned SSI office relocation.
16	**Planning Services**	Assumed that Islands Trust Council will continue to provide sufficient funding for LTCs to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the *Islands Trust Act.* OCP and LTC project budgets are distributed between LTCs as they seek funding for various projects. Smaller projects with estimated costs less than $5,000 continue to be funded by the lump sum budget for LTC project work, which LTCs can draw from throughout the year.	Local Planning Services Review 2018 TC's Strategic Plan 2018-2022 TC Policy 5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees

		The following principles will guide decisions on LTC projects in the budget cycle: • OCP and LTC projects with estimated costs greater than $5,000 will require a funding request from the LTC, for consideration by Trust Council. • Similar projects (e.g., OCPs) will be consolidated for efficiencies where feasible. • Proposed projects will not be funded unless there are sufficient staff resources to implement them.	
17	**Planner Resource Allocation**	Assume planner resource allocation will be allocated in accordance with Trust Council policy 6.2.1 (Priority Setting/Review Guidelines) and Trust Council 6.7.1 (Work Program, FUAL, and Priorities Report)	LPS Review 2018 TC's Strategic Plan 2018-2022 Implementation TC Policy 6.2.1 Priority Setting/Review Guidelines and TC Policy 6.7.1 Work Program, Follow-up Action List and Priorities Report
18	**Strategic Plan Projects**	Assumed projects underway that were endorsed at June 2023 TC, as part of the current strategic plan will be seen through to completion, potentially requiring funding in 2024/25.	TC's Strategic Plan 2018-2022
19	**Elections**	No Election in the year.	
20	**First Nations Reconciliation**	The principle of reconciliation should be embraced across all levels of work at Islands Trust. To facilitate this in the budget cycle, all business cases will include consideration of First Nation engagement needs and opportunities to advance reconciliation.	Business cases submitted during the budget cycle.
21	**Community Communications and Engagement**	The principle of communication with community and public engagement are important to Islands Trust, as such all business cases will include consideration of public engagement and communication needs.	Business cases submitted during the budget cycle.
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
20	**General Surplus**	Assumed that general surplus will be used to reduce tax burden leaving the general revenue surplus at the minimum level under Trust Council Policy.	*TC policy 6.5.1 Reserves and Surplus*, section D.6, amended, recommends a minimum level of General Revenue Surplus as *"2.4 months (or 20%) of expenses net of 2.4 months of revenue, excluding revenue from property taxes or the provincial grant"*.
21			

	LTC-Specific Reserve Fund	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund.	Estimate from Direct, Planning Services based on known and anticipated projects.
22	**Special Property Tax (SSIWPA) Surplus Fund**	Unknown at this time if the SSI LTC unspent special property tax balance at fiscal 2024 end will be requested for spending in the 2024/25 budget.	Previous TC resolution #2020-086 SSI LTC to provide resolutions related to SSIWPA as they are determined. SSI LTC has put forward 3 business cases for projects requesting funding from the SSIWPA reserve fund.
23	**Significant Unusual Circumstances**	Assumed significant unusual circumstances identified in the budget development cycle will be addressed as required.	None identified.

Resolutions Referenced, in order of mention:

ITC-2023-018

that the Islands Trust Conservancy (ITC) Board direct staff to prepare an ITC Budget request, including the following items, and to return to the ITC Board for review in July:

- *Inclusion of Species at Risk Program grant commitments, totaling $220,000;*
- *An increase to the property management budget of $6,210 to reflect new nature reserves and covenants;*
- *An increase to the travel budget of approximately $1,000 to accommodate additional travel needs for newly acquired remote covenants;*
- *Consideration of further increases to the budget to accommodate increasing property management needs; and,*
- *Development of a business case for the second year of First Nations engagement associated with development of the 2026-2030 ITC Five-Year Plan.*

ITC-2023-019

that the Islands Trust Conservancy Board direct staff to conduct 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.

TC 2020-086

THAT Trust Council authorize the Salt Spring Island Local Trust Committee to use unspent special property tax requisition funds from previous fiscal years to undertake water sustainability projects that do not require coordination through the local trust committee's (LTC's) delegated authority under Trust Council Bylaw No. 154.

BRIEFING

To:	Trust Council	**For the Meeting of:**	February 21, 2024
From:	Financial Planning Committee	**Date Prepared:**	February 14, 2024
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 BAP document has been used as a guide in putting together the draft 2024/25 budget as much as possible.

Financial Planning Committee (FPC) has reviewed the draft budget four times since its initial drafting, at their meetings in October, November, January and February.

Trust Council (TC) has reviewed the draft budget once, at their December meeting.

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 for their planned work.
Local Trust Committees (LTCs)	LTCs have submitted business cases for their funding requests valued at over $5,000. Smaller projects will continue to be funded from a pool of 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 $11.1M:
    - Operating budget $9.8M (excluding amortization expense)
    - Projects budget $983,000
    - Capital budget $397,000
- A proposed 7.75% general tax increase to local trust areas (exclusive of NMC)
- A proposed 15.7% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of $422,000.
- A proposed draw from the LTC Project Reserve Fund of $219,000.
- A proposed draw from the SSI Special Property Tax Requisition Reserve Fund of $73,000.

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. However, actual spending in 2022/23 represents a two year gap between 2024/25. As such, it can be more useful to compare the draft 2024/25 budget to the approved 2023/24 budget and 2023/24 forecast.

Comparison to the most recently completed financial forecast (2023/24) – A comparison to the most recently completed financial forecast can also be helpful to inform real spending trends, assuming forecasts are reasonable in nature and represent near-accurate spending the current year. At the end of quarter three, Islands Trust spending is forecasted to be approximately 3% below budget.

The draft **operating budget** has increased by $814,000 (9%) over the current year approved budget and 1.1M (12%) over the current year forecasted spending. The largest factors contributing to these changes are as follows:

Expense	Increase (decrease) over 2023/24 approved budget	Increase (decrease) over 2023-24 Forecast
History and Heritage Funding Grants	10,000	10,000
Software Support and Licensing	53,000	49,000
Technical Support	40,000	40,000
Contracted Temporary Staffing	17,500	(26,000)
ITC Property Management	6,000	16,000
Legal – general	26,000	(1,000)
Legal – litigation defense	4,000	38,000
Executive Expenses on LTCs	25,000	8,000
LTC Meeting Expenses	23,000	(1,000)
Meeting Expense	14,000	6,000
Office – Lease Costs	34,000	9,000
Recruitment & Labour Relations	75,000	75,000
Salaries and Benefits	446,000	763,000
Training & Conferences	13,000	5,000
Travel for Training	15,000	(1,000)
Travel	16,000	(4,000)
Trustee Remuneration	21,000	24,000

The draft **projects budget** has increased by $553,000 (105%) over the current year forecast due primarily to increased work focused on housing (needs assessments, strategy development, toolkits), LTC major projects for OCPs, housing and work with First Nations groups, the policy statement, 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 $248,000 (166%) over the current year forecast primarily due to the planned SSI office relocation, and increases in computer hardware and software costs related to the conversation to MS365.

DRAFT 2024/25 BUDGET - OVERVIEW

PLANNED EXTERNAL REVENUES

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

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

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total $8.7M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 7.75% ($620,000). This amount is comprised of:

- A proposed base tax increase of 7.25% ($1.1M) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.5% ($37,000) across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factors, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on the NMC factor as of December 31, 2023 as reported by BC Assessment.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at approximately $404,000 in the draft budget. This is a total increase over last year's budget of 17.3% ($58,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 15.7% ($75,000) from the existing tax base; plus
- An estimated 1.1% ($4,000) generated from new tax base associated with NMC factors. This figure is based on NMC factor as of 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 $834,000, broken down as follows:

- Provincial Annual Unrestricted Grant - Operating
  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.
- Provincial Restricted Grant – First Nations Engagement
  A restricted provincial grant of $150,000 was received in fiscal 2023-24 for First Nations Engagement. Of this amount, $77,000 is expected to be spent in 2024-25 and as such, has been recognised as grant revenue in the draft 2024-25 budget.
- Provincial Restricted Grant – Housing Legislation Implementation
  A restricted provincial grant of $127,336 was received in fiscal 2023-24 to fund the implementation of legislative changes associated with housing initiatives. The full $127,336 is expected to be spent in 2024/25 on housing needs assessments for the Trust Area and as such the full amount has been recognized as grant revenue in the draft 2024-25 budget.
- Provincial Restricted Grant – Local Government Climate Action
  A restricted provincial grant of $38,000, received under the Local Government Climate Action program.
- Provincial Restricted Grant – Complete Communities
  A restricted provincial Complete Communities grant of $150,000 was received in fiscal 2023-24. Of this amount $126,000 is expected to be spent in 2024-25 for the Salt Spring Island Local Trust Committee.
- Federal Restricted Grant – Species at Risk
  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.

- Federal Restricted Grant – Registered Professional Biologist
  A restricted federal grant from Environment and Climate Change Canada (ECCC) of $65,500. This amount is recognized as revenue in the draft budget, along with the related expenses the grant will pay (costs for a Registered Professional Biologist).
- Contingent Grants
  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 $276,000 (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 $260,000 (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 in comparison to historical norms, but will be lower than fiscal 2023/24 actuals. This figure will be reviewed before the final version of the budget travels to Trust Council in December to ensure estimates remain reasonable.

PLANNED EXPENDITURES

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $6.7M budget (2023/24- $6.2M), representing 60% 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 ($)	% of Salaries Cost
Executive Office	Office of CAO, Legislative Services	5.0		**5.0**	$ 635,147	10%
Trust Area Services	Communications, Government Relations, Grants	5.4		**5.4**	609,387	9%
Islands Trust Conservancy	Land Management and Acquisition	7.8	1.0	**8.8**	843,247	13%
Planning & Bylaw Services	Land use Planning, Bylaw Enforcement	33.3	1.0	**34.3**	3,411,117	51%
Administrative Services	Finance, Human Resources, Info Technology	9.1	1.0	**10.1**	1,160,208	17%
Total		60.6	3.0	**63.6**	$ 6,659,107	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 $90,000 for 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 $93,000 for base salary and benefits. This amounts assumes 10 months of salaries and benefits expense. A business case for this new position is included in the agenda package for review.

- The addition of a temporary 1.0FTE for a Registered Professional Biologist, funded by a grant from the federal government. This was approved by Trust Council in December 2023 and is valued at $59,500 in salaries and benefits in the budget.

- 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 24 BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% per step per person).
    - An effective up-to 2.25% 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 $1.2M (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 $171,000 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 $710,000 in the 2024/25 draft budget (2023/24- $699,000). Factors influencing this figure include the following:

- An anticipated 3.7% increase to base remuneration to adjust for CPI changes, based on the December, 2023 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 five 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 $3,700 (2023/24 - $8,500) with the assumption that the Governance Committee, Financial Planning Committee, Regional Planning Committee and Accessibility Committee will meet fully electronically as planned. Trust Programs Committee has funding for one in-person meeting.

LTC-direct expenses amount to $94,000 (2023/24 - $44,000), which is higher than previous years. Spending trends for all LTC accounts have been analyzed and budgeted amounts have been updated to reflect current activities levels of each LTC. 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 meeting expenses are seeing an increase due to elevated costs for Executive Committee members traveling to chair LTC meetings. Due to the home location of EC members and restrictive ferry schedules, many trips to Chair LTC meetings require an overnight stay. In addition, the accounting treatment for staff travelling to LTC meetings will also be revised effective April 1, 2024, which will see staff travel costs to LTC meetings recorded in the LTC meeting expense accounts rather than general travel accounts. As such, amounts for estimated staff travel are also increasing this budget line.

LTC project expenses in the budget total $567,000 (2023/24- $330,000) for LTC projects which includes an allowance for upcoming, currently unknown LTC projects ($36,500) and projects funded from special tax reserve ($73,000), and amounts for specific projects ($457,000). A breakdown of LTC project funding requests is as follows:

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	31,500	
SSI:OCP and LUB Review	222,000	
SSI: Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan	86,500	**$ 457,000**
Minor Projects:		
Pool for Allocation to LTCs in Year		**$ 36,500**
SSI LTC projects proposed for funding from Special Tax Reserve Funds:		
SSIWPA Plan Coordination	$ 55,000	
SSI Groundwater Sustainability Strategy	16,500	
SSI Proof of Water - Subdivision	1,500	**$ 73,000**
Total planned spending on LTC projects		**$ 566,500**

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 $114,000 which is not enough to cover all planned projects. A transfer from the GRSF of $105,000 to the LTCPSRF is planned for 2024/25 to increase the available balance to

$219,000. This amount has been included in the budget as a draw from reserve to partially pay for LTC projects. The remaining balance is paid for by a grant awarded to the SSI LTC.

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 $843,000), amount to $343,000 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 $515,000 (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 ($5,500) historically used by trustees and planning staff for meetings with members of the public. Staff have asked the Galiano LTC members if they find value in the office for purposes of conducting their work. Trustee Gauverau uses the office 1-2 times per week, Trustee Mabberly does not use the office, and LTC Chair Peterson uses the space about once per month when on the island for LTC meetings. Staff does occasionally use the space but have acknowledge their work can be conducted via other means if required, as on other islands without offices. The decision to retain or relinquish this office lease is in the hands of Trust Council, and Financial Planning Committee should make a recommendation on this front.

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 $10,000 (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 $96,000 (2023/24 – $21,000) which includes $75,000 for a recruitment firm to replace the CAO, and $21,000 for advertisements for job postings and contracted human resource assistance from the Public Service Agency.

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

Insurance costs have come down and are budgeted at $198,000 (2023/24- $208,000), based on actual premiums for insurance coverage with the Municipal Insurance Associated of British Columbia. The bulk of our insurance premiums pay for General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees

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 $204,000 (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
- $5,000 in new costs for property management software for ITC
- $3,000 in new costs for file transfer service (i.e.: Dropbox)
- $9,000 in increases to annual renewal fees for already in-use software systems.

Computer Hardware and Software expenses have been budgeted at $182,000 (2023/24- $129,000) which includes costs for the following:

- $24,000 for technical support that will be capitalized as hardware cost to prepare IT server environment for MS 365
- $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
- $68,000 for the purchase of 34 new computers (14 Laptops, 15 Desktops and 5 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 line where costs for backfilling staff vacancies with contractors can be recorded, or where hired professional consultant costs can be recorded. These costs have been estimated in the draft budget at $20,000 (2023/24 - $3,000) to pay for planned contractor help related to the installation of new GPS software for ITC.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $316,000 (2023/24- $159,000), broken down in the following list:

• Reconciliation Action Plan*	$ 25,000
• Policy Statement Amendment	$ 81,000
• Stewardship Education Program	$ 15,000
• Secretariat Services	$ 15,000
• Housing Needs Assessment North/South Gulf Islands	$ 127,336
• Housing Strategy and Housing Options Toolkit	$ 30,000
• First Nations Engagement Plan (ITC)*	$20,000
• 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 $120,500

PLANNED SURPLUS FUNDING

The proposed budget shortfall of $714,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of $422,000 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.
- A draw from the SSI special tax requisition reserve fund (i.e.: SSIWPA reserve) of $73,000 is included in the draft budget to pay for three proposed projects related to watershed management. These projects must fall within Bylaw 154 to be funded from this reserve fund, unless the SSIWPA project is completed, at which point unspent funds can be used for an alternate purpose at the direction of Trust Council.

Staff have used the third quarter financial forecast to estimate the balances that may remain in the General Revenue Surplus Fund (GRSF) and the LTCPSRF at the end of 2024/25 based on the draft budget figures:

- GRSF: Estimated balance of $1.85 versus recommended policy minimum of $1.92M.
- LTCPSRF: Estimated balance of $1,200. There is no recommended policy minimum for this fund, however staff ensure there are enough funds in this fund for planned LTC work in any given year, by including transfers from the GRSF in the financial plan bylaw that Trust Council approves each year.

ATTACHMENT(S): (attached to the budget changes BRF)

1. 2024/25 Numeric Budget Detail
2. Strategic and Operational Initiatives List
3. New Staffing Requests List
4. LTC Projects List
5. Proposed Staffing Changes
6. Surplus Allocations

FOLLOW-UP: As directed.

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

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2024/25

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		2022/23	2023/24		2024/25	*Budget-Budget Comparisons*		Budget-Forecast Comparisons		*Budget-Actual Comparisons*	
		ACTUALS *elections*	BUDGET	Q3 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	*268,000*	**275,500**	83,500	43%	*7,500*	3%	*75,930*	*38%*
	Provincial Grant - Unrestricted	228,000	180,000	*180,000*	**180,000**	-	0%	*-*	0%	*(48,000)*	*-21%*
	Provincial Grant - FN Engagement	-	-	*40,000*	**77,000**	77,000	0%	*37,000*	93%	*77,000*	*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)	-	-	*24,000*	**126,000**	126,000	0%	*102,000*	425%	*126,000*	*0%*
	Provincial Grant - BC Active Transportation Grant (SSI LTA)			*25,000*	**-**	-	100%	*(25,000)*	-100%	*-*	*100%*
	Provincial Grant - LG Development Applications	193,857	147,795	*148,000*	**-**	(147,795)	-100%	*(148,000)*	-100%	*(193,857)*	*-100%*
	Provincial Grant - Restricted - Housing Initiatives				**127,336**	127,336	0%	*127,336*	0%	*127,336*	*0%*
	Provincial Grant - Restricted (HWI/IWI)	3,851	22,000	*34,000*	**-**	(22,000)	-100%	*(34,000)*	-100%	*(3,851)*	*-100%*
	Federal Grant - Restricted (ITC SAR)	238,500	220,000	*220,000*	**220,000**	-	0%	*-*	0%	*(18,500)*	*-8%*
	Federal Grant - Restricted - ECCC			*-*	**65,500**	65,500	0%	*65,500*	0%	*65,500*	*0%*
	Contingent Grants - Projects	7,314	1	*-*	**1**	-	0%	*1*	0%	*(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%*
7.25%	Property Tax Levy - LTA General Increase		150,642		**583,337**	432,695	287%	*583,337*	0%	*583,337*	*0%*
0.5%	Property Tax Levy - LTA NMC Increase		585,520		**36,714**	(548,806)	-94%	*36,714*	0%	*36,714*	*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%*
15.7%	Property Tax Levy - Bowen General Increase		980		**54,241**	53,260	5432%	*54,241*	0%	*54,241*	*0%*
1.1%	Property Tax Levy - Bowen NMC Increase		21,239		**3,702**	(17,537)	-83%	*3,702*	0%	*3,702*	*0%*
	Investment Income	169,393	133,000	*313,000*	**260,000**	127,000	95%	*(53,000)*	-17%	*90,607*	*53%*
	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	*9,727,000*	**10,439,426**	*1,109,116*	*12%*	*712,426*	*7%*	*1,665,106*	*19%*
	EXPENSES										
	Amortization expense	177,337	178,000	*169,000*	**240,000**	62,000	35%	*71,000*	42%	*62,663*	*35%*
	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	-	*-*	**10,000**	10,000	0%	*10,000*	0%	*4,000*	*67%*
	Audit	20,660	21,000	*26,000*	**22,000**	1,000	5%	*(4,000)*	-15%	*1,340*	*6%*
	Bank Charges & Interest	2,376	3,500	*4,000*	**3,500**	-	0%	*(500)*	-13%	*1,124*	*47%*
	Board of Variance	1,332	1,200	*1,000*	**1,200**	-	0%	*200*	20%	*(132)*	*-10%*
	Committee Meeting Expense - FPC	78	-	*-*	**-**	-	0%	*-*	0%	*(78)*	*-100%*
	Committee Meeting Expense - RPC	452	1,000	*2,000*	**-**	(1,000)	-100%	*(2,000)*	-100%	*(452)*	*-100%*
	Committee Meeting Expense - TPC	3,709	2,000	*-*	**3,700**	1,700	85%	*3,700*	0%	*(9)*	*0%*
	Committee Meeting Expense - Governance	-	3,000	*3,000*	**-**	(3,000)	-100%	*(3,000)*	-100%	*-*	*0%*
	Committee Meeting Expense - Accessibility*	-	2,500	*1,000*	**-**	(2,500)	-100%	*(1,000)*	-100%	*-*	*0%*
	Communications and ITC Fundraising	44,128	73,500	*73,000*	**73,000**	(500)	-1%	*-*	0%	*28,872*	*65%*
	FN Protocol Funds	225	-	*-*	**-**	-	0%	*-*	0%	*(225)*	*-100%*
	SW Support and Licensing	92,806	150,200	*155,000*	**203,600**	53,400	36%	*48,600*	31%	*110,794*	*119%*
	Internet	46,991	46,300	*46,000*	**46,700**	400	1%	*700*	2%	*(291)*	*-1%*
	Technical Support	79,029	60,000	*60,000*	**100,000**	40,000	67%	*40,000*	67%	*20,971*	*27%*
	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	*46,000*	**20,000**	17,500	700%	*(26,000)*	-57%	*(70,339)*	*-78%*
	Elections - General	157,631	-	*-*	**-**	-	0%	*-*	0%	*(157,631)*	*-100%*
	Elections - By-elections	-	7,000	*7,000*	**-**	(7,000)	-100%	*(7,000)*	-100%	*-*	*0%*
	Insurance	198,517	208,150	*213,000*	**198,300**	(9,850)	-5%	*(14,700)*	-7%	*(217)*	*0%*
	ITC - Board Honoraria	6,350	7,000	*6,000*	**7,000**	-	0%	*1,000*	17%	*650*	*10%*
	ITC - Board Meeting Expense	2,867	1,425	*2,000*	**2,850**	1,425	100%	*850*	43%	*(17)*	*-1%*
	ITC - Board Training & Conferences	1,484	1,600	*1,000*	**1,600**	-	0%	*600*	60%	*117*	*8%*
	ITC - Property Management	119,106	159,930	*150,000*	**166,140**	6,210	4%	*16,140*	11%	*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	*13,000*	**18,000**	-	0%	*5,000*	38%	*18,000*	*0%*
	Land Title Registrations	3,412	3,900	*3,000*	**4,750**	850	22%	*1,750*	58%	*1,338*	*39%*
	Legal - general	88,071	69,998	*97,000*	**96,100**	26,101	37%	*(900)*	-1%	*8,029*	*9%*
	Legal - bylaw enforcement litigation	65,859	80,000	*114,000*	**75,700**	(4,300)	-5%	*(38,300)*	-34%	*9,841*	*15%*
	Legal - litigation defence	188,814	72,356	*39,000*	**76,800**	4,444	6%	*37,800*	97%	*(112,014)*	*-59%*
	LTC "Trustee Expenses"	1,889	4,500	*4,000*	**4,430**	(70)	-2%	*430*	11%	*2,541*	*134%*
	LTC "Executive Expense on LTC's"	15,914	12,000	*29,000*	**36,900**	24,900	208%	*7,900*	27%	*20,986*	*132%*
	LTC Meeting Expenses	29,652	13,000	*37,000*	**36,260**	23,260	179%	*(740)*	-2%	*6,608*	*22%*
	LTC Local Exp APC Meeting Expenses	3,723	4,860	*9,000*	**9,500**	4,640	95%	*500*	6%	*5,777*	*155%*
	LTC Local Exp Communications	4,988	5,000	*9,000*	**6,850**	1,850	37%	*(2,150)*	-24%	*1,862*	*37%*
	LTC Local Exp Special Projects	242	4,750	*1,000*	**-**	(4,750)	-100%	*(1,000)*	-100%	*(242)*	*-100%*
	Meeting Expense	82,117	122,975	*131,000*	**137,400**	14,425	12%	*6,400*	5%	*55,283*	*67%*
	Memberships	15,306	16,440	*16,000*	**19,000**	2,560	16%	*3,000*	19%	*3,694*	*24%*
	Notices - Statutory & Non-Statutory	16,167	17,850	*17,000*	**17,000**	(850)	-5%	*-*	0%	*833*	*5%*
	FOI & Records Management*	-	10,000	*3,000*	**10,000**	-	0%	*7,000*	233%	*10,000*	*0%*
	Office - Lease costs	426,537	421,800	*446,000*	**455,400**	33,600	8%	*9,400*	2%	*28,863*	*7%*
	Office - outside services	54,241	53,500	*60,000*	**59,100**	5,600	10%	*(900)*	-2%	*4,859*	*9%*
	Postage, Courier & Delivery	6,812	9,050	*8,000*	**7,800**	(1,250)	-14%	*(200)*	-2%	*988*	*15%*
	Recruitment & Labour Relations	16,820	21,000	*21,000*	**96,000**	75,000	357%	*75,000*	357%	*79,180*	*471%*
	Payroll Processing*	-	19,500	*22,000*	**19,500**	-	0%	*(2,500)*	-11%	*19,500*	*0%*
	Safety	4,840	5,000	*5,000*	**7,040**	2,040	41%	*2,040*	41%	*2,200*	*45%*
	Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,246,658	2,642,038	*2,462,000*	**2,911,105**	269,067	10%	*449,105*	18%	*664,447*	*30%*
	Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	570,058	671,078	*641,000*	**739,421**	68,343	10%	*98,421*	15%	*169,362*	*30%*
	Sal & Ben - Salaries - Planners & RPMs	1,240,487	1,519,311	*1,499,000*	**1,593,319**	74,009	5%	*94,319*	6%	*352,832*	*28%*
	Sal & Ben - Benefits - Planners & RPMs	313,071	385,905	*367,000*	**404,703**	18,798	5%	*37,703*	10%	*91,632*	*29%*
	Sal & Ben - Salaries - Planning Support	427,850	499,616	*440,000*	**497,806**	(1,809)	0%	*57,806*	13%	*69,956*	*16%*
	Sal & Ben - Benefits - Planning Support	108,267	126,902	*108,000*	**126,443**	(460)	0%	*18,443*	17%	*18,176*	*17%*
	Sal & Ben - Salaries - Bylaw	251,140	306,518	*317,000*	**320,836**	14,318	5%	*3,836*	1%	*69,696*	*28%*
	Sal & Ben - Benefits - Bylaw	64,285	77,855	*78,000*	**81,492**	3,637	5%	*3,492*	4%	*17,208*	*27%*
	Stationery & Office Supplies	41,580	29,020	*33,000*	**24,300**	(4,720)	-16%	*(8,700)*	-26%	*(17,280)*	*-42%*
	Tech Supplies	-	-	*-*	**9,300**	9,300	0%	*9,300*	0%	*9,300*	*0%*
	Subscriptions	5,288	5,360	*10,000*	**7,900**	2,540	47%	*(2,100)*	-21%	*2,612*	*49%*
	Telephone	14,011	18,100	*12,000*	**16,100**	(2,000)	-11%	*4,100*	34%	*2,089*	*15%*
	Mobile Devices	25,755	29,240	*26,000*	**25,100**	(4,140)	-14%	*(900)*	-3%	*(655)*	*-3%*
	Training - Organization-wide	3,006	5,000	*5,000*	**5,000**	-	0%	*-*	0%	*1,994*	*66%*
	Training - staff recognition & meetings	11,516	15,800	*10,000*	**11,200**	(4,600)	-29%	*1,200*	12%	*(316)*	*-3%*
	Training & Conferences	32,699	47,800	*56,000*	**61,150**	13,350	28%	*5,150*	9%	*28,451*	*87%*
	Travel for Training	19,901	17,950	*34,000*	**32,850**	14,900	83%	*(1,150)*	-3%	*12,948*	*65%*
	Travel	71,255	63,475	*83,000*	**79,370**	15,895	25%	*(3,630)*	-4%	*8,115*	*11%*
	Trustee Remuneration	555,215	589,978	*587,000*	**610,870**	20,892	4%	*23,870*	4%	*55,655*	*10%*
	Trustee Remuneration - CPP Expense	22,132	20,778	*21,000*	**21,670**	892	4%	*670*	3%	*(462)*	*-2%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2024/25

	2022/23	2023/24		2024/25	*Budget-Budget Comparisons*		Budget-Forecast Comparisons		*Budget-Actual Comparisons*	
				0						
	ACTUALS *elections*	BUDGET	Q3 Forecast	**Draft BUDGET**	Budget Change $	Budget Change %	Change $	Change %	*Draft budget vs 2023 actuals*	*Draft Budget to 2023 actuals % change*
Trustee Remuneration - Health/Dental benefits	47,727	76,550	*63,000*	**65,870**	(10,680)	-14%	*2,870*	5%	*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*	**11,912**	407	4%	*912*	8%	*1,017*	*9%*
Operating Budget Subtotal	***8,199,392***	***9,137,613***	***8,959,000***	**10,013,389**	875,775	10%	1,054,389	12%	1,813,997	22%
Amortization budget adjustment (not taxed for)		(178,000)		(240,000)	(62,000)	35%				
Net Operating Budget Subtotal	***8,199,392***	***8,959,613***	***8,959,000***	**9,773,389**	813,775	9%	1,054,389	12%	1,813,997	22%
PROJECTS										
LTA Projects:										
LTA Work Funded by Special requisition (SWIPPA)	59,599	43,500	*2,000*	**-**	(43,500)	-100%	*(2,000)*	-100%	*(59,599)*	*-100%*
LTC Projects funded by Special Requisition Surplus Fund	57,294	-		**73,000**	73,000	0%	*73,000*	0%	*15,706*	*27%*
LTC Projects, partially funded by LTC reserve fund	110,430	286,000	*89,000*	**493,500**	207,500	73%	*404,500*	454%	*383,070*	*347%*
LTC Projects Funded by Approved Grants (590) - SSI LTA	3,851	-	*49,000*	**-**	-	0%	*(49,000)*	-100%	*(3,851)*	*-100%*
LTC Projects Funded by Contingent Grants (590)		1		**1**	-	0%	*1*	0%	*1*	*0%*
							-			
							-			
Strategic Plan Projects							-			
Reconciliation Program	7,219	30,000	*25,000*	**25,000**	(5,000)	-17%	-	0%	*17,781*	*246%*
Policy Statement Amendment	67,430	30,000	*14,000*	**81,000**	51,000	170%	*67,000*	479%	*13,570*	*20%*
Stewardship Education Program	10,398	15,000	*8,000*	**15,000**	-	0%	*7,000*	88%	*4,602*	*44%*
Secretariat Services	12,513	12,000	*13,000*	**15,000**	3,000	25%	*2,000*	15%	*2,487*	*20%*
Housing Needs Assessment: North/South Gulf Islands				**127,336**	127,336	424%	*127,336*	0%	*127,336*	*0%*
Housing Strategy and Housing Options Toolkit		30,000	*27,000*	**30,000**	-	0%	*3,000*	11%	*30,000*	*0%*
First Nations Engagement Plan		10,000	-	**20,000**	10,000	100%	*20,000*	0%	*20,000*	*0%*
Governance Committee Project Funds				**3,000**	3,000	0%	*3,000*	0%	*3,000*	*0%*
Indigenous Watersheds Initiative		22,000	*34,000*	**-**	(22,000)	-100%	*(34,000)*	-100%	-	*0%*
Housing Initiatives	5,000	-	-	**-**	-	0%	-	0%	*(5,000)*	*-100%*
Groundwater Recharge Mapping	72,915	10,000	*1,000*	**-**	(10,000)	-100%	*(1,000)*	-100%	*(72,915)*	*-100%*
					-	0%	-	0%	-	*0%*
Operational Projects					-	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	*153,000*	**-**	(147,795)	-100%	*(153,000)*	-100%	*(193,857)*	*-100%*
* Expense Claim System Upgrades		15,000	*15,000*	**-**	(15,000)	-100%	*(15,000)*	-100%	-	*0%*
Projects Total	483,612	651,296	***430,000***	**982,837**	331,541	51%	552,837	105%	382,332	79%
									-	
Total Operating + Projects Expenditures	8,683,004	9,788,909	**9,389,000**	**10,996,226**	1,207,316	14%	1,607,226	17%	2,196,329	26%
CAPITAL										
Computer H/W & S/W	5,000	129,300	*141,000*	**181,700**	52,400	41%	*40,700*	29%	*176,700*	*3534%*
Office - Equipment & Furniture	2,333	5,000	*8,000*	**5,000**	-	0%	*(3,000)*	-38%	*2,667*	*114%*
Office - Relocation				**210,000**	210,000	0%	*210,000*	0%	*210,000*	*0%*
Total Capital Spending	**11,387**	**134,300**	***149,000***	**396,700**	262,400	195%	*247,700*	166%	*385,313*	*3384%*
Total Cash Operating, Projects, Capital Budget	**8,694,390**	**9,745,209**	***9,538,000***	**11,152,926**	*1,407,716*	14%	*1,854,926*	19%	*2,581,642*	*30%*
Net Surplus (Shortfall)	79,930	(414,900)	*189,000*	**(713,500)**	*(298,600)*	*72%*	*(902,500)*	*-478%*	*(916,536)*	*-1147%*
Surplus (deficit)	**79,930**	**(414,900)**	***189,000***	**(713,500)**	*(298,600)*	*72%*	*(902,500)*	*-478%*	*(916,536)*	*-1147%*
Funded by:										
Change in Amounts invested in Tangible Capital Assets	75,719	0	(52,600)	**-**						
Transfer from (to) General Revenue Surplus Fund	(98,764)	231,000	(183,400)	**421,500**						
Transfer from (to) LTC Project Specific Reserve Fund	3,116	183,900	89,000	**219,000**						
Transfer (to) from Special Tax Requisition Fund	56,892	0	(42,000)	**73,000**						
Net Balance	**116,893**	**0**	**-**	**0**						

ISLANDS TRUST
2024/25 GRANT REVENUE SUMMARY

Background: The draft 2024/25 budget includes several sources of external grant revenue. These are listed individually in the revenue section of the draft budget. Related expenses that these grants will pay for are included in their appropriate budget line, and as such it may not be as readiliy apparent which expense items are entirely or partially funded by grants. The following will assist with bridging that gap.

GRANT	GRANT REVENUE		EXPENSE PAID FOR
Provincial Grant - Unrestricted	$	180,000	General Operations
Provincial Grant - First Nations Engagement		77,000	LTC Project Engagement ($50K), ITC FN Engagement ($10K), Engagement Training ($17K)
Provincial Grant - Local Government Climate Action Funds		38,082	Conservancy staff salaries
Provincial Grant - Complete Communities (SSI LTA)		126,000	SSI LTC Project (OCP/LUB)
Provincial Grant - Restricted - Housing Initiatives		127,336	Trust-Wide Housing Needs Assessments (legislatively required)
Federal Grant - Restricted (ITC Species at Risk)		220,000	ITC Species at Risk programming
Federal Grant - Restricted - ECCC		65,500	Registered Professional Biologist staff costs
TOTAL	**$**	**833,918**	

Islands Trust
Proposed Strategic Plan Projects
Fiscal Year 2024/25

	DESCRIPTION	AMOUNT	*Funding Source*
STRATEGIC PLAN:			
#4.6	Reconciliation Program	25,000	*taxes*
#3.1, 4.4, 5.6	Policy Statement Amendment	81,000	*surplus*
#4.3	Stewardship Education Program	15,000	*taxes*
#5.2	Secretariat Services	15,000	*taxes*
	Housing Needs Assessment: North/South Gulf Islands	127,336	*grant*
	Housing Strategy and Housing Options Toolkit	30,000	*surplus*
	First Nations Engagement Plan	20,000	*surplus*
	Governance Committee Project Funds	3,000	*taxes*
Total Proposed Strategic Plan Projects		**316,336**	

Islands Trust
Proposed Operational Projects
Fiscal Year 2024/25

	DESCRIPTION	AMOUNT	*Funding Source*
OPERATIONAL INITIATIVES			
	Cityview: Bylaw Portal	90,000	*surplus*
	Building Footprint: Data Update	10,000	*taxes*
	SSI Office Relocation	210,000	*surplus*
	MS 365 Upgrade	120,500	*surplus*
Total Operational Initiatives		**430,500**	
TOTAL STRATEGIC AND OPERATING PROJECTS		**746,836**	

ISLANDS TRUST
Fiscal Year 2024/25
PROPOSED 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	31,500	
SSI:OCP and LUB Review	222,000	
SSI: Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan	86,500	**$ 457,000**
Minor Projects:		
Pool for Allocation to LTCs in Year		**$ 36,500**
SSI LTC projects proposed for funding from Special Tax Reserve Funds:		
SSIWPA Plan Coordination	$ 55,000	
SSI Groundwater Sustainability Strategy	16,500	
SSI Proof of Water - Subdivision	1,500	**$ 73,000**
Total planned spending on LTC projects		**$ 566,500**

Islands Trust
Proposed Staffing Changes
Fiscal Year 2024/25

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STAFFING, Permanent (P)			
	Manager, Protected Areas (ITC) *(FT, estimated start date June 1), funded by taxes*		
	Salary	74,000	
	Benefits	18,800	
	Travel	3,000	
	Mobile Phone	603	
	Computer - Laptop	2,500	
	Training	1,700	
		100,603	*Taxes*
	New GIS staff *(FT, estimated start date June 1), funded by taxes*		
	Salary	69,900	
	Benefits	17,800	
	Travel	-	
	Mobile Phone	-	
	Computer - Advanced Desktop	2,000	
	Training	1,500	
		91,200	*Taxes*
	Total New Staff (P) Costs	**191,803**	
STAFFING, Temporary (T)			
	Registered Professional Biologist (FT, 10 months) funded by grant		
	Salary	47,500	
	Benefits	12,000	
	Travel	500	
	Mobile Phone (none)	-	
	Computer - Laptop	2,500	
	Training	750	
	Total	**63,250**	*Grant*
	Planning Services Co-op Student *(FT, 4 months), funded by taxes*		
	Salary	17,200	
	Benefits	4,400	
	Pacific Leaders Tuition Grant	1,223	
	Travel	100	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	**22,923**	*Taxes*
	ITC Species at Risk Co-op Student *(FT, 4 months), funded by grants*		
	Salary	16,300	
	Benefits	3,800	
	Pacific Leaders Tuition Grant	1,000	
	Travel	2,000	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	**23,100**	*Grant*
	Total New Staff (T) Costs	**109,273**	

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	Dept	*BIM Contrib Factor*	$ Credit to BIM
	Allocation of Funding Transferred from General Revenue Surplus Funds:						
Ops	SSI Office Relocation	-	210,000	**210,000**	0	*0%*	-
Ops	MS 365 Conversion	-	120,500	**120,500**	0	*29%*	35,142
Strat	Reconciliation Program	-	-	**-**	TC	*100%*	-
Strat	Policy Statement Amendment	16,000	65,000	**81,000**	TC	*100%*	81,000
Strat	Stewardship Education Program	-	-	**-**	TC	*100%*	-
Strat	Secretariat Services	-	-	**-**	TC	*100%*	-
Strat	Housing Needs Assessment: North/South Gulf Islands	-	-	**-**	PS	*0%*	-
Strat	Housing Strategy and Housing Options Toolkit	-	-	**-**	PS	*0%*	-
ITC	First Nations Engagement Plan	10,000	-	**10,000**	ITC	*100%*	10,000
Admin	Electronic Records Management Improvement Project	-	-	**-**	Leg	*29%*	-
Admin	Accessibility Plan Development		-	**-**	TC	*100%*	-
PS	Cityview: Bylaw Portal	-	-	**-**	PS	*0%*	-
PS	Building Footprint: Data Update	-	-	**-**	PS	*0%*	-
	Total transfer from General Revenue Surplus Fund (GRSF)	26,000	395,500	**421,500**			126,142
	Allocation of Funding Transferred from SSIWPA Special Requisition Surplus Funds:						
	SSIWPA Plan Coordination	-	$ 55,000	$ 55,000	LPS - SSI	*0%*	$ -
	SSI Groundwater Sustainability Strategy	-	$ 16,500	$ 16,500	LPS - SSI	*0%*	$ -
	SSI Proof of Water - Subdivision	-	$ 1,500	$ 1,500	LPS - SSI	*0%*	$ -
	Total transfer from SSIWPA reserve fund	-	73,000	**73,000**			$ -
	Allocation of Funding Transferred from LTC Project Specific Reserve Fund:						
	Pool for Allocation to LTCs in Year	-	36,500	$ 36,500	LPS	*0%*	$ -
	Salt Spring Bylaw Review - Procedural Updates (OCP/LUB)	96,000	-	$ 96,000	LPS	*0%*	$ -
	Salt Spring Ganges Village Area Planning	86,500	-	$ 86,500	LPS	*0%*	$ -
		182,500	36,500	**219,000**			$ -
	TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS			**$ 713,500**			

Islands Trust 2024/25 Business Case Summaries

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.

Hornby Island LTC – Relationship Building Actions with K'ómoks First Nation
Amount: *$31,500*
Estimated staff hours: 300
Sponsor: Hornby Island Local Trust Committee

This project funding will support staff and elected officials carry out activities to promote and build positive political/governance relationships with K'ómoks First Nation.

Mayne Island Housing Options Project – Phase 2 (cont'd)
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

North Pender Island Housing Access and Affordability Project
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 (+$126,000 – Complete Communities Grant)*
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 findings from the Complete Communities research, 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.

Trust Council Initiatives

Secretariat Services Program

Amount: *$15,000* (BIM contributes)
Estimated staff hours: 100
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: 275
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

Amount: *$81,000* (BIM contributes)
Estimated staff hours: 1500+
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, three phases of early 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, Trust-wide engagement including a professionally, third-party designed survey, virtual community workshop, and legal review of the revised Policy Statement.

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.

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 Trust Council's Housing Strategy Action Plan and to maintain the Housing Options Toolkit.

Islands Trust Conservancy Board Initiatives

Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project
Amount: *$20,000* (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. In January 2024, the Minister directed ITC to engage with First Nations in development of the ITC Plan prior to bringing the plan forward for approval. 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.

Protected Area Management Software Purchase and Implementation

Amount: *$20,000* (BIM contributes)
Estimated staff hours: 240
Sponsor: Islands Trust Conservancy Board

The Islands Trust Conservancy (ITC) is experiencing a growth in the number of properties and the complexity of protected area management and other issues, but staff do not have adequate software to manage information about protected areas and associated management action. This proposal is to hire a contractor to assist the Islands Trust with selecting and implementing new software, and for software licencing costs. As a cost-efficient approach, (ITC) staff have been trying to use Islands Trust's existing mapping database, *TAPIS Info*, to store, organize, and run reports on protected area management information, even though the structure and functionality of this software is cumbersome for this purpose. The current software results in an inefficient use of staff time, hampers quality corporate and long-term financial planning, and is negatively affecting staff morale. Information Services staff have advised ITC staff that ITC will need to migrate to an off-the shelf database product at some point as *TAPIS Info* is not a long-term solution to ITC's key functional need for supporting ongoing property data tracking.

Staffing Requests

Geographical Information Systems (GIS) Coordinator – 1.0 FTE
Amount: $*91,200* (BIM contributes)
Estimated staff hours: 90
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.

Protected Areas Manager - 1.0 FTE
Amount: *$104,667* (BIM contributes)
Estimated staff hours: 90
Sponsor: Islands Trust Conservancy Board

Management of Islands Trust Conservancy's protected areas (34 nature reserves and 79 conservation covenants covering 706 ha and 677 ha respectively) is becoming increasingly complex due to impacts of climate change; increased issues associated with invasive species, degraded ecosystems, and species at risk stewardship; commitments to engage First Nations in management activities; increases in the number of new landholders and new neighbours; and increasing recreation in nature reserves. The ITC has reached or exceeded the capacity of staff to manage and monitor properties, and respond to breaches and trespasses while also working towards strategic goals and objectives expected by the ITC Board and Trust Council, including research and policy work to address topics such as wildfire prevention, risk management, climate change impacts. Due to having eight direct reports that span a range of specialties, the ITC Manager has insufficient time available to deliver on projects such as engagement with First Nations on the Islands Trust Conservancy Plan, and corporate planning work. This proposal is to add a new Protected Areas Manager position to address the service shortfall.

Operational Initiatives

Building Footprint Layer Update in Mapping System
Amount: *$10,000* (BIM contributes)
Estimated staff hours: undetermined
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: undetermined
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: 450
Sponsor: Executive Committee

The Salt Spring Island office lease has been terminated effective July 24, 2024. All feasible opportunities are being explored. All options being explored 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).

<u>Microsoft 365 Purchase and Implementation</u>

Amount: *$120,500* (BIM contributes)
Estimated staff hours: undetermined
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:**	February 21, 2024
From:	**Executive Committee**	**Date Prepared:**	February 7, 2024
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 budgeting: 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 budgeting: FY2020 : $2,035 FY2021: $13,485 FY2022: $7,150 FY2023: $5,950 FY2024: $2,250 YTD The recently increased LTC fees bylaw have resulted in increased application fees.

Potential funding request	2024/25 Amount proposed	Notes
Reconciliation	$25,000	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	$81,000	**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** Ongoing, development of potential for 3 lease sites and 1 purchase site.
Microsoft 365	$120,500	**See attached report for context of proposed spend**
Geographic Information System Staffing Request	$91,200	**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 through a private contractor.

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):

i. Building Footprint GIS Data Layer Update Business Case
ii. Policy Statement Amendment Project Business Case (updated)
iii. Bylaw Portal Licensing and Implementation Project Business Case
iv. Salt Spring Office Relocation Business Case (updated)
v. Microsoft 365 Business Case
vi. Geographic Information Systems Staffing Request

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/Date: Russ Hotsenpiller, CAO/February 15, 2024

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 $81,000

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

Total: $94,000 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):

- [x] **Specific Project Funding** (select all that apply)
  - [x] Third Party Contractors
  - [x] Staff Travel Expense
  - [x] 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**
- [x] **Other – please describe: ______________________**

Revised (Option 3) Budget Breakdown:
-$26,000: Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.)
-$50,000: Public Engagement Phase 4
(in-person engagement events/special meetings for some LTCs/IMs as desired ($20K) ,Trust-Wide survey ($20K); and Virtual Community Workshop ($10K)
-$5,000: Legal Services

Date of Submission to Finance:
February 6, 2024

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, three 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 (see page 160 March 2023 agenda).

The funding requested via this business case will support implementation of a project charter approved by Trust Council in September 2023 (see page 318 of September 2023 agenda) but with updates to the timelines as Executive Committee was briefed in December and approved January 31st, as well as, direction by Executive Committee at is January 31, 2024 meeting to direct staff to amend this 2024/25 business case to allow for an increase in project funding (including unspent 2023/24 funds), to be spent as follows:

- $26,000: 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.
- $50,000: Public Engagement Phase 4 (in-person engagement events/special meetings hosted by some LTCs/IMs as desired, staff travel, etc.; a Trust-Wide survey; and Virtual Community Workshop)
- $5,000: Legal Services

ISSUE/OPPORTUNITY:

Background: The current 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 amendment of a draft version and First Reading 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, and longer than anticipated engagement period with First Nations, project implementation has been delayed by six months from what was articulated in the March 2023 project charter. More detailed project information is available on the Islands 2050 webpage.

<u>Current Project Status:</u>

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. Staff are engaging with First Nations to seek their early input on the draft. After inviting all First Nations in the Trust Area, staff are now engaging and working in cooperation with nine First Nations to seek their early input on the draft. Staff anticipate presenting a revised draft of the Policy Statement to Trust Programs Committee and Executive Committee in the period of March to May 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. The implementation of the communications strategy is planned to continue through 2024/25. This includes elements of the communications strategy for 2023/24 that have not yet been implemented due to project delays, but that will still be needed in 2024/25.

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, a Trust-Wide survey and Virtual Community Workshop, as well as, revisions to Draft 2 of the Policy Statement, and legal review of the draft.

In the April 2024-March 2025 the following activities are proposed for the project :

- EC and TPC develop recommendations for further revisions, as requested by TC (Mar-May 2024)
- Trust Council considers TC/EC recommendations and passes resolutions on further revisions required. Staff will make those revisions. (June-Aug 2024)
- Approval in principle by Trust Council (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. (concludes by April 2025)
- A Trust Area -wide Survey and Virtual Community Workshop (concludes by April 2025)
- After considering feedback from local trust committees and Bowen Island Municipality referral responses, and the Trust Area-wide engagement results, Trust Council would undertake First Reading and then refer the document to other agencies/First Nations/Conservancy Board for at least three months. (referral to occur between Oct-Dec 2025).

RISK ASSESSMENT:

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

Risk: A lack of timely and responsive communications materials risks 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, and also now in FY 2024-25.

- 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 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.

Risk: Lack of skilled contractors available for survey design (on policy topics) and virtual community workshop design, facilitation and note-taking.

- Building in time in the project schedule (as is proposed in the recommended option) to find ensure a skill contractor will mitigate this risk.

ALTERNATIVES CONSIDERED:

__Option 1:__ **FORMER Status quo (this is no longer the recommended option)- Implement project charter as approved in September 2023: $35,000 = $51,000[1] total**

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 the direction that was initially provided by Trust Council.

Risks – as noted in Risk Assessment section without the risks of lack of contractors skilled at survey design and virtual community workshop design, facilitation and note-taking.

Financial implications – $51,000 requested would go to:

- Communications - $26,000 - 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 on islands - $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.

__Option 2[2]:__ **RECOMMENDED - Option 1 with Trust Area-wide Virtual/Print public survey and Trust Area-wide virtual community workshop): $81,000** (Option 1 plus $20,000 for a Trust Area-wide survey to receive input, and $10,000 for Trust Area-wide virtual community workshop).

Description – This option would include all elements of Option 1 with an additional Trust Area-wide public engagement survey and Trust Area-wide virtual community workshop. The additional funding would go to contracted survey research and preparation, survey design, survey set-up, survey analysis; and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

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[1] Includes re-request of unspent $2023/24 project funds

[2] Please note – the EC endorsed Option 3 is now this Option 2

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; and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

Risks – As identified above in Risk Assessment section.

Financial implications – $81,000 requested would go to:

- All elements of Option 1, i.e.
    - Communications - $26,000 - 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 on islands- $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 1, and
- Trust Area-wide survey – staff time to procure contractor for survey and to monitor the contract
- 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 3:**</u> **Option 1 with Trust Area-wide Virtual/Print public survey (no Trust Area-wide virtual community workshop): $71,000** (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 – As identified above in Risk Assessment section but without the risk of lack of contractor availability for contractors skilled at virtual community workshop design, facilitation and note-taking.

Financial implications – $71,000 requested would go to:

- All elements of Option 1, i.e.
    - Communications - $26,000 - 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 on islands- $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 Area-wide survey – staff time to procure contractor for survey and to monitor the contract

Other implications - None.

<u>Option 4:</u> Option 1 with Virtual Community workshop (No Trust Area-Wide survey): $61,000 (Option 1 plus $10,000 for virtual community workshop to receive input).

Description – This option would include all elements of Options 1 and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

Benefits – All benefits of Option 1 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 of the risks noted above in Risk Assessment section.

Financial implications – $61,000 requested would go to:

- All elements of Option 1, i.e.
  - Communications - $26,000 - 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 on islands - $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.
- 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 1, 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 5:</u> Some of the 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 – preparation of basic communications materials but no implementation of communication strategy, no special meetings of LTCs , and no in-person staff support for 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

Option 6: 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:

Risk: 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.

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

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

Risk: 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 1-5:</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 ALTERNATIVE OPTIONS					
Activities	***Opt 1***	***Opt 2[3] (recommend)***	***Opt3***	***Opt4***	***Opt 5***	***Opt 6***
Communications ($10 -$26K)	X	X	X	X	X	
Legal ($5k)	X	X	X	X	X	
Local LTC/BIM led public engagement ($20k)	X	X	X	X		
Trust-wide virtual/print survey ($20k)		X	X			
Trust-wide Virtual Community Workshop ($10k)		X		X		
SUBTOTAL	**$51k**	**$81K**	**$71k**	**$61k**	**$15k**	**$0**
TOTAL COST with Optional Add-on for staffing backfill ($71.6k)	**$122.6k**	**$152.6K**	**$142.6k**	**$132.6k**	**$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 2 is recommended by Executive Committee.

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>

[3] Please note – the EC endorsed Option 3 is now this Option 2

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
- 0.6 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 Winter 2024 and will also 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 to the model of project delivery, there is a need for it to be discussed between Islands Trust Council 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 Stewardship Education 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.)*

Quantitative:

- $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

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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 Secretariat Services 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

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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 – all Local Trust Committees

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

2024/25: ~~$110,000~~ $127,336

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
Updated January 9, 2024 to reflect Dec. 20, 2023 letter announcing specific funding allocation from province.

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

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.

Update (Jan. 2024):
The Housing Statutes (Residential Development) Amendment Act (Bill 44) received Royal Assent on Nov. 30, 2023; Order in Council was adopted December 7, 2023. The Act and Regulations require all Local Trust Committees to update their Housing Needs Reports to align with the new requirements.

On December 20, 2023, the Islands Trust received an announcement that it has been awarded $127, 336 to update all Housing Needs Reports – including Salt Spring Island Local Trust Area. The grant displaces the $110,000 budget request (which did not include Salt Spring Island Local Trust Area).

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~~ must 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 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 – 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).~~ Need to meet legislative requirements drives up demand for contractors and cost
- Financial implications – Grant funded. 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. The grant funding would cover the minimum requirements and an additional $110,000 - $130,000 would be required if each Local Trust Area received supplemental data.
- 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.
Minimal resource requirements.

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
- Grant funding ~~request kept to what is required only to~~ meets legislation requirements.

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:

Cost is estimated to be $~~100,000 - $120,000~~ $127, 336 (this number was generated independently by the province but is reasonably close to staff estimates). ~~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~~.

Qualitative:

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 timeline and anticipated date of completion for this initiative?)*

- *April 2024: draft Request For Proposal (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

Updated January 9, 2024.

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:** 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.)*

Quantitative:
$30,000

Qualitative:
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 timeline and anticipated date of completion 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

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

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

Initiator Name, Title	July 24, 2023 Date
R Hotsenpiller, for Reviewed by Department Lead: Stefan Cermak, Director Planning Services	September 29, 2023 Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Initiated by (name, title):

Information Systems</td><td rowspan="3"><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>Business Area:

Administrative Services</td></tr>
<tr><td>Name of Request:
Bylaw Portal Licensing and Implementation

$90,000</td></tr>
<tr><td>Date of Funding Request Submission: 7/21/2023</td><td>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.</td></tr>
<tr><td colspan="2">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.</td></tr>
</table>

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.

[signature]	July 21, 2023
Initiator Name, Title	Date
Stefan Cermak, Director Planning Services	September 29, 2023
Reviewed by Department Lead: Name, Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

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

Department:
Planning Services

Name of Request:
Salt Spring Office Relocation

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

FY2024/25 - $210,000

<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:** ______________________

Date of Submission to Finance:
December 19, 2023
Updated January 17, 2024
Updated February 12, 2024

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.*

- *<u>Strategic Plan</u> goal: to provide effective, efficient, and collaborative governance.*
- *Governance Reviews: The February, 2022 <u>Islands Trust Governance Review</u>, and previous similar reviews, acknowledged benefits and challenges of the satellite office model and does <u>not</u> recommend any change to the location of an office on Salt Spring Island. The Governance Reviews note that maintaining the Salt Spring Office is in the best interest of serving approximately over one third of all Islands Trust residents. As such, staff have not explored any alternatives other than relocating the Salt Spring Island office elsewhere on Salt Spring Island.*

- *Islands Trust Policy 2.1.3 Governance Principles outlines the relevant values of Openness, Service Quality, Responsible Responsiveness, Community Involvement, and Inter-Agency Relations. These values are a foundation for decision making on office locations.*

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 July 2023, BC Hydro gave one year's notice that the Salt Spring Island office lease will be terminated effective July 24, 2024. Senior staff met in August 2023 and regularly since to develop and implement a work plan to address the issue. Staff established a list of preferences that a design/construction team used to help evaluate available spaces.

As per the current Strategic Plan, Islands Trust Governance Principles Policy, and the Governance Reviews (most recent completed in 2022), staff considered various new office options including:

1. New construction,
2. Leasing Option (i): Sharing workspace with other agencies,
3. Leasing Option (ii): Creating a small storefront presence (under 1,000 ft^2),
4. Leasing Option (iii): *Finding a medium sized office space (1,000-2,000 ft^2),*
5. Leasing Option (iv): Finding a full sized office (2,000 + ft^2), or
6. Purchasing an existing building.

New Construction.

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.

Leasing Options (i-iv):

A small storefront presence would permit a lean office space but would not meet the multitude of office needs (meeting space, document storage, server space, and the spatial needs of staff). Conversely, a large office space is 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 the provincial group responsible for supporting and managing real estate needs for the public service, local realty offices, and build-to-suit commercial marketers to explore various options. Staff also reached out to other governments and 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.

One construction estimate for a specific site was available at time of drafting version 1 of this business case (Sept. 2023). Since then staff identified three potential sites – none of which are office spaces and all require renovations. One site has since been deemed unavailable in the required time frame thus leaving two potential medium size office leases, one of which was in the original cost assessment. The relocation team continues to receive tips and follow up on various ideas given by staff, community members, and Trustees, but no strong candidates have come forward.

A design/contract professional provided refined site and office assessments of the two options on January 16, 2024. While the two options are quite different in terms of what they offer, they both have an estimated design/renovation cost of $250,000-$300,000. Site 1 (the original site) costs increased due to their being no plumbing of any sort in the potential lease space. The site has also been found to be smaller than previously thought and resolving the issue of lacking plumbing means that that cost would require leasing additional space in the building where plumbing and adequate space is available.

Site 2's most significant issues are that the HVAC system that supports other units in the building is not connected to the part of the building under consideration. Ventilation is also limited. It is one large open plan with no private or semiprivate meeting space. The budget for Site 2 accounts for addressing these deficiencies.

The design/renovation cost estimates were based on an average finish level, meeting current building code standards, and the listed preferences. Staff discussion with the assessors indicated that total costs could decrease with compromises. Staff currently assess that the site 2, which is downtown and very close to the existing CRD office, provides the greatest opportunity and costs can be minimized by limiting construction of private meeting or office space by considering a more open office layout with minimal private/quiet space. The provision of a HVAC system would need to be addressed as part of lease negotiations.

In mid-January 2024 a third lease option was identified and evaluated. The third lease space option is ultimately too small to fit the basic office needs and has other constraints such as no staff parking.

Purchasing Option

Staff discussed options with a realtor and monitored commercial realty listed for sale in the Ganges area. The one building that was feasible has an accepted purchase offer (two other buildings were for sale, one a restaurant with substantial renovation costs and the other a commercial building with substantial risks). Regardless, staff have followed up on the process of purchasing a building and the impacts to relocating the Salt Spring office if pursued.

Purchasing Option Process:

The Islands Trust has never purchased property or buildings. The need to purchase vs. leasing has not been identified as a strategic issue thus it remains a topic for Trust Council discussions. Financial issues include costs generally not included in leasing such as: legal review (property), inspection, insurance (ex: occupiers liability), security, budget reserve borrowing impacts, timelines, and approvals, property management, maintenance plans, and procurement processes. Non-financial issues include consideration of meeting community, elected officials, and staffing needs while following provincial legislation and Islands Trust bylaws and policies. Qualitative assessments on the impact if purchasing a property may include consideration of: seeking voter input to spend $800,000 (+ other identified costs), the impact of displacing the current tenants, anticipated governance issues, temporary storage and working solutions and associated costs, and leveraging government owned property for affordable housing (as per Trust Councils adopted Housing Strategic Action Plan). Put simply, what is the best use of the property from a community perspective?

At time of writing this version (V3) of the business case (February 2024), staff have met with a realtor, monitored sites, and explored opportunities sent from trustees and some community members. There remains one feasible property still listed for sale. The property has an approved offer of purchase – subject to conditions being met. The offer will reportedly expire by March 31, 2024 if conditions are unmet. Staff have been instructed to pursue the steps necessary to consider placing a backup offer in case the original purchaser is unable to meeting the conditions.

<u>Generic Considerations In A Lease Versus Buy Decision</u>

Considerations in Favour of Leasing:

1. **Budgetary predictability**: Lease payments typically offer more predictable budgeting compared to potential fluctuations in property maintenance and repair costs associated with ownership. No capital reserve fund is required in the context of leasing, which simplifies budgeting, financial forecasts, and financial management.
2. **Avoiding upfront costs:** Leasing requires minimal upfront capital compared to purchasing, which is beneficial when budget or cash constraints exist, or when strict fiscal policy does not permit large outlays. In the current context, the estimated renovation costs associated with relocating to another leased property are likely similar to the renovation costs required to retrofit a purchased property; so this consideration refers mainly to the cost of purchase. Financing a purchase in the Trust context is discussed in other areas of this report.
3. **Focus on core functions**: Leasing provides for the outsourcing of property management responsibilities to a landlord, allowing the Trust to focus resources on core functions rather than managing property-related tasks. While it is possible to a hire a property manager in the context of owning property, management of that contractor still becomes the responsibility of staff.
4. **Location flexibility**: Leasing allows greater flexibility of location adjustments if strategic objectives or changing operations demand it. Given the Trust's history of stable office placements, this consideration may be less relevant – however, changing political desires term by term may affect what has been the historical norm.

Considerations Against Leasing:

1. **Long-term cost**: While leasing may be cost-effective in the short term, over the long term, lease payments may exceed the cost of ownership.
2. **Lack of equity:** Lease payments are sunk costs and do not build equity or asset value for the lessee. That is, there is no return on investment for the dollars paid.
3. **Potential for rent increases**: Lease agreements tend to include cost increases annually, leading to increased costs over the lease term. The same could be said for potential maintenance cost of owned property.
4. **Limited control, Landlord dependency**: Leasers typically have limited control over the property, often restricted from making modifications or customising a space to suit specific operational needs without prior approval of landlords. Reliance on landlords for property management and maintenance services has the potential to result in service quality issues.

Considerations in Favour of buying:

1. **Investment potential**: Purchasing office space creates the opportunity to build equity over time. Depending on market conditions, purchased properties may appreciate in value over time, providing a potential return on investment when the property is sold in future. There is also potential for reduced
2. **Long-term planning**: Ownership enables agencies to make long-term strategic decisions regarding property use, without the risk of lease expiration.
3. **Control over property:** Ownership provides greater control over the property, including the ability to make modifications or improvements without landlord approval.

Considerations Against Buying:

1. **High upfront costs**: Purchasing commercial office space requires a significant upfront investment, which may pose challenges for agencies with limited capital resources.
2. **Market risks:** Property values and market conditions can fluctuate, potentially exposing risk if the market is low at the time of future sale of the asset. Losses would need to be more than lease payments would have been to be problematic on a comparison between leasing and buying scenario.
3. **Responsibility for maintenance**: Property ownership entails responsibilities for maintenance, repairs, and operational costs, which can be substantial over the property's lifecycle. In the absence of a depreciation or condition assessment over a particular potential purchase, it can be difficult to understand the cost of maintenance over time.

4. **Administrative burden:** Property ownership involves administrative tasks such as property management, compliance with regulations, and land management.

Funding A Potential Purchase

As noted, there are limited options available to the Trust for borrowing, leaving maximum borrowing amounts at approximately $105,000. Consequently, any purchase would need to be funded from Islands Trust surplus funds.

1. Use of General Revenue Surplus Funds for Capital Purchase

Council Policy 6.5.1 Reserves and Surplus guides how Trust surplus and reserve monies should be managed. It says:

3.2 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.

3.3 The recommended minimum amount of money to be contained within the General Revenue Surplus Fund is three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant.

a) Available general surplus funds

Section 3.3 exists to ensure enough resources are available from the start of any fiscal year (April 1) to when property taxes are received by the Provincial Surveyor (July). A capital purchase will immediately reduce availability of funds for this purpose to the magnitude of the cost to purchase and retrofit any selected space. Current cash flow estimates show that the Trust is not at risk of exhausting cash resources from April to July, and have excess funds in this time period of over $1.5M. As such, there appears to be available cash for a purchase in the range currently being explored.

Using the surplus to fund a capital purchase of this magnitude will mean fewer funds available for emergencies/unanticipated expenses, and for offsetting tax increase in future budgets. The surplus balance would fall below the recommended policy minimum in 3.3 above, however Trust Council may determine they are comfortable approving a balance below their policy recommendation in this context.

b) Rebuilding the general surplus fund to Policy-recommended minimum balance

Any use of general revenue surplus funds for capital purchase will reduce the surplus balance to below policy minimum, and contributions to this fund will be required to rebuild the balance to meet policy minimums. Rebuilding the surplus balance could be set over a specific time period, determined by Trust Council. Based on current draft budgets, repayment of approximately $80,000 per year to the surplus fund would represent an approximate 1% tax increase, offset by the net of savings on lease payments less annual operating costs for the office space.

2. Creation of a Capital Reserve Fund

Maintenance costs for an office building can be significant, and often are not incurred evenly over time which can create fluctuations in tax increases year-over-year. To ensure availability of funding for major building maintenance (such as roof repairs, window replacements, exterior painting, etc.) and smooth out tax increases, a capital reserve fund may be created.
Trust Council surplus and reserve policy Section B2 states the following:

B2. Islands Trust will strive to develop appropriate reserves to meet future obligations and operating needs. Reserves may be established to (1) ensure predictable and stable taxation; (2) provide for operating emergencies; (3) finance new capital assets; and (4) safeguard and maximize existing assets.
Trust Council must establish reserve funds for a specific purpose, must allocate initial funding to seed the reserve fund, and must determine ongoing contributions through budget allocations (collected via taxation) to ensure adequate balances to cover required spending from the reserve over time.
Understanding how much is required for initial and ongoing contributions to a capital reserve fund is dependant on the size and condition of the specific asset purchased and the timing of significant maintenance tasks, which is difficult to estimate at this time without knowledge of the specific asset that may be purchased.

Cost Benefit Of Leasing Or Buying
To perform a cost-benefit analysis, we can compare the total cash outlays of leasing versus purchasing the office space over a time horizon. A proper cost-benefit analysis can be performed only when costs are known under each option. Currently, there is no cost certainty associated with either leasing or buying. As such, staff make the following assumptions for the purposes of providing an illustrative analysis:
Lease:

- Assumed annual lease costs of $65,000, based on current SSI office lease costs plus 15%. This assumes the Trust will experience lease increases with a move to a new space given current rental market conditions.

Buy:

- Assumed all-in purchase price of $850,000, based on the asking price of an office space currently listed that would meet the needs of the Trust.
- Assumed average annual maintenance costs of $15,000 for building ownership. Without having depreciation reports or condition assessments on a particular asset for purchase, it is not possible to know if this assumption is reasonable.
- The opportunity cost of foregone investment earnings is calculated assuming a conservative 2% earnings per year, and assumes Trust Council will repay the surplus fund at a rate of $65,000 per year in line with what would be lease costs. These assumptions may not be reasonable in the context of long time frames for interest calculations, and unknown decisions of TC related to actual repayments of the surplus fund. These calculations have not been adjusted for the time value of money.

General:

- Assumed renovation or retrofit costs would be equal under the lease option or the buy option, thus are excluded from this analysis.
- Assumed annual operating costs are the same under both options, thus excluded from the analysis.
- Analysis is performed over a 10-year period, taking the position that any asset would be owned or leased for at least this period of time.
- Potential increases in lease costs annually, and increases in maintenance costs for inflationary pressures are excluded from this calculation.
- Lost investment earnings from reduced surplus balances are not considered

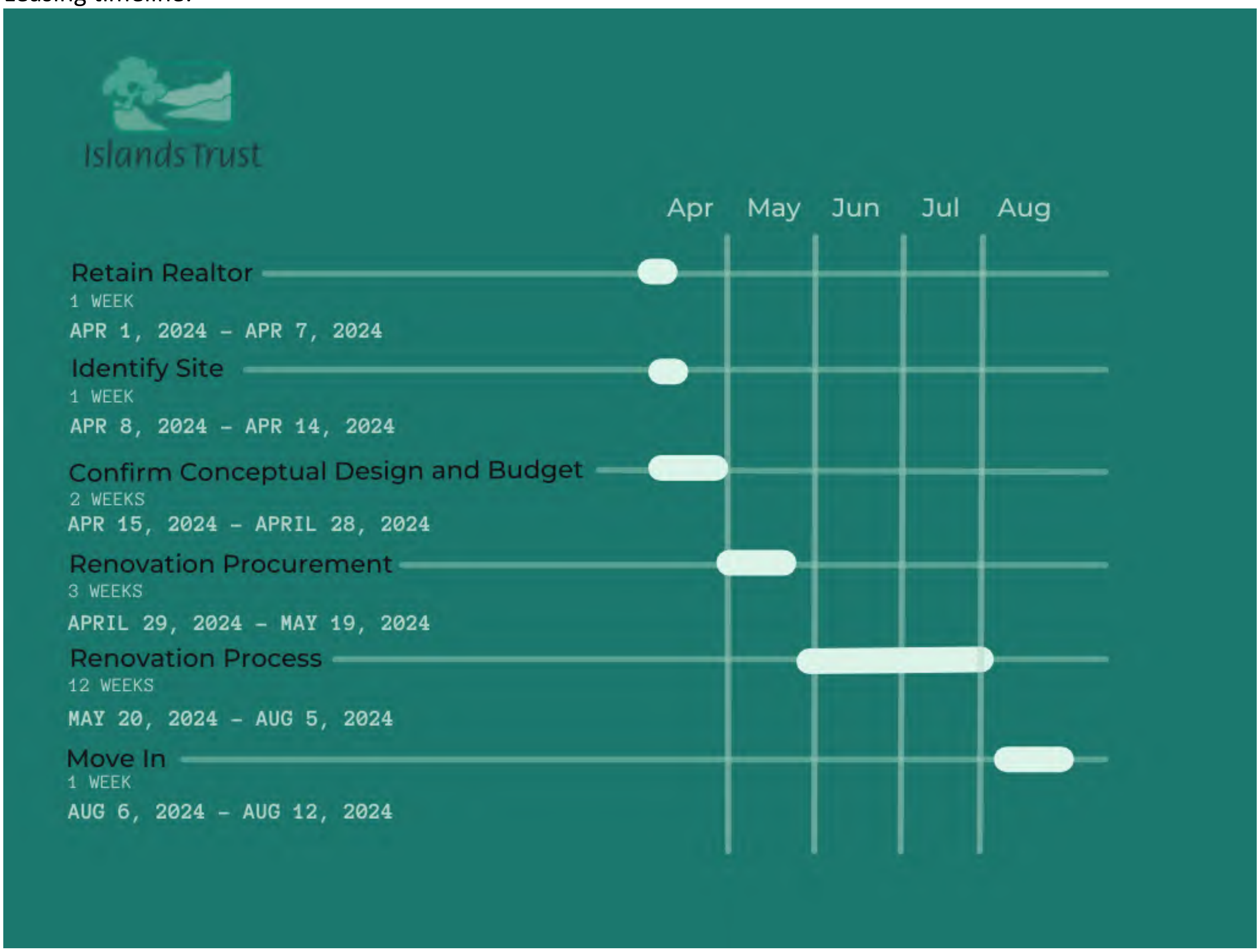
A very basic comparison of cash outlays for lease versus buy over various time horizons is presented below. It demonstrates that the building ownership over the longer term becomes more beneficial than leasing. This does not contemplate potential sub-leases to others or building sale, would result in cost recoveries in the context of ownership.

LEASING	Annual cost	10 years	15 years	20 years
Lease Costs	65,000	650,000	975,000	1,300,000
Total		**650,000**	**975,000**	**1,300,000**

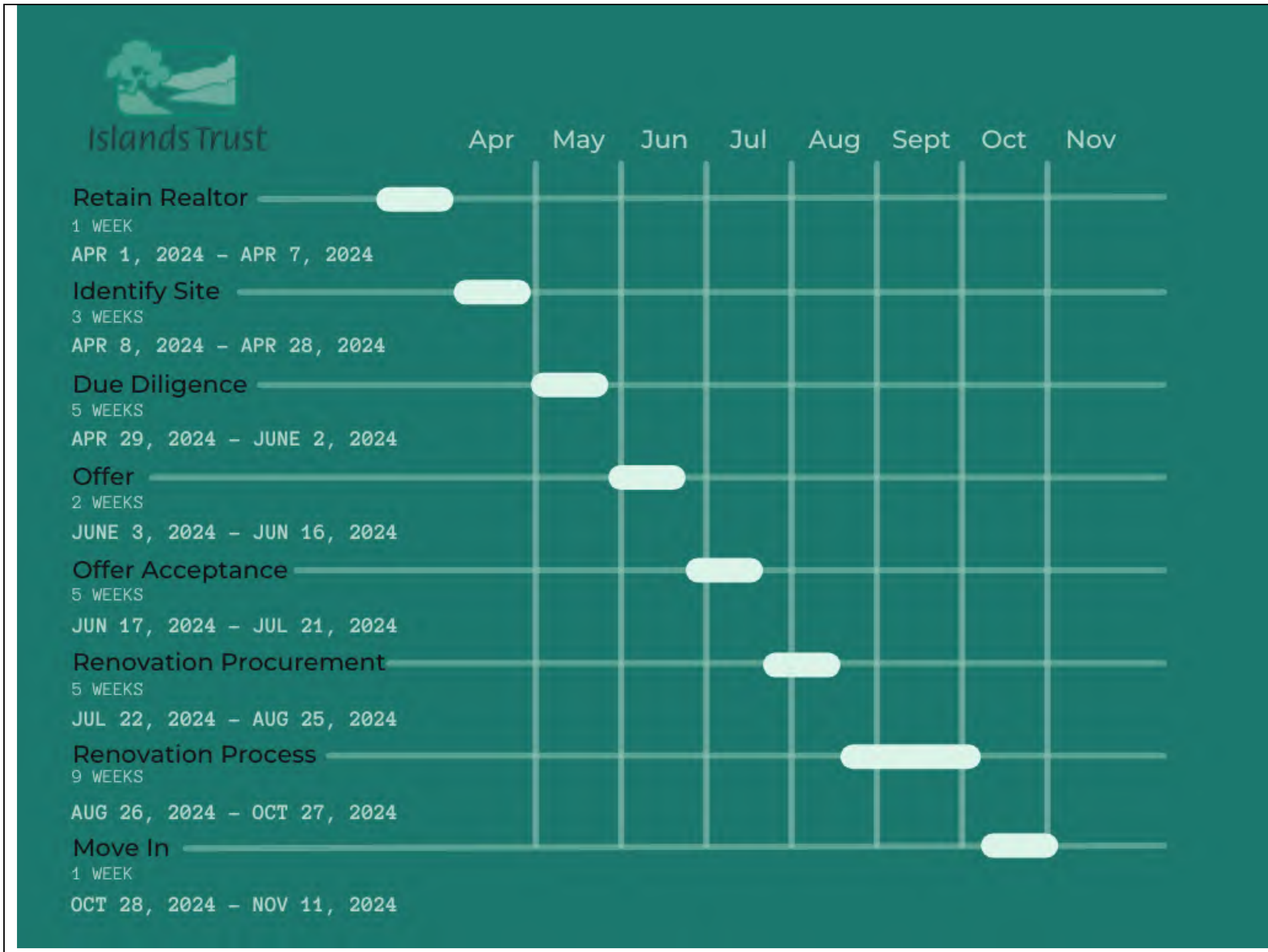
BUYING	Annual cost	10 years	15 years	20 years
Initial Purchase price, one time		850,000	850,000	850,000
Annual average maintenance cost	15,000	150,000	225,000	300,000
Lost investment earnings on purchase price		111,500	119,700	119,700
Total		**1,111,500**	**1,194,700**	**1,269,700**

Project Timelines

Leasing timeline:



Purchasing Timeline:



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.*)

Approving the business case would facilitate the move of the Salt Spring office and meet Strategic Plan goals of effective, efficient, and collaborative governance. Moreover, facilitating the move of the Salt Spring Office meets the 2022 Governance Review to provide service to Salt Spring Island.

Ensuring a smooth transition to a new office space will ensure local trustees are able to meet directly with staff, meet with the public, and ensure face to face communication between staff and the public. Salt Spring office has the highest "foot traffic" amongst all offices and many public members prefer face to face interactions. A suitable, central office space would increase this service quality due to convenient location near the CRD office and other services.

Site 2, if selected, will demonstrate a commitment to an increased level of access and service to the public with higher visibility in the downtown core and proximity to other institutions – especially the CRD. Renovation costs match current industry norms for Salt Spring Island (which do come at a premium), and may be limited with careful consideration. Hence, staff are not requesting an increased amount from $210,000 to the new estimated $250,000-$300,000 although the breakdown of the costs may change.

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. There are no office spaces available to simply move into. All options require renovations. Renovations are expensive and will take time. Delayed political support will impact service to the public and greatly impact staffs work environment. 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 may result as staff commence working from home or from the Main Office. Staff turnover and compensation requirements unknown.
- **Risks** – Negative **Service Impacts** – As staff detach from regular interaction with public, local knowledge and values, as well as service quality are likely to decline. This can result in reduced quality planning advise, leading to poorer decision making at the local level. 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 (one time costs).
- **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

Option 4: Purchase ($825,000 purchase + inspection costs)

- **Benefits** – certainty of office location. Asset ownership. Potential for reduced costs over the long term.

- **Risks**:
  - Asset suitability – while an owned office space would fulfil many space needs, there is a frequent need to rent assembly space in the community, which can be difficult to size and accommodate in a fiscally sustainable way.
  - Timing – the one feasible building has an accepted offer that may or may not expire in April 2024. Delay may cause existing lease options to become unavailable. Delay will cause requirement for contingency planning to move staff and equipment to temporary locations thus incurring costs for storage and moving with separate costs for information service moving servers, copiers, and other computer and A/V hardware
  - Increased Costs – Site and building assessments, appraisals, and early structural or systemic improvements may be required immediately to meet work place and public service facility needs; renovations required to change space to office use, be code compliant and accessible. New property management services costs; new property maintenance costs (landscaping, building maintenance, security, etc).
  - Unclear political support locally or at the Committee level. – no committee has expressed support for any action, or change in action regarding the tenure of an office on Salt Spring Island – only individual trustees have been encouraging exploring purchasing as an option
  - Community sentiment - commercial space is limited in Ganges. office.Competing in the commercial sector could be viewed negatively in the provision of business interests.
  - Community asset - As can be noted at the provincial level, there is greater pressure on governments to transfer public assets to the support of affordable housing. The Salt Spring Island Sub-Office's space needs are roughly equivalent to that of a family home and this could result in a similar risk as that faced by the CRD. office
- **Financial implications** – over the long term ownership may be financially beneficial relative to lease costs. However some costs could rise and the Islands Trust could be impacted by unforeseen events: old buildings have high maintenance costs; property management would be a required new service; property maintenance costs added to annual operating cost;
- **Resource requirements** - substantial staff hours spent exploring option; property management services would be required to manage asset and maintenance

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.)*

- Political championship to meet the need to move the Salt Spring Office. Moving the Salt Spring Office is an operational issue. However, this particular business case has become a political issue. With time constraints and real staff and community impacts, the business case would benefit from political support.
- Timely issuance of RFP to secure design and reconstruction office space
- Timely receipt of a Building Permit – if required
- Communications. Site 2 would mean not renewing the month to month lease for the existing business. It is likely that various community members will voice objection to the perceived eviction of a local business in favour of the Islands Trust. Communication support will be requested.
- A contingency plan is being drafted if time runs out and no lease space has been secured by the time the existing lease is terminated.

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

Option 2. (Lease)

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.)*

Option 2 Lease:
<u>Quantitative:</u>

- Design and Renovation: $174,200
- Moving and Storage: $5,000
- Information Services: single move: $10,800 ($13,200 if needing to move, store, and move again)
- 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.

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 <u>timeline</u> and anticipated <u>date of completion</u> 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 including possible site purchase's. 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:*** *There are currently two feasible leasing opportunities. One purchase option is being pursued.*
- ***Decision.*** *A decision on location was expected by January 2024 (site 2 is preferred). This has been delayed due to FPC discussion (not resolution).*
- *An RFP for design and 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.

  - *The estimates above have been skewed due to pursuing a purchase option in more detail.*

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: Ensuring a safe and accessible work space will is a priority through the life of this process. Staff are aware of the need to reduce the total size of the office, reduction in amenity space, and the possibility of needing to work from home for a period of time. Lack of clarity may impact retention, job satisfaction, and productivity if basic work tools and human needs are not met.

With upcoming commencement major projects incorporating substantial public engagement, staff will need to ensure that tools and supports are in place to ensure that work is not hindered by the lack of a home base on island. Additional costs may ensue if free space cannot be found in a contingency. There are currently two spaces that meet existing corporate needs.

Public Communications: relocating the office will require communication with the community about the new location, and in the case that no office is available. Once political direction is provided (or 90 days prior to anticipated departure date from the Lower Ganges office), staff will begin the work of creating and executing a communications campaign to advise of change. Communications will be required of the community about where the office is relocating to and ways to get in touch.

Prepared by: Stefan Cermak, Director Planning Services / February 12, 2024

Reviewed by: Russ Hotsenpiller, CAO / DATE, 2024

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 the Microsoft 365 (MS 365) upgrade. The update to Microsoft 365 totals $120,500 in the draft 2024/25 budget. This amount consists of the following:

- $34,000 for software licensing annual subscription for 70 seats (included in the Software Support and Licensing budget line)
- $28,500 for contracted technical support to prepare servers for the installation (included in the Hardware expense budget line)
- $27,500 for new laptop computers as many laptops currently in use will not support MS 365 (included in the Hardware expense budget line)
- $30,500 for new desktop computers as current desktops will not support MS 365 (included in the Hardware expense budget line).

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 **Business Area:** Administrative Services (Information Services) **Name of Request:** GIS Coordinator – 1.0 FTE - $91,200 Salary and benefits $ 87,700 for 10 months (June 1, 2024 to March 31, 2025) Other costs (computer, training etc.) $3,500	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☒ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: 6/21/2023	**Funding Required for (date range): From April 1, 2025 onwards we are requesting an additional $108,000 per year for annual salary and benefits.**

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, Protected 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.

MVB	September 30, 2024
Initiator Name, Title	Date
Russ Hotsenpiller	Feb 8, 2024
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

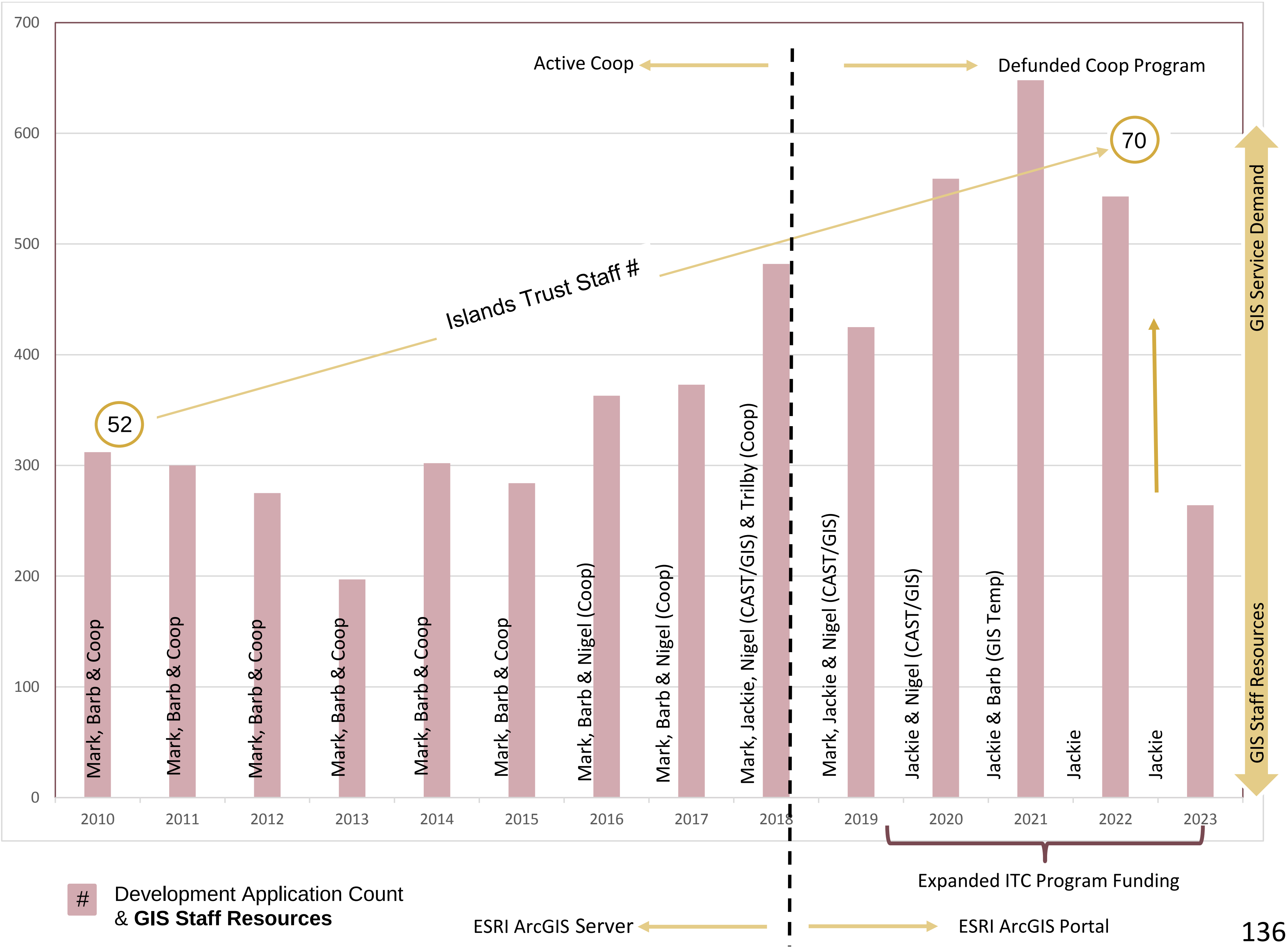
Islands Trust Conservancy (ITC) uses GIS resources to assist with conservation planning, communications products, grant reporting, annual reports and property management needs. As ITC responsibilities grow, due to increases in protected areas and expanding needs such as Climate Change, species at risk 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



BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 21, 2024
From:	Islands Trust Conservancy Board	**Date Prepared:**	February 9, 2024

SUBJECT: **Draft Budget 2024/25, Review of Islands Trust Conservancy Funding Requests**

PURPOSE: To provide background to Financial Planning Committee (FPC) for the Islands Trust Conservancy (ITC) budget request.

BACKGROUND: Trust Council's Budget Process Policy 6.3.1 sets out that the Islands Trust Conservancy (ITC) Board is to be consulted directly, at the beginning of, and throughout, the budget process with respect to Board requirements, programs and administrative services, and that appointed trustees of the ITC Board shall be given the opportunity to attend Financial Planning Committee and Trust Council meetings with observer status. The policy also sets out that the ITC Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations.

At its October 3, 2023 meeting, the ITC Board passed the following resolutions:

> **ITC-2023-028**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board approve the draft 2024/25 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2024/25 budget.
>
> **ITC-2023-029**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board submit the business case for First Nations engagement associated with development of the 2026-2030 ITC Five-Year Plan to FPC and the TC as amended.
>
> **ITC-2023-030**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board indicate to Financial Planning Committee and the Islands Trust Council that it is supportive of increased staff capacity for Geographical Information Systems (GIS) in the Trust Council budget as low GIS capacity is impacting the work of the Islands Trust Conservancy.
>
> **ITC-2023-031**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy (ITC) Board indicate to Financial Planning Committee that it is preparing a business case for increased ITC capacity due to growth of ITC managed conservation areas.

The business case for the Islands Trust Conservancy Plan – First Nations Engagement Project is included as an attachment to this briefing. Note, it has been amended to include updated information related to sources of funds and to provide information from the Minister of Municipal Affairs regarding the ITC Plan.

Property Management Capacity

At its May 2023 meeting, the ITC Board also passed the following resolution:

> **ITC-2023-019**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board direct staff to conduct 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.

ITC staff have worked with the ITC Board to prepare business cases to address capacity shortfalls for property management. The ITC Board reviewed a Business Solutions Options (BSO) document (see pg 36) for property management and two related business cases at its January 23, 2024 meeting and passed the following resolution:

> **ITC-2024-003**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board recommend to the Islands Trust Council that the 2024-2025 budget include funding for:
> - a permanent Protected Areas Manager; and
> - selection and implementation of a protected area management database.

The business cases for these two items are included as attachments to this briefing for consideration by FPC and Trust Council.

The draft 2024/25 budget includes a placeholder amount of $95,800 for ITC capacity increases. The attached business cases from the Islands Trust Conservancy Board include the amounts of $104,667 for a Protected Areas Manager and $20,000 for selection and implementation of a protected area management database.

Note: The Board has asked staff to consider renaming the proposed position to Protected Areas Operations Coordinator. Staff had not had time to consider that request yet.

The ITC Board also discussed the capacity limitations that it is experiencing and passed the following resolution:

> **ITC-2024-004**
> **It was MOVED and SECONDED,**
> THAT the ITC Board will have to pause acquiring new properties and conservation covenants, as well as developing new NAPTEP covenants until the capacity and funding challenges in property management are resolved.

ATTACHMENTS:
Business cases:
- Islands Trust Conservancy Plan: First Nations Engagement Project (Amended February 2024)
- Protected Areas Manager – 1.0 FTE (Grid 27)
- Protected Area Management Software Purchase and Implementation

FOLLOW-UP: Staff will follow-up as directed. Staff and the ITC representative to the Financial Planning Committee will convey the results of FPC and Trust Council deliberations to the ITC Board at its March 19, 2024 meeting.

Prepared By: Kate Emmings, Islands Trust Conservancy Manager

Reviewed By/Date: Clare Frater, Director, Trust Area Services / February 7, 2024

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).

February 2024 edits in blue for ease of review. All other text is as submitted in October 2023.

TO BE COMPLETED BY INITIATOR	
Initiated by (name, title): **Islands Trust Conservancy Board**	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ■ **Other – please describe: _Capacity Funding: First Nations review and engagement, ITC Plan__**
Business Area: **Islands Trust Conservancy**	
Name of Request: **Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project - $**20,000 ~~18,000 ($10,000 from Trust Council, $8,000 allocated from ITC Conservation Planning Budget)~~	
Date of Funding Request Submission: **October 3, 2023**	**Funding Required for (date range):** **April 1, 2024 – March 31, 2025**

ISSUE/OPPORTUNITY:

On January 29, 2024, the ITC Board received a response from the Minister of Municipal Affairs regarding approval of its five-year plan. The Minister directed ITC to take "more time to adequately engage with the First Nations that have expressed interest in deeper conversation about the philosophy of the Conservancy and what approaches the Conservancy is taking to preserve and protect the trust area." The Minister also requested that ITC "continue to lead the way, in cooperation with First Nations in the Trust Area, to develop a Conservancy Plan that aligns with the UN Declaration." Because of the strong direction from the Minister, ITC would like to secure resources for a fulsome engagement of First Nations in the Trust Area for its 5-year Plan. Sources of funding for the $20,000 ITC Plan First Nations Engagement Project are as follows:

- $10,000 from additional tax requisition
- $10,000 from a Provincial Grant

Islands Trust Conservancy (ITC) will begin development of the 2026-2030 ITC Plan in 2024 and the ITC Board is seeking continued capacity funding to support First Nations engagement in the early development of the ITC

Plan. The ITC Plan is a requirement of the *Islands Trust Act* and must be developed at least every five years for approval by the Minister of Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets.

Many First Nations in the Islands Trust Area have expressed frustration with being brought into Islands Trust engagement processes late in the development of an initiative. First Nations have also communicated the challenges inherent in the fast turnarounds required in engagement processes. Providing capacity funding to assist First Nations with early and meaningful engagement in development of the ITC Plan will put the ITC Reconciliation Declaration (below) into practice.

ITC Reconciliation Declaration

> *The Islands Trust Conservancy acknowledges that the islands and waters that encompass the Salish Sea have been home to Indigenous Peoples since time immemorial. We recognize that we are all intertwined in the ecosystems that are the lands, waters, culture, and ecology that embody this place.*
>
> *The Islands Trust Conservancy will strive to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea.*
>
> *The Islands Trust Conservancy is committed to the protection and preservation of this place through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful.*
>
> *June 16, 2019, on Lək̓ʷəŋən, METULIYE/Victoria, B.C.*

Early and meaningful engagement of First Nations in development of the ITC Plan will address the following goals and objectives in the Regional Conservation Plan:

> *Goal 2:* *Strengthen relationships with First Nations to identify and collaborate on shared conservation goals.*
>
> *Objectives:*
> *2.1 Amend or redraft policies, procedures, plans, document templates and reports to include acknowledgement and consideration of First Nations*
> *2.4 In consultation with the Islands Trust, source funds and determine mechanisms to support First Nations collaboration (financial and capacity)*

PROJECTED RESULTS/DELIVERABLES:

ITC Board anticipates that providing a long project timeline and capacity funding will encourage more First Nations to participate in development of the ITC Plan in a meaningful way. Added results may include:
1) An ITC Plan that incorporates First Nations input and meaningfully advances the ITC Reconciliation Declaration;
2) More robust relationships with First Nations, including establishment and growth of staff to staff and Board to Council relationships; and,
3) Improved understanding of First Nations wishes with respect to ITC policies and practices pertaining to land acquisition, disposal and management.

RISK ASSESSMENT:

Risk Factor	Mitigation
Low First Nations participation in ITC Plan engagement	ITC will begin the engagement in the 2023/24 fiscal year and additional funding will extend the engagement period into 2024/25. ~~ITC also intends to request that any unspent funds from 2023/24 ($10,000 budgeted) carry forward into the next budget year, to continue First Nations engagement.~~ In the event that there is low uptake from First Nations, ITC will include a description of

	engagement efforts in the briefing to the Minister and will do an evaluation of its work to engage First Nations to inform future efforts.
High First Nations participation in ITC Plan engagement	Through this funding request, ITC will extend the engagement period into 2024/25, providing a longer engagement timeline.
Limited/no support from Provincial ministries (Municipal Affairs and Indigenous Relations and Reconciliation)	In January 2024, the Minister of Municipal Affairs indicated strong support for engagement of First Nations during the development of the five-year plan. ITC staff will engage the Minister's office early in the development of an engagement plan to ensure that First Nations engagement meets the Minister's expectations. ~~ITC has not received approval from the Minister of Municipal Affairs (MAH) of its interim ITC Plan (2023-2025) and has delayed First Nations engagement for 2023/24 pending further information. As the Board awaits input from the Province, it may delay initiation of engagement if the relevant Provincial ministries are not available to provide guidance. Given that the ITC Plan requires approval from the Minister of Municipal Affairs (MAH), ITC anticipates that MAH will agree to work with the ITC on First Nations engagement. ITC will engage MAH early in the process to determine a reasonable timeline for MAH staff.~~

ALTERNATIVES CONSIDERED:

Option 1 Fully Funded First Nations Engagement ($10,000 covered by tax requisition, $10,000 from a provincial grant ~~from Trust Council budget~~)
Option 1 provides the desired funding level and is recommended. This option shows commitment towards engagement of First Nations and supports the ITC Regional Conservation Plan goals and objectives as well as the ITC Reconciliation Declaration.

Option 2: Status Quo
ITC proceeds with development of the 2026-2030 ITC Plan with early engagement of First Nations within the existing budget. This option is not preferred as it is anticipated that this is not sufficient capacity funding to support meaningful First Nations engagement. This may result in a limited ability to participate and this may damage relationships and delay/jeopardize approval of a new Plan. It is likely that it will also result in a decision to decline approval of the ITC Five-Year Plan by the Minister of Municipal Affairs. If the Minister chooses not to approve the five-year plan, ITC will be unable to move forward with further land conservation. ~~It may also be that the Minister of Municipal Affairs requires some level of First Nations engagement in order to approve the next ITC Plan. ITC staff will share any news from the Minister as soon as it is available.~~

CRITICAL SUCCESS FACTORS:

The following factors are important to success. The most critical of these is factor 4, availability of ITC Manager. The ITC Manager position is already at full capacity, and workload will need to be adjusted to enable this work. In the event that the ITC Manager time is unexpectedly diverted to other needs or if workload cannot be adjusted, the project will need to be delayed. Other factors can be mitigated as described above in the risk assessment.

1) Support from Islands Trust Senior Indigenous Relations Advisor;
2) Engagement of Ministry of Municipal Affairs in development of First Nations communications;
3) Guidance from Ministry of Indigenous Relations and Reconciliation with respect to appropriate contacts with First Nations and engagement language; and,
4) Availability of ITC Manager to manage the project.

RECOMMENDED OPTION:

Option 1 is recommended because it:

1) Meets the requirements of the Minister of Municipal Affairs request to the ITC Board for meaningful engagement of First Nations in the Trust Area.
2) Shows meaningful commitment to the ITC Reconciliation Declaration; and,
3) Meets the second goal of the ITC Regional Conservation Plan, including satisfying objectives to amend policies, procedures and plans to include consideration of First Nations and to collaborate with Islands Trust to source funds and finance added capacity for First Nations collaboration

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
The recommended option will require a $10,000 budget commitment for 2023/24 to be covered through tax requisition and $10,000 to be allocated from a Provincial Grant for First Nations engagement. ~~from Trust Council.The ITC Conservation Planning/Land Securement budget will top up the project by up to $8,000, providing a total project budget of $18,000~~. Should ITC not have enough budget, it will consider reallocation of existing budget areas and, if needed, will consult with the Executive Committee regarding next steps.

Qualitative Analysis:
The recommended option will yield qualitative benefits in the development of relationships with First Nations in the Islands Trust Area. ITC hopes that this will lead to progress in Reconciliation, including improved policies on land acquisition/disposal and land management.

PURCHASING PROCEDURE:

ITC will offer a set amount for each First Nation for capacity funding. This amount will be directly awarded to First Nations who are able to participate in engagement.

PROPOSED IMPLEMENTATION STRATEGY:

ITC will:

1) Develop an outreach strategy with support from Ministry of Municipal Affairs;
2) Send out invitations to First Nations to participate in engagement;
3) Coordinate meetings with First Nations staff and/or councils to share information about ITC and to learn about First Nations interests;
4) Synthesize First Nations input in a report for the ITC Board to assist in the development of the ITC Plan.

STAFF RESOURCING:

This initiative will be accomplished with existing staff resources. If the engagement is successful, it is anticipated that it will require approximately seventy hours of the ITC Manager time over the course of the 2024/25 fiscal year for project management and twenty hours each for the Trust Area Services Director, ITC Ecosystem Protection Specialist, Property Management Specialist, Covenant Management and Outreach Specialist and Species at Risk Program Coordinator. ITC Administrative Assistant support will also be required to manage correspondence and filing; this is anticipated at under ten hours over the course of the project. ITC would also benefit from support from the Islands Trust Senior Indigenous Relations Advisor (SIRA). ITC Manager will work with the Directory of TAS to determine appropriate time allocation of the SIRA. Improving First Nations engagement and working with First Nations in areas of mutual interest is currently an anticipated part of ITC work programs and is a goal of the Regional Conservation Plan.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

This engagement will be the first time ITC has communicated with First Nations so early in the development of the ITC Plan. ITC intends to collaborate with Islands Trust staff, Ministry of Municipal Affairs and Ministry of Indigenous Relations and Reconciliation to seek their expertise.

Kate Emmings, Manager, Islands Trust Conservancy — September 25, 2023, Updated February 7, 2024

Initiator Name, Title — Date

Clare Frater, Director, Trust Area Services — September 26, 2023

Reviewed by Department Lead: Name, Title — Date

REVIEWED BY ISLANDS TRUST CONSERVANCY (ITC) BOARD:	
Date received: October 3, 2023	**Accepted by ITC Board:** ■ **YES** ☐ **NO**

Next steps:

- The funding for the request will be included in Draft 1, Version 1 of the budget for review by FPC in October.
- The business case will be reviewed by FPC in October.
- The business case forwarded to Trust Council in December.
- The revised business case will be reviewed by FPC in February, 2024
- The revised business case forwarded to Trust Council in March, 2024.

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): Clare Frater Director, Trust Area Services For Islands Trust Conservancy Board	**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: Islands Trust Conservancy	
Name of Request: Protected Areas Manager – 1.0 FTE (Grid 27) First Year: $104,667 Subsequent years: $123,918 This includes $96,255 for salary for 10 months and funding for training, travel, cell phone, College of Applied Biology fees and purchase of a new computer in the first year.	
Date of Funding Request Submission: 01/21/2024	**Funding Required for (date range): From June 2024 onwards**

ISSUE/OPPORTUNITY:
The mission of Islands Trust Conservancy (ITC) is to protect special places by encouraging, undertaking, and assisting in voluntary conservation initiatives within the Islands Trust Area. ITC currently monitors and manages 34 nature reserves and 79 conservation covenants covering 706 ha and 677 ha respectively for a total of 1,383 ha. ITC increases its protected areas by approximately three per year.

Management of protected areas is becoming increasingly complex due to impacts of climate change; increased issues associated with invasive species, degraded ecosystems, and species at risk stewardship; commitments to engagement of First Nations in management activities; increases in the number of new landholders and new neighbours; and increasing recreation in nature reserves. ITC capacity is not keeping pace with the increases in protected area management needs. The ITC has reached or exceeded the capacity of staff to manage and monitor properties, and respond to breaches and trespasses while also working towards strategic goals and objectives set out in the Minister-approved Five-Year ITC Plan, the draft Three-Year ITC Plan (currently before the Minister of Municipal Affairs) and the Islands Trust Conservancy's Regional Conservation Plan. The ITC Board has adopted a Property Management Strategy (2017) that guides its protected area management program. Since 2014, the Board has been taking actions to put constraints on new property securement and to manage workloads carefully.

The ITC Board has a commitment to managing its lands in such a way that ecological integrity is maintained or improved over time. Ideally, this includes actively engaging in ecological management such as invasive species removal, species at risk protection, preventing or mitigating recreation damage, and addressing historic disturbances of the land. At this time, the ITC's core protected area management programs meet basic requirements of land care. The core program does not include regular ecological monitoring to determine if the ecological values protected are being sustained, there is no routine monitoring of species at risk, trail maintenance is limited to addressing serious hazards, there is limited invasive species removal, and no systematic tracking or mapping of management concerns. In recent years, through the Species at Risk program, there has been targeted efforts to monitor and restore species at risk and their habitat and this funding has helped to increase conservation values on ITC managed lands.

The ITC Board has also committed to monitoring its conservation covenants annually to ensure compliance and to monitoring its nature reserves annually for safety and trespass. The ITC Board has responsibilities to Environment and Climate Change Canada where it is the recipient of a conservation property that is an ecological gift under the *Income Tax Act*. ITC currently cares for twenty-seven ecological gifts, eighteen as covenants and nine as nature reserves. Any evidence of breach or trespass must be documented thoroughly and be addressed.

Protected area management is comprised of two main functions:

1. Protected area management which generally includes the following activities: invasive species removal, native plant and habitat restoration, exclosure fence installation and maintenance, species or habitat assessments, trail construction and maintenance, signage construction and maintenance, bat and bird box installation and maintenance, dog waste bag removal services, hazard assessments, and, as necessary and guided by policy, mitigation of hazards. In addition, staff respond to trespasses such as unauthorized tree cutting by neighbours or the Ministry of Transportation and Infrastructure and garbage dumping.

2. Annual compliance monitoring which involves contacting the landholder/partners to coordinate the monitoring visit; walking the land along established monitoring routes, including along accessible property boundaries and any trails; filling out a site monitoring form that takes into account the standard land use restrictions under a conservation covenant; taking repeat photos at established monitoring stations; documenting any ecological, compliance, and trespass concerns; and providing a final report with management recommendations, which can be followed up on by ITC, covenant co-holders/partners, and landholders as appropriate and as resources permit.

ITC has nine staff positions or 7.87 full time equivalent (FTE) staff positions (Appendix A). The Property Management Specialist, Covenant Management & Outreach Specialist, and Conservation & GIS Technician (summer co-op student, 100% grant funded) positions are dedicated to protected area management while the other positions in the organization offer support while undertaking other duties.

Property Management Specialist:

- Develops and manages an annual monitoring program for nature reserves
- Responsible for management of Islands Trust Conservancy lands
- Conducts property monitoring to determine nature reserve management needs and investigates trespass, identifies appropriate actions and provides written investigation reports with recommendations to the Island Trust Conservancy Board
- Negotiates and manages contracts
- Develops and implements Property Management Strategy
- Identifies and evaluates public safety issues and potential risks to ecological and cultural values
- Engages volunteer wardens and community members
- Coordinate volunteer events for management tasks
- Collaborates with First Nations on property management initiatives
- Assesses need for ecological restoration, implements restoration plans and evaluates
- Evaluates management and restoration activities through monitoring and site visits

Covenant Management & Outreach Specialist:

- Develops and manages an annual monitoring program for covenants
- Conducts property monitoring to determine covenant management needs and investigates covenant compliance, investigates violations of covenants and issues of trespass, identifies appropriate actions and provides confidential written investigation reports with recommendations to the Island Trust Conservancy Board
- Implements required covenant management actions
- Collaborates with First Nations on covenant management initiatives
- Assesses need for ecological restoration, implements restoration plans and evaluates
- Prepares and presents technical information and evidence to legal counsel and attends court to provide evidence obtained during an investigation of a covenant breach
- Provides education materials and advice to the public, Islands Trust staff and other agencies regarding the Islands Trust Conservancy conservation covenant management practices and land protection tools, as well as the ecological and cultural values in the region.
- Plan, develops, manages and conducts public awareness and information programs, events, workshops and meetings related to conservation options
- Develop, implement and evaluate landowner contact programs to inform landowners of land protection and donation opportunities, and to educate about ecological and cultural features.

Cop-op Student

The student assists with the following protected area management activities:

- Review and application of management plans and conservation covenant agreements;
- Monitoring conservation covenants and nature reserves;
- Enhancing habitat for species at risk;
- Controlling invasive species;
- Liaising with conservation partners, private landowners, and First Nations;
- Collecting field notes and transcribing data;
- Supporting iNaturalist projects; and
- Processing spatial data to create and manage maps using ArcGIS.

Islands Trust Conservancy Manager

The ITC Manager provides oversight of the program including financial management, strategic planning, staff hiring/supervision, contract/procurement processes/approvals, support for policy/enforcement issues, support for engagement with First Nations, reviewing reports to the Board, etc. This takes at approximately 10 hours a week. Due to heavy workload demands in recent years, the Manager has been unable to take on policy analysis/development work related to protected area management. In addition to supporting the ITC Board and undertaking financial management, complex land negotiations, issues management, engagement with First Nations, participation in inter-governmental working groups, liaison with the Province's Board Resourcing Office, orientation of new Islands Trust staff to the ITC's work, and drafting of referral responses, policies and procedures, the ITC Manager oversees functions such as conservation planning, corporate/workload planning, land/covenant acquisitions, First Nations engagement, communication, strategic fund development and donation management, administration, and program delivery. The ITC Manager's workload is beyond full-time hours. It is challenging for the ITC Manager to manage a staff of eight direct reports, who span a range of specialties, and also deliver on projects such as engagement with First Nations on the Islands Trust Conservancy Plan, and corporate planning work. Recently, the ITC Manager has experienced burnout and health issues, primarily due to workload, and has required medical leave to regain health equilibrium.

There are insufficient staff hours available to manage properties to the standard expected by the Board (i.e., timely identification and addressing of trespass or covenant violations) while also doing due diligence to:

- respond to an increase in the number and complexity of ecological concerns (e.g., climate change impacts, species at risk);
- address human dimensions of conservation (e.g. First Nations engagement, addressing wildfire risks to communities); and
- accommodate new regulatory requirements (e.g. Applied Biologists Regulation)

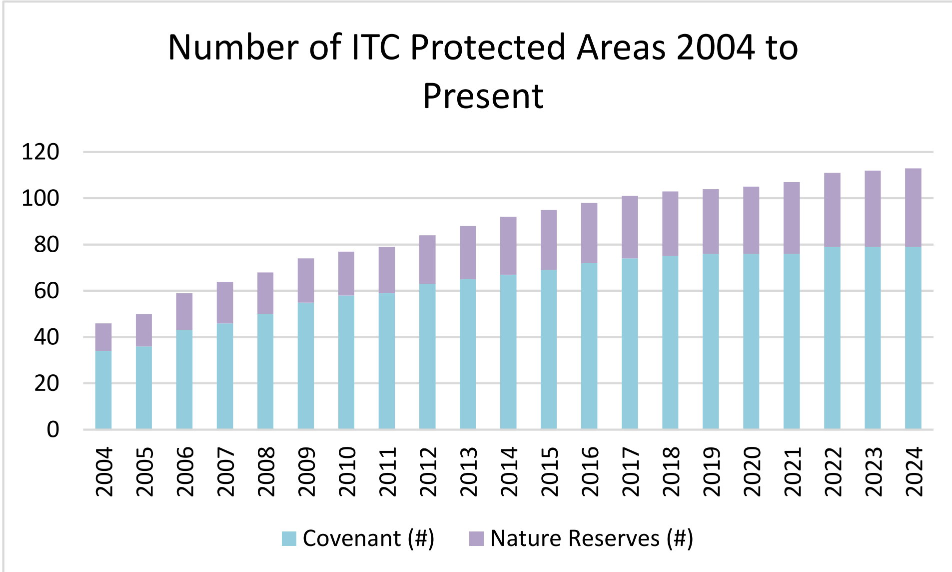
There is also a lack of a senior policy advisor position with ITC to undertake the policy work expected by the ITC Board and Trust Council to address topics such as wildfire prevention, risk management, climate change impacts.

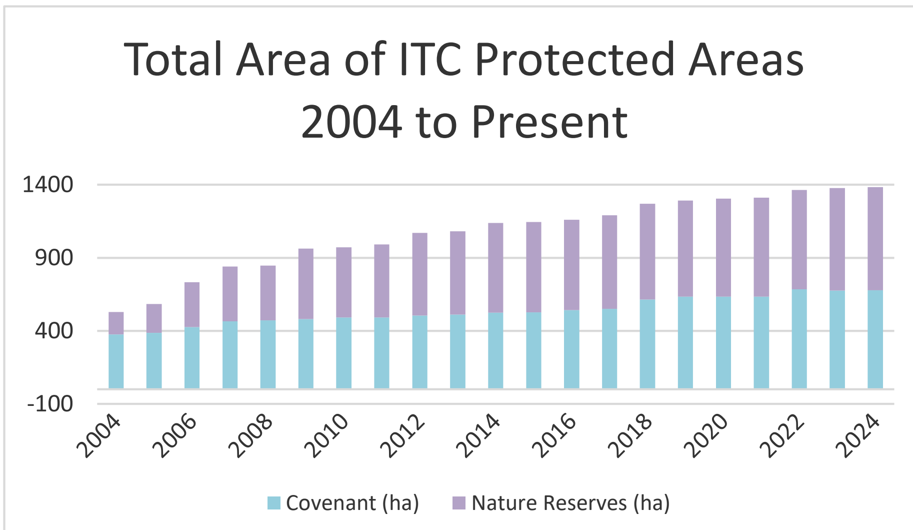
How We Got Here:

The following is a list of key contributing factors to the challenges faced by the ITC regarding protected area management.

Growth in Properties Requirement Monitoring and Management

The number and size of ITC protected areas has increased steadily since the establishment of ITC (see below for increase since 2004). This increase in protected areas is in accordance with ITC Plans, which are required by the *Islands Trust Act*, approved by the Minister of Municipal Affairs and have been reviewed by Trust Council. It is important to note that management effort is not directly correlated to size as some properties have trails, regular public use, specific hazards or features that require special effort, issues with trepass/breaches, are water-access only, etc.





Prior Underfunding of Protected Area Management Activities

Prior to 2020, ITC property budgets increased at the request of the ITC Board without reference to an increase in number of properties or hectares of protected area or inflation. This approach led to underfunding of protected area management activities which the ITC Board addressed by successfully requesting a substantial increase to the property management budget in 2019/20. A result of the chronic underfunding there was a backlog of management activities to address, which staff are still working on.

Need for studies and actions related to climate change adaptation

- Desire to understand how protected areas will be impacted by climate change including:
  - Sea level rise
  - Changes in hydrology (i.e. freshwater inputs, levels and flows, seasonal drought)
  - Species ranges and migration and new invasive species
  - Increase/change in pests and disease
- Desire to understand wildfire risks and potential risk mitigation

Need for expansion to property management activities

- Desire for more policy development related to public safety risk management and mitigation measures (e.g. policy, signage, non-slip surface installation, tree cutting).
- New and expanding invasive species/pest infestation management needs
- Desire to more deeply involve First Nations in approval processes for new properties, management planning and management activities.
- Lack of biologist position in Planning Services (addressed by Trust Council in Dec 2023 via grant application)
- Increased procurement needs due to new provincial Applied Biologists Regulation
- Change in property owners and neighbours and a downward trend in volunteer availability
- A federal Species at Risk grant, which is funding new projects in ITC protected areas and has added to the volume of work for the ITC team.
- Insufficient GIS staff time (see details in GIS Coordinator business case)

Proposed Solution:

To address these challenges and ensure the effective delivery of protected area management services, the proposal is to add a new Protected Areas Manager position to address the service shortfall. This business case is being advanced by the Islands Trust Conservancy Board following a review of a Business Solution Options document on January 23, 2024 providing context and options for protected area management issues.

The Protected Areas Manager would report to the ITC Manager and supervise the Property Management Specialist, Covenant Management and Outreach Specialist, Species at Risk Program Coordinator and the Conservation & GIS Technician (summer co-op student). This position would take on protected area management policy analysis related to risk management and climate change adaptation including wildfire risk mitigation, would support First Nations engagement related to protected area management, and would coordinate process and technology improvements. The position would also be a Registered Professional Biologist able to supervise and approve projects as required.

PROJECTED RESULTS/DELIVERABLES:

Adding resourcing to the ITC team in the form of a Protected Areas Manager, Grid 27 level (equivalent to Islands Planner/Senior Policy Advisor) will result in the following benefits:

Reduced Risk of Burnout: An additional FTE will address the identified issue of insufficient staff hours available for the work requested and the burden it has placed on the staff.

More policy analysis capacity: A Protected Areas Manager could take on analysis and implementation planning for protected area management issues to address topics such as climate change and risk management.

Improved planning and coordinator of protected area management activities: The position would have responsibility for overall planning and coordination of management and enforcement activities.

Will free up the oversubscribed ITC Manager for other duties: This position would reduce the number of direct reports by 2 FTE and a co-op student. The Manager currently allocates about 10 hours a week to supporting protected area management.

Adds Registered Professional Biologist (RPBio) sign off to the team

Provides an additional RPBio on the ITC staff for protected area management. Currently, the Ecosystem Protection Specialist is the only ITC staff member who meets this qualification.

Improved work environment: Introducing a Protected Areas Manager position will add needed stratification to the ITC team, fill a current policy analysis hole, and provide needed project management capacity.

RISK ASSESSMENT:

Hiring a new Protected Areas Manager to support the ITC team and Board comes with minimal risk to the organization. The main risk lies in not adequately addressing the growing demands and complexities of protected area management. Potential risks associated with hiring 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 Protected Areas Manager outweigh these risks. Adequate measures can be taken to mitigate these risks and ensure the successful integration of the new role into the ITC team.

ALTERNATIVES CONSIDERED:

Alternative 1: Do not hire the proposed 1.0 FTE (Status Quo)
Benefits: None.

Risks: Without hiring a Protected Areas Manager the organization will face a continued lack of staff capacity to deal with overarching issues and increasing protected area management responsibilities. There is also a risk of continued staff burnout and declining morale. In addition, there is a risk that threats to visitor and community safety from property hazards and wildfire, respectively, will go unaddressed. Without new resources, or a reallocation of priorities by the ITC Board, the ITC Board will be increasingly challenged to address declining ecological health of protected areas. Without the project management capacity this position will bring to the team there is potential for exposure to litigation that may be avoidable with property management systems in place (see related business case for protected area management software). Finally, the ITC Board will likely be faced with a difficult decision regarding securement of additional conservation lands and may need to cease its nature reserve and covenant acquisitions until it has sufficient resources to manage them.

Financial implications: No immediate financial implications, however, continuing to operate in an under-resourced manner risks the costs associated with staff leaves or staff turnover, and risks possible increased future legal and enforcement costs.

Resource requirements: None - the organization will rely on existing staff and intermittent solutions, resulting in ongoing strain on resources and limited policy analysis/research capabilities for protected area management.

Alternative 2: Engage with independent contractor(s) 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, Cost of contracts likely to be similar to a staff position, with less integration with the ITC team, and challenges in integrating external resources into the organization's work. This approach would addresses research and policy analysis for property management but not oversight of their components but not implementation. This approach doesn't solve the issue of the ITC Manager having too many direct reports.

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 Conservancy protected area management program.

Rigorous and well-executed hiring process: Conducting a thorough and meticulous hiring process is essential to secure high-quality staff for the Protected Areas Manager 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.

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.

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 Protected Areas Manager position. Having the backing of key decision-makers ensures the allocation of financial resources and organizational support required for the successful implementation. Without adequate support, the initiative may face financial constraints and limited resources, hampering its effectiveness and overall impact.

RECOMMENDED OPTION:

Hire a permanent Protected Areas Manager 1.0 FTE

This option provides the greatest benefit to the organization and ensures the well-being of ITC staff members. By hiring a Protected Areas Manager, the organization can access skilled resources dedicated to addressing protected area management challenges while freeing up time for theITC Manager to focus on other needed work such as First Nations engagement and corporate planning.

Benefits of this option include include:

- **Enhanced protected area management capabilities:** Hiring a permanent Protected Areas Manager allows for the development of a highly skilled protected area management team capable of meeting the organization's and the protected areas' evolving needs. This increased capacity will enable the team to tackle complex projects and deliver high-quality services to support the Islands Trust mandate.

- **Improved job satisfaction and staff retention:** By providing the ITC team with this needed resources, 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 Protected Areas Manager will play a crucial role in driving desired changes and improvements within the organization.

COST/BENEFIT ANALYSIS:

Quantitative Discussion:

The annual ongoing cost of hiring a permanent 1.0 FTE Protected Areas Manager is estimated at approximately $123,918, 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 ITC team 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. Adding this position will lead to reduced exposure to litigation that may be avoidable with a better technology systems in place (see related business case for protected area management software).

Qualitative Discussion:

Hiring a Protected Areas Manager 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. Hiring this position will also help ITC uphold the mandate to preserve and protect the Islands Trust Area.

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 drafting a job description, working with PSA to classify the position, 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.

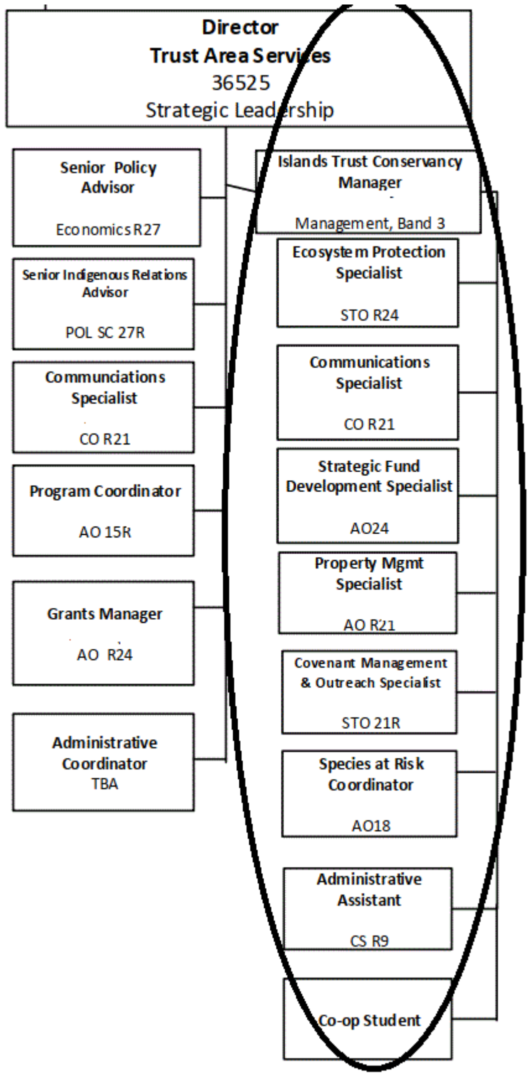
PROPOSED IMPLEMENTATION STRATEGY:

The job description will be drafted and sent to PSA in mid-March 2024, following budget approval. The job opportunity will be posted in early May, with screenings and interviews taking place in early June 2024. The anticipated start date for the new hire is in June 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, are expected to be realized beginning in fall of 2024, with project results starting in 2025.

STAFF RESOURCING:
Pre-hiring activities: Islands Trust Conservancy Manager: Develop job description, including finalizing job classification. Hiring process duties: identifying suitable candidates, screening resumes, preparing and scoring screening tests, conducting interviews, conducting reference checks, and making job offer. Estimated time: 60 hours. Employee Services Coordinator: Administer job posting, collect resumes, administer written assessments, schedule interviews, prepare offer letters, and file for criminal record checks. Total time: 5 hours. Interview Panellists (Islands Trust Conservancy Manager + 2 others): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist. **Post-hiring activities:** Islands Trust Conservancy Manager: Oversee and conduct training and orientation with new staff for a period of 2-3 months. Employee Services Coordinator: Process new hire paperwork, schedule and deliver basic new hire orientation and onboarding sessions. Total time: 15 hours. Others across the organization: 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 information. 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 Public Service Agency job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

Clare Frater, Director, Trust Area Services	January 19, 2024
Initiator Name, Title	Date
Islands Trust Conservancy Board	January 23, 2024
Reviewed by Department Lead: Name, Title	Date

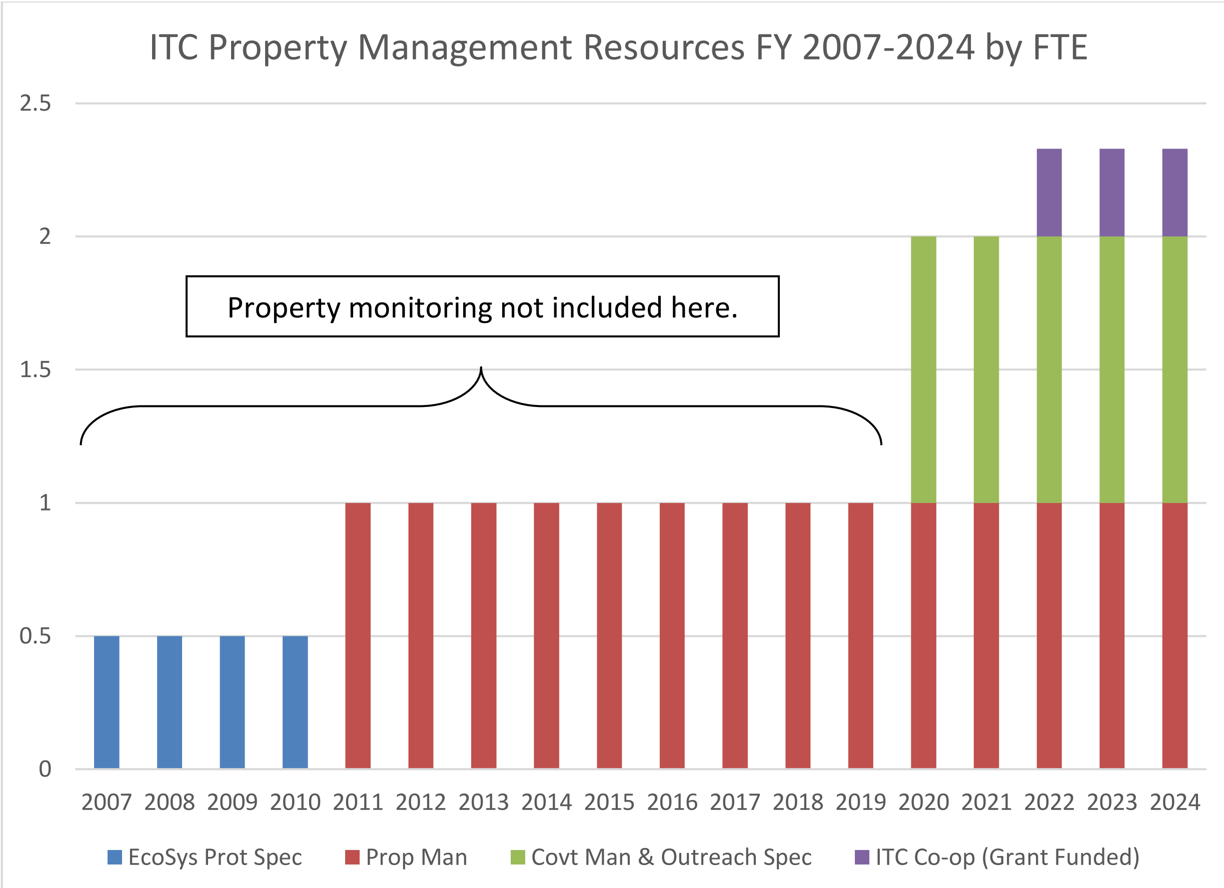
Appendix A: Organization Chart for Islands Trust Conservancy



Current ITC staff:

1. Manager
2. Ecosystem Protection Specialist (Classification level 24 (Planner 2 equivalent))
3. Communications Specialist
4. Property Management Specialist (Classification level 21 (Planner 1 equivalent))
5. Covenant Management and Outreach Specialist (position created in 2019 upon the retirement of longstanding contract monitors) (Classification level 21 (Planner 1 equivalent))
6. Strategic Fund Development Specialist
7. Species at Risk Coordinator
8. Administrative Assistant
9. Coop Student (seasonal)

Appendix B: Protected area management staff levels since 2007



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Note: Protected area management until 2011 was done by the Ecosystem Protection Specialist. In 2011, protected area management was removed from the Ecosystem Protection Specialist role. This chart does not reflect that in 2019 ITC discontinued a long-standing part-time covenant monitoring contract that represented about 0.3 FTE.

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by (name, title): Islands Trust Conservancy Board	<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:** ______________________
Business Area: Islands Trust Conservancy	
Name of Request: Protected Area Management Software **$20,000**	
Date of Funding Request Submission: 1/23/2024	**Funding Required for (date range):** April 1, 2024 to March 31, 2025. In addition, an estimated additional $7,000 per year for annual license fees for software.
ISSUE/OPPORTUNITY: The Islands Trust Conservancy is experiencing a growth in the number of properties and the complexity of protected area management and other issues, but staff do not have adequate software to manage information about protected areas and associated management action. This proposal is to hire a contractor to assist the Islands Trust with selecting and implementing new software, and for software licencing costs. The Islands Trust Conservancy Board, following a review of a Business Solution Options document on January 23, 2024, is advancing this business case providing context and options for protected area management issues.	

No dedicated protected area management software
As a cost-efficient approach, Islands Trust Conservancy (ITC) staff have been trying to use Islands Trust's existing mapping database, *TAPIS Info*, to store, organize, and run reports on protected area management information, even though the structure and functionality of this software is cumbersome for this purpose. The software offers limited ability to record and track such basic information as landholder turnover on a covenanted property or to link management concerns or breaches to properties, and cannot generate any type of report about ITC's nature reserves or covenants without laboriously reviewing each individual file to compile information. This approach is an inefficient use of staff time, hampers quality corporate and long-term financial planning, and is negatively affecting staff morale.

In addition, Information Services staff have advised ITC staff that ITC will need to migrate to an off-the shelf database product at some point as *TAPIS Info* is not a long-term solution to ITC's key functional need for supporting ongoing property data tracking.

PROJECTED RESULTS/DELIVERABLES:

The projected results and deliverables resulting from a transition to a new protected area management database from the legacy *TAPIS Info* include:

Enhanced Protected Area Management System
The implementation of modern protected area management software will result in an enhanced protected area management program for the Islands Trust Conservancy. The new system will offer improved functionalities and capabilities, addressing the limitations of the current *TAPIS Info* application.

Expanded Reporting Capacity
New software 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, and reduce wasted staff time.

Improved Efficiency and Productivity
Dedicated protected area management software will lead to improved efficiency and productivity.

Long-term Sustainability
New protected area management software will position the Islands Trust Conservancy for long-term sustainability in managing properties and covenants, and will help the Board and staff make informed decisions into the future.

RISK ASSESSMENT:

Risks	**Impact**	**Mitigation**
Unavailability of Information Systems staff Unavailability of Information Systems staff to assist with the project	**High** Medium Low	ITC staff will consult with Information Systems Manager early to plan the project and adjust project as required to accommodate other planned initiatives.
Lack of staff for procurement/contract management	**High** Medium Low	ITC staff will provide advice to the ITC Board regarding which work items to delay to accommodate contract management

Management of procurement processes and contracts is not feasible with existing ITC staff resources		
Procurement Challenges It may be challenging to identify a contractor to assist with needs assessment, software research and selection, data migration, and staff training (including user manual) in the specialized area of protected area management for conservation areas.	**High** Medium Low	**External expertise** Staff will involve BC Bid staff to seek advice on procurement in this area. Staff will also reach out to the broader land trust movement to ask for recommendations. ITC staff will also ensure that Information Systems staff are involved in the process to ensure ongoing support needs are considered.
No off-the-shelf software options No off-the-shelf software is available to meet ITC needs	**High** Medium Low	**Delay other work** ITC staff will consider options and return to the ITC Board for discussion of next steps
Technical Challenges Implementing a new software system, 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 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 external software handling sensitive landowner and protected area management 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: Software projects can be subject to unexpected costs, such as additional customization or third-party	High Medium **Low**	**Clear Project Scope and Contingency Planning** Define a clear project scope, undertake needs assessment process prior to software selection, and have contingency plans in place for potential cost overruns or delays. Regular

integration requirements. Budget overruns could strain the financial resources allocated for the initiative.		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, inefficient systems that present with its limitations and inefficiencies. Inability to effectively track enforcement of covenant breaches and trespasses in nature reserves which may result in inability to enforce covenants and take legal action against trespass.
Financial Implications: No direct financial costs, but potential missed opportunities for improvement and staff time savings.
Resource Requirements: No additional resources required.
Other Implications: Hindered achievement of strategic objectives related to ITC protected area management strategy and staff efficiency.

Option 2: Internal process to select software (no contracted support)

Benefits: Lower initial financial investment.
Risks: Lack of staff time to implement resulting in project delay/non-completion. Lack of staff expertise in software selection and implementation. A staff-led approach to selecting new software to recommend has been the de-facto approach for a number of years and has not resulted in success.
Financial Implications: Savings of $15,000 in proposed project budget.
Resource Requirements: 200 hours of ITC Manager time. Given that the ITC Manager's time is already over-allocated, and the Manager is required to lead engagement with First Nations on the next ITC Plan in 2024/25, this is not feasible. If a new Protected Areas Manager position is created, this position could take on the project, but would be a need to balance with a backlog of other priority Board projects waiting to be addressed. It is also unknown if this person would have the required technical knowledge for data migration.

In addition, 200 hours of ITC Manager time to participate in needs assessment and training, 70 hours from both the ITC Property Management Specialist and ITC Covenant Management and Outreach Specialist would be required to participate in needs assessment, data migration, testing and training. Approximately 5-10 hours for the Information Systems team to be responsible for system security and network access, and advising on compatibility of new software with current software. Additional time may be required for data migration.

Other Implications: Risk of inadequate process leading to selected software that may not fully address long-term needs, risking inadequate technology for future growth and challenges.

Option 3: Contracted software selection and implementation support and purchase of protected area management licence

Benefits: Dedicated resource for needs assessment, software selection, data migration and training/ documentation as well as longer-term benefits that include staff time savings, staff stress reduction, better reporting and analysis, and long-term financial planning.
Risks: As set out above.
Financial Implications: Highest initial investment, but offers highest likelihood of project success and potential cost savings in the long run.

Cost Summary

Software Licenses & Subscriptions – 2024 estimated	$5,000
Contracted needs assessment/software selection/data migration/training/documentation	$15,000
Total	**Approx. $20,000**

Resource Requirements: 70 hours of ITC Manager/Protected Areas Manager time to procure, let and manage contract with support from Finance and Information Systems staff and a further 20 hours to participate in needs assessment and training. 70 hours from ITC Property Management Specialist and ITC Covenant Management and Outreach Specialist to participate in needs assessment, data migration, testing and training. Approximately 5-10 hours for the Information Systems team to be responsible for system security and network access, and advising on compatibility of new software with current software. Additional time may be required for data migration.

Other Implications: Aligns with strategic objectives, providing a modern and efficient solution to address current and future ITC protected area management challenges.

CRITICAL SUCCESS FACTORS:

Contractor Procurement
A knowledgeable contractor will be essential to ensuring the correct software is identified and properly customized.

User Engagement
The active involvement and engagement of system users is critical for the successful selection and implementation of the a new software system. User 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 systems to the new system and seamless integration with other systems is 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 systems.

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

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 a careful selection process and user buy-in, the new system may not be used to its full potential and may not be a good fit resulting in suboptimal protected area management planning and reporting 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 increased administrative burden and staff stress.

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

In summary, meeting critical success factors, such as user engagement and comprehensive training is essential for the successful implementation and effective utilization of protected area management information. 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: Contracted software selection and implementation support and protected area management licence purchase

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 systems. By opting for contracted support with all components of software selection and implementation, there is a high likelihood of success.

Streamlined Processes
Introduction of dedicated protected area management software will streamline protected area management processes and consolidate information, leading to staff time efficiencies and better reporting to Board.

Supports Improved Corporate/Financial Planning
Consolidation of information into protected area management software will assist staff to develop future budgets and long-term financial estimates. Current systems hamper data analysis/consolidation.

Mitigating Risks
While seeking and implementing new software may pose some implementation challenges, the benefits of new software outweigh these risks. Adequate planning, staff training, and change management can mitigate potential obstacles.

In conclusion, Option 3, which involves seeking external assistance to select and implement new protected area management software offers the optimal solution to address the identified issues and opportunities. By embracing this approach, Islands Trust Conservancy will be able to continue operations, and improve protected area management while increasing staff satisfaction and providing better information to the ITC Board and Trust Council in alignment with their strategic goals.

COST/BENEFIT ANALYSIS:

Quantitative Considerations

Financial Costs:

Cost Summary

Software in Year 1	$5,000*
Contracted needs assessment/software selection/data migration/training/documentation	$15,000
Total	**$20,000**

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.

Software Maintenance **$7,000*** ($5,000 year 1)

*Software costs are based on preliminary conversations with other land trusts about software options.

Financial Benefits (Savings):

Efficiency Gains
New protected area management software will lead to staff time efficiencies. In time, the TAPIS Info system can be phased out (assuming the bylaw enforcement information moves to CityView) reducing maintenance and support costs.

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
New data and reporting capabilities can empower decision-makers with better insights and data-driven information for strategic and financial planning.

Transparency and Accountability
The new system can enhance transparency for the protected area management program in terms of better reporting and analysis of actions/costs, leading to increased public trust in the organization.

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, and transparency.

PURCHASING PROCEDURE:

The procurement of a contractor and the new software will comply with the Procurement Policy.

PROPOSED IMPLEMENTATION STRATEGY:

The roll-out of the recommended solution, which involves procuring a contractor and selecting and implementing a software solution 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.
- Procurement process to select contractor
- Initiate contract negotiations with the selected vendor.

Phase 2: Needs Assessment/software research process

- Contractor to conduct needs assessment interviews with select staff and Board members
- Contractor to research available software
- Recommendation and selection

Phase 3: System Configuration and Customization/Data Migration
- Contractor to work with the vendor to configure new software to meet the organization's specific needs.
- Migrate data into the new software with contractor support
- Update data to ensure that data for each property is complete
- Conduct thorough testing to ensure the module functions as intended.
- Contractor to develop user manual

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

Phase 5: Full System Deployment

- Roll out the new software to all relevant staff and report to Board.
- 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 procurement of a contractor, the results of the needs assessment process, and the extent of customization required for the new software. However, based on preliminary estimates the anticipated date of completion for this initiative is approximately nine months from the project initiation. It is important to note that this timeline is subject to adjustments based on unforeseen challenges 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 include:

Project Manager – ITC Manager (and/or ITC Protected Areas Manager if approved)

- The project manager will oversee the entire implementation process, including planning, coordination, and monitoring.
- Will participate in needs assessment and training.
- Hours Required: Approximately 90 hours throughout the project.

Property Management Specialist and Covenant Management and Outreach Specialists

- Will support the needs assessment and data migration.
- Will participate in needs assessment and training.
- Will participate in testing, provide feedback, and validate system improvements.
- Hours Required: Approximately 70 hours each throughout the project.

Information Systems Team (Technical Staff)

- The Information Systems team will be responsible for system security and network access, and advising on compatibility of new software with current software.
- Hours Required: Approximately 5-10 hours throughout the project. (Additional time may be required for data migration.)

Total Estimated Staff Hours: 240 hours.

Assessment of Expected Staff Hours
While the project will demand a significant amount of staff time from already fully-subscribed staff members, this is resolved somewhat if a new Protected Areas Manager position is created and filled. Ultimately, the project will result in increased staff efficiency and productivity.

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, there will be clear, regular communications about the project, and a comprehensive training program will be developed 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 database. The contractor will provide a user manual to provide ongoing support.

Communication and Collaboration Strategies

Needs Assessment Session
A Needs Assessment Session will be organized to gather input from protected area management and information services staff. These sessions will provide a platform for open dialogue, allowing staff to express their needs, concerns and suggestions, and fostering a sense of ownership in the initiative.

Regular Progress Updates
Regular progress updates will be communicated to all staff and the Board 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 staff and the Board 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. Given the current challenges, and the number of years they have persisted, it is expected that protected area management staff and Information Services staff will be enthusiastic champions and participants.

Collaborative Decision-Making
Encouraging collaborative decision-making will ensure that all perspectives are considered in the customization of the software.

Identification of Other Stakeholders

In addition to the protected area management staff, the following groups may also be involved:

Information Systems Department
The Information Services department will play a crucial role in providing advice and technical support, and assisting with data migration as needed.

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 long-awaited protected area management software.

Clare Frater, Director, Trust Area Services	January 17, 2024
Initiator Name, Title	Date
Islands Trust Conservancy Board	January 23, 2024
Reviewed by Department Lead: Name, Title	Date

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

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):*

DELTC

Department:

Denman Island Local Trust Committee – LTC projects

Name of Request:

DE LTC – Denman OCP and LUB Housing Review (Stage 2- Phase 2)

$ 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:** ______________________
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:

1. OCP Updates – 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.

2. LUB Updates – LUB updates will reflect the options supported by the community to increase the variety of housing options while preserving and protecting the environment.

3. Continuation of active and meaningful engagement with First Nations and the Community – 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).

Updates to business case since LTC approval are shown in blue font

TO BE COMPLETED BY INITIATOR

Requested by ***:*** **GBLTC**	**Budget Source** (select all that apply): ■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ■ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ____________________ ■ **Other – please describe:** Consultants, Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Department: Gabriola Island Local Trust Committee – LTC projects	
Name of Request: GB LTC – Gabriola OCP and LUB Review Project (Phase 2)	
$ Value of Request*:* 2024-2025 - $27,000 (without water assessment) 2024-2025 - $77,000 (with water assessment) 2025- 2026 - ~$25,000 (Phase 3)	
Date of Submission to Finance: GBILTC resolution endorsing Business Case July 20th 2023	**Funding Required for (date range):** April 2024 – March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: 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."
- Updating OCPs is a key priority

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 may 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.
- Addressing climate change mitigation and adaptation.

By the end of Phase 2 it is anticipated that a first draft of the revised OCP will be complete. Where new DPAs are being created, mapping and guideline development will be complete in Phase 3 of the project (2025/26). Phase 3 will also involve amending the LUB to ensure consistency with the revised OCP. The anticipated cost of Phase 3 is ~25,000 to support First Nations engagement, legal review, public engagement and data and mapping.

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:

Phase 2 (2024/2025)

Vision and Values Document Completion		
Graphic Design for Gabriola Vision 2050 document	Spring 2024	$2,000
Public Consultation/Communications/Legal Review		
Series of CIMs on specific priorities	Spring/Fall/Winter 2024	$3000
Communications	Spring/Fall/Winter 2024	$2,000
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 for 2024/25		
Without Water Availability Assessment		$27,000
With Water Availability Assessment		$77,0000

Phase 3 (2025/2026)

First Nations Engagement	~$8,000
Communications/Public Engagement	**~**$8,000
Legal Review	**~**$4,000
Data and mapping	~$5,000
Estimated Total	**~$25,000**

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:

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. A consultant will be hired through Request for Proposal for work related to the water availability assessment.

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:

This project will be producing model communications and engagement processes and products which could serve as templates for other LTC projects.

Requested by : GBILTC

Prepared by : Narissa Chadwick, July 10th, 2023

Reviewed by: Robert Kojima, July 12th, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

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<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

Mayne Island Local Trust 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: ___________________

[x] Other – please describe: _legal review, community engagement, First Nations engagement, contingency_____________________</td></tr>
<tr><td>Department:

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

Mayne Island Housing Options Project (Phase 2)</td></tr>
<tr><td>$ Value of Request:

$10,000</td></tr>
<tr><td>Date of Submission to Finance:

MILTC resolution to endorse business case July 31, 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:

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.”</td></tr>
</table>

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

<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: ______________________**
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.)*

<u>Quantitative:</u>
$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.

Qualitative:

- 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 timeline and anticipated date of completion 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).

TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* Salt Spring Local Trust Committee (SS LTC)	**Budget Source** (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: Planning Services	
Name of Request: Major amendment to SS OCP and SS LUB	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* FY2024-25: $226,000 FY2025-26: $20,000 Total project over two years: $246,000[1]	
Date of Submission to Finance: SSLTC endorsed: September 13, 2024 Staff amended: February 13, 2024	**Funding Required for (date range):** April 1 2024-March 31, 2025, $222,000 April 1 2025-March 31, 2026, $20,000

[1] This total consists of $96,000 in unspent project funding to be carried over from fiscal 23/24 and a $150,000 grant received to undertake a Complete Communities Assessment. See page 3 of this Business Case for further information about these funding sources.

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
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 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.

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 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 an 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**	**Total Budget**	**Projected expenditure by the end of 2024/25 FY**	**Projected expenditure by the end of 2025/26 FY**
Complete Communities Assessment	Present to September, 2024	$150,0000	$150,000	
Early and ongoing consultation with 13 First Nations with territorial interests on SSI	Ongoing	$26,000	$16,000	$10,000
Consultant contract for public engagement program	Spring 2024 – Fall 2024	$59,000	$49,000	$10,000
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	April 2024 – March 2025	$11,000	$11,000	
	Total FY2024/25 Request	**$246,000**	**$226,000**	**$20,000**

Part of the OCP/LUB Major Update Project, but with a distinct deliverable, the SS LTC has received a $150,000 grant from the Union of British Columbia Municipalities to undertake a Complete Communities Assessment across four themes: housing; daily needs; transportation; and infrastructure. The results of this assessment will establish an important fact and information foundation on which the development of subsequent policy and regulatory discussion can occur under the OCP/LUB Major Update Project.

As a condition of the grant, this $150,000 cannot be used to subsidize or offset the OCP-LUB budget, as the grant must be used to develop the prescribed report required by the funder and cannot be used for the engagement or policy development aspects of the OCP/LUB Major Update Project. Moreover, by producing a high-quality informational product that can inform policy development processes in the LTA, in partnership with the service providers to the housing needed in the community, this

	product will subsidize the OCP-LUB by improving assumptions about growth possibilities, thus resulting a more efficient project execution and more effective policy and implementation actions in the future. **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.

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.)*

Complete Community Assessment:

The Complete Communities Assessment is primarily a geo-spatial analysis – a series of technical exercises – the results of which can establish a fact-based foundation to inform subsequent discussions about community development options and appropriate policy responses. The provincial government's prescribed methodology for the complete community assessment does not anticipate significant community engagement on the front end of the assessment, as it assumes that a community's vision and goals are set out in its official community plan and other local government and agency planning documents.

OCP-LUB Update

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 $246,000 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: Salt Spring Island Local Trust Committee

Prepared by Chris Hutton, MCIP, RPP, Regional Planning Manager, September 7, 2023; updated February 13, 2024

Reviewed: Stefan Cermak, Director, Planning Services, February 16, 2024

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):* Chris Hutton on behalf of Salt Spring Local Trust Committee (LTC) **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	**Budget Source** (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:** ______________________
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.)*

<u>Quantitative Analysis</u>:

- $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 <u>timeline</u> and anticipated <u>date of completion</u> 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:**	February 21, 2024
From:	**Planning Services**	**Date Prepared:**	February 14, 2024
SUBJECT:	**Funding for Water Sustainability Projects on Salt Spring Island**		

PURPOSE:
To provide the Financial Planning Committee with an understanding of the Trust Council delegation bylaw and Trust Council policy on the use of funds raised through special tax levies in order to support Salt Spring Island Local Trust Committee's request to apply unspent special property taxes to its water sustainability projects.

BACKGROUND:

In June 2013 Trust Council adopted Bylaw 154 that delegated some of its powers under s.8 and s.9 of the *Islands Trust Act* to the Salt Spring Island Local Trust Committee.

Trust Council Bylaw 154

Bylaw 154 specifically delegates to the Salt Spring Island Local Trust Committee the authority to:

i. coordinate and assist in the determination of regional, improvement district and government of British Columbia policies, and
ii. coordinate the implementation of regional, improvement district and government of British Columbia policies,
iii. coordinate the carrying out of regional, improvement district and government of British Columbia policies,

and for certainty, this power does not include

i. assisting in the implementation of the policies of a regional district or improvement district or the government of British Columbia;
ii. assisting in the carrying out of the policies of a regional district or improvement district or the government of British Columbia;

Bylaw 154 also includes other delegated powers in relation to entering into coordination agreements, and making recommendations to the Lieutenant Governor in Council.

Bylaw 154 specifies that annual funding above $5,000 solely for these delegated functions must be raised by a special property tax levy.

Trust Council Policy 6.3.2

Trust Council Policy 6.3.2 Special Property Tax Requisition states that:

6.2 The LTC must not authorize the expenditure of funds, generated through the special property tax requisition, for any purpose other than that for which the requisition was approved.

6.3 Any funds, generated through the special requisition, which are unspent at the conclusion of the fiscal year, will be held in reserve for the LTCs use in the subsequent fiscal year to:
6.3.1 complete the previously approved initiative or program; or
6.3.2 undertake a new program, subject to a further resolution of the LTC to do so.

6.4 Unspent funds cannot be used to offset a general property tax requisition.

Salt Spring Island Watershed Protection Alliance (SSIWPA)
Since adoption of Trust Council Bylaw 154 Salt Spring Island Local Trust Committee has raised funds through a special property tax levy for the coordination and administrative support to the Salt Spring Island Water Protection Alliance (SSIWPA).

As of the date of this report writing, the estimated special property tax requisition reserve fund (i.e.: unspent SSIWPA funds) is approximately $83,000. These funds must be used first to complete the work of SSIWPA until this work is completed and SSIWIPA is dissolved; that is until there are no further funding requirements from the Salt Spring Island Local Trust Committee for SSIWPA (Trust Council Policy 6.3.2). Once the SSIWPA program comes to an end, any funds left from the special property tax levy then may be used to undertake new work program items by resolution of the Salt Spring Island Local Trust Committee.

SSIWPA related operations are expected to continue into fiscal 2024/25 using the Special Requisition Reserve for funding as the Salt Spring Island Local Trust Committee has not formally dissolved the alliance and has not indicated that is has withdrawn funding for SSIWPA.

Salt Spring Water Protection Related Business Cases for Fiscal 2024/25
Salt Spring Island Local Trust Committee has submitted the following three business cases:

1. Salt Spring Island Watershed Protection Plan 2023-2032 Coordination – this project is under the delegated authority of Trust Council Bylaw 154
2. Salt Spring Island Groundwater Sustainability Strategy – this project is under the delegated authority of Trust Council Bylaw 154
3. Salt Spring Island Proof of Water - Subdivision – this project is under the land use planning authority of s.29 of the *Islands Trust Act.*

Because the SSIWPA program for which the special levy was used to raise funds has not completed, diverting the surplus funds in the reserve to other projects is contrary to Trust Council Policy 6.3.2. In 2020, Trust Council passed a resolution to over-ride its policy and allow the funds to be used for other projects; however, this was not a standing resolution. Therefore, for these funds to be used for the three listed projects in fiscal year 2024/25, a resolution of Trust Council is again required.

ATTACHMENT(S): Trust Council_2024-02-21_WaterFundsSSIWPA_RFD

FOLLOW-UP: Staff will place the attached RFD on the Trust Council agenda.

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

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	March 12, 2024
From:	**Planning Services**	**Date Prepared:**	February 14, 2024
SUBJECT:	**Funding for Water Sustainability Projects on Salt Spring Island**		

RECOMMENDATION:
That Trust Council, despite Policy 6.3.2, authorize the Salt Spring Island Local Trust Committee to use unspent special property tax requisition funds from previous fiscal years to undertake water sustainability projects under the delegated authority of Bylaw 154, and under the land use planning powers of s.29 of the *Islands Trust Act*.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Trust Council could again authorize the Salt Spring Island Local Trust Committee to continue its water sustainability projects using unspent special property tax collected for similar purposes.

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1 **PURPOSE:** to provide the Financial Planning Committee with an understanding of the Trust Council delegation bylaw and Trust Council policy on the use of funds raised through special tax levies.

2 **BACKGROUND:**
In June 2013 Trust Council adopted Bylaw 154 that delegated some of its powers under s.8 and s.9 of the *Islands Trust Act* to the Salt Spring Island Local Trust Committee.

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As of the date of this report writing, the estimated special property tax requisition reserve fund (i.e.: unspent SSIWPA funds) is approximately $83,000. These funds must be used first to complete the work of SSIWPA until this work is completed and SSIWIPA is dissolved; that is until there are no further funding requirements from the Salt Spring Island Local Trust Committee for SSIWPA (Trust Council Policy 6.3.2). Once the SSIWPA program comes to an end, any funds left from the special property tax levy then may be used to undertake new work program items by resolution of the Salt Spring Island Local Trust Committee.

SSIWPA related operations are expected to continue into fiscal 2024/25 using the Special Requisition Reserve for funding as the Salt Spring Island Local Trust Committee has not formally dissolved the alliance and has not indicated that is has withdrawn funding for SSIWPA.

Salt Spring Water Protection Related Business Cases for Fiscal 2024/25

Salt Spring Island Local Trust Committee has submitted the following three business cases:

1. Salt Spring Island Watershed Protection Plan 2023-2032 Coordination – this project is under the delegated authority of Trust Council Bylaw 154
2. Salt Spring Island Groundwater Sustainability Strategy – this project is under the delegated authority of Trust Council Bylaw 154
3. Salt Spring Island Proof of Water - Subdivision – this project is under the land use planning authority of s.29 of the *Islands Trust Act.*

Because the SSIWPA program for which the special levy was used to raise funds has not completed, diverting the surplus funds in the reserve to other projects is contrary to Trust Council Policy 6.3.2. In 2020, Trust Council passed a resolution to over-ride its policy and allow the funds to be used for other projects; however, this was not a standing resolution. Therefore, for these funds to be used for the three listed projects in fiscal year 2024/25, a resolution of Trust Council is again required.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: No implications

FINANCIAL: A reduction of the special property tax levy reserve for the Salt Spring Island Watershed Protection Alliance.

POLICY: Trust Council Policy 6.3.2 will be over-ridden. Trust Council may wish to review this policy to better address long term projects and use of surplus reserve funds when these projects are still under way.

IMPLEMENTATION/COMMUNICATIONS: Through the budget projects

FIRST NATIONS: No First Nations implications

OTHER: No other implications

4 RELEVANT POLICY(S):

Trust Council Bylaw 154
Trust Council Policy 6.3.2

5 ATTACHMENT(S):

1. Salt Spring Island Watershed Protection Plan 2023-2032 Coordination business case
2. Salt Spring Island Groundwater Sustainability Strategy –business case
3. Salt Spring Island Proof of Water - Subdivision – business case

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RESPONSE OPTIONS

Recommendation:
That Trust Council, despite Policy 6.3.2, authorize the Salt Spring Island Local Trust Committee to use unspent special property tax requisition funds from previous fiscal years to undertake water sustainability projects under the delegated authority of Bylaw 154, and under the land use planning powers of s.29 of the *Islands Trust Act*.

Alternative:
If Trust Council does not wish to go against Policy 6.3.2 and pay for the project from the Special Property Tax Reserve Fund, Trust Council may:
1 – Fund the projects from the general 2024/25 tax levy; or
2 – Fund the projects from a new special property tax requisition.

Prepared By: David Marlor, Director, Legislative Services
Reviewed By/Date: Stefan Cermak, Director, Planning Services / February 14, 2024

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).

Note: Information in *blue font* added in accordance with new Business Case template, subsequent to SS LTC business case endorsement at its meeting of December 14, 2023.

TO BE COMPLETED BY INITIATOR

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Requested by *(Committee or Operational Unit):*

Salt Spring Island Local Trust Committee

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<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:** Meeting costs, communications

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Department:

Planning Services

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Name of Request:

Salt Spring Island Watershed Protection Plan 2022-2032 Coordination

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

$55,000

(to be funded through **unspent special property tax requisition funds** from previous fiscal years)

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Date of Submission to Finance: January 11, 2024

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Funding Required for: April 1, 2024 – March 31, 2025

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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.*

Trust Council Bylaw No. 154

In 2013, Islands Trust Council adopted Bylaw No. 154 that delegated authority to the Salt Spring Island Local Trust Committee (LTC), for the purpose of preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area, the power to:

- *Coordinate and assist in the determination of regional, improvement district and government of British Columbia policies;*
- *Coordinate the implementation of regional, improvement district and government of British*

Columbia policies; and

- *Coordinate the carrying out of regional, improvement district and government of British Columbia policies*

Under Bylaw No. 154 SS LTC may continue to coordinate watershed protection work on Salt Spring Island if it so chooses.

Salt Spring Island Official Community Plan Bylaw No. 434

The Salt Spring Island OCP generally supports SS LTC involvement in watershed protection initiatives as per the following community objective:

> A.4.3.2 To provide direction for the conservation and stewardship of natural resources, especially our surface and groundwater supply.

Salt Spring Island Watershed Protection Plan 2023-2032

Endorsed by SS LTC in July 2023, the Salt Spring Island Watershed Protection Plan recognizes the importance of coordinated implementation of the plan and that watershed protection requires cooperation among multiple agencies and stakeholders.

Action 19. **Continue to convene a multi-organization forum for communication and coordination about watershed protection activities.**

Multiple players have roles in watershed stewardship and protection on Salt Spring Island. Since 2013, coordination has been driven by the Salt Spring Island Watershed Protection Alliance under the leadership of Islands Trust. Partner agencies are committed to continuing an interagency forum to advise on regional, local, and provincial government policies. The way that coordination is currently structured will be re-evaluated as part of implementation of the governance review in order to ensure that this effort is efficient, effective, and satisfying for the organizations and individuals involved.

Watershed Protection Governance and Coordination: Priority Projects

- Complete review of current governance arrangements for watershed protection coordination building on work commenced in 2022 including review of funding arrangements and interagency coordination mechanisms.
- Work with interested First Nations to identify their priority projects and interests related to watershed protection on Salt Spring Island.

(Excerpt from Salt Spring Island Watershed Protection Plan 2022-2032)

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 objective of this initiative is to confirm a preferred governance model that allows for the coordinated, cost-efficient implementation of the Salt Spring Island Watershed Protection Plan 2023-2032.

See staff report of December 14, 2023 on page 121 here for fulsome discussion and project charter for this project.

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.*)

Since 2013 SS LTC has funded the coordination of watershed protection work on Salt Spring Island through the Salt Spring Island Watershed Protection Alliance (SSIWPA). In July 2023 SS LTC signalled a desire to see coordination of SSIWPA transfer to the Capital Regional District (CRD). However, CRD will not be in a position in the 2024/25 fiscal year to administer a SSIWPA-like entity. As such, SS LTC has resolved to continue leading coordination of the recently-endorsed Salt Spring Island Watershed Protection Plan 2023-2032 in the form of an inter-agency staff working group instead of SSIWPA.

Results/deliverables of this funding request are as follows:

- Multi-agency agreement on the best way to coordinate and advance implementation of the Salt Spring Island Watershed Protection Plan 2023-2032;
- Assist the Capital Regional District to develop a Drinking Water and Watershed Protection Service if requested;
- Engage First Nations on priority watershed protection actions; and
- A public meeting to share progress on implementation of the WPP and solicit input

Proposed project spending is as follows:

$5,000 – "Big tent" meeting of agencies, NGOs and water-interested individuals
$10,000 – First Nations engagement
$40,000 – Consulting services to either a) develop a terms of reference for a Drinking Water and Watershed Protection Service; or b) Support watershed governance decision-making process.

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 principal risk to the success of this project is the ability of other agencies to resource meaningful investment at the staff and political level in the exploration and advancement of watershed governance alternatives.

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*: Maintain SSIWPA to coordinate Watershed Protection Plan (WPP) implementation using unspent special property tax requisition funds**

Benefits – SSIWPA membership and structure is already in place.
Risks – (1) Maintaining SSIWPA would require successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA's success in coordinating watershed protection action has been limited.
Financial implications – None. Necessary funding is already held in an Islands Trust account.
Resource requirements – This would increase staff resource requirements, as staff would have to both manage the SSIWPA coordinator in addition to driving the exploration of watershed governance options.
Other implications – N/A

Option 2: Maintain SSIWPA to coordinate Watershed Protection Plan (WPP) implementation using a new special property tax requisition

Benefits **–** SSIWPA membership and structure is already in place.
Risks – (1) Maintaining SSIWPA requires successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA's success in coordinating watershed protection action has been limited; (3) Special property tax requisition for Salt Spring Local Trust Area may be politically unpopular.
Financial implications – New special property tax requisition required

Resource requirements – This would increase staff resource requirements, as staff would have to both manage the SSIWPA coordinator in addition to driving the exploration of watershed governance options.
Other implications – N/A

Option 3: Do not coordinate WPP implementation

Benefits – Staff time can be re-allocated to other priority projects.
Risks – Multi-agency implementation of SSI WPP will be compromised.
Financial implications – If SS LTC does not fund WPP implementation initiatives related to governance, it could use unspent special property tax requisition funds to support action items with the WPP.
Resource requirements – Unclear, as if SS LTC does not coordinate WPP implementation, the project would likely refocus to implementing LTC-assigned actions under the WPP.
Other implications – N/A

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.)*

(1) LTC clarity of purpose; and

(2) Multi-agency commitment

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

That the SS LTC requests Islands Trust FPC include a draw of $55,000 from unspent special property tax requisition funds in fiscal 2024/25 to support Watershed Protection Plan 2023-2032 Coordination.

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.)*

In 2022 SS LTC funded the development of the Salt Spring Island Watershed Protection Plan 2023-2032, a multiagency plan to better protect the Island's freshwater resources. The plan was created with the active participation of the CRD, North Salt Spring Waterworks District, and the Province. The final report was received by SS LTC in 2022. This plan now needs a collaborative mechanism to advance its implementation. SSIWPA could provide such a vehicle, however there are sufficient uncertainties at each signatory agency around plan implementation that staff-to-staff meetings are more appropriate than public meetings at the present time to work through these issues together.

Proposed SS LTC spending on this initiative in fiscal 2024/25 does not require new taxation as it will be drawn from **unspent special property tax requisition funds** from previous fiscal years.

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.)*

Project spending will be undertaken in accordance with Islands Trust 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 Salt Spring Island Watershed Protection Plan 2022-2032 Coordination Project Charter identifies the following work plan for the coming fiscal year:

Work Plan Overview	
Deliverable/Milestone	**Date**
LTC endorse project charter and submit 2024/25 business case for use of unspent special property tax requisition funds	December 14, 2023
First agency staff working group meeting	February 2024
Final SSIWPA meeting	February 2024
Terms of Reference and Memorandum of Understanding for agency working group signed	March 2024
Ongoing agency working group meetings and actions through 2024/25	April 1, 2024 to March 31, 2025
Joint elected official/staff agency working group meeting	Fall 2024
"Big Tent" meeting between agencies, NGOs and water-interested individuals	Between January and March 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.)*

This project will require at least 100 staff hours at the Island Planner level, although the actual amount will depend largely on whether progress is made during early inter-agency meetings.

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*?)

This project entails an exploration, and potentially creation of, new governance options for watershed protection on Salt Spring Island in coordination with the Capital Regional District, North Salt Spring Waterworks District and the Government of British Columbia.

Requested by: Salt Spring Island Local Trust Committee

Prepared by Jason Youmans, Auxiliary Planner/January 9

Reviewed by Chris Hutton, Regional Planning Manager/January 10

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).

Note: Information in *blue font* added to reflect new Business Case template, subsequent to SS LTC business case endorsement at its meeting of December 14, 2023.

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Salt Spring Island Local Trust Committee

Department:

Planning Services

Name of Request:

Salt Spring Island Groundwater Sustainability Strategy

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

$16,500

(To be funded from **unspent special property tax requisition funds** from previous fiscal years)

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ___________________

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

Date of Submission to Finance: January 11, 2024

Funding Required for (date range): April 1, 2024, to 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 Freshwater Sustainability Strategy

Islands Trust Freshwater Sustainability Strategy endorsed in December 2021 envisions a central role for Islands Trust in freshwater monitoring and analysis.

GWSS 2. Develop a coordinated long-term water monitoring program

Water monitoring must be continuous and coordinated with other agencies that have existing programs and regulatory structures. Islands Trust will collate data pertaining to water quality, quantity, and aquatic ecosystems. This will require expanding the Trust's role in coordinating these activities among water purveyors, regional districts, health authorities, First Nations, Provincial agencies, and community groups. In select cases, this will require direct involvement in on-the-ground monitoring. Islands Trust may also engage local stewardship groups and residents to participate in data collection.

GWSS 3. Groundwater data and information inventory

This action, already well underway, entails gathering and inventorying existing groundwater datasets and identifying gaps. This is foundational to many other actions in the strategy that use scientific information to inform decision making and influence resident behaviour.

Salt Spring Island Watershed Protection Plan 2022-2032 (WPP)

Aligning with the greater Islands Trust Freshwater Sustainability Strategy, the recently-endorsed Salt Spring Island Watershed Protection Plan anticipates Islands Trust retaining a primary role in groundwater data collection and monitoring going forward.

Groundwater Science		
5. Improve management of groundwater data to inform decision making.	IT	$$
6. Continue to develop a coordinated long-term groundwater monitoring program, including monitoring saline intrusion along coastal zones.	IT	$$$
7. Continue groundwater recharge potential mapping and delineate areas likely to have hydraulic connectivity with surface water.	IT	$$
8. Continue groundwater availability assessments including delineating well catchment areas and identifying aquifer supply capability.	IT	$$$

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 2018/19 SS LTC has been the lead agency in a Salt Spring Island Watershed Protection Alliance (SSIWPA)-coordinated pilot project that established 14 groundwater observation wells and 5 lake monitoring stations on Salt Spring Island. This pilot project was made possible by a Real Estate Foundation of British Columbia Freshwater Sustainability Grant and financial contributions from SSIWPA member agencies. The purpose of the project is to monitor water levels to observe seasonal changes in the groundwater table and in lake levels. Monitoring partnerships were established through the generosity of Salt Spring Island community volunteers.

SS LTC wishes to formally conclude the pilot program before the end of fiscal 2023/24. Conclusion of the pilot project will culminate with the presentation of an analysis of the data derived from the pilot to the LTC, followed by a Community Information Meeting in early fiscal 2024/25 to share the results with the greater community. Following conclusion of the pilot project, it is SS LTC's intention to continue ground-and-surface-water monitoring until such time as another agency or organization can take on the work.

Staff will work with agencies and local organizations identify a path forward to maintain a monitoring program outside of Islands Trust and transfer ownership of monitoring infrastructure. However, SS LTC must prepare for the possibility that this does materialize, or that there are participating land owners who no longer wish to host monitoring stations and request the infrastructure be removed.

Islands Trust Senior Freshwater Specialist suggests that removal of the majority of monitoring stations is simple and can be undertaken by staff. However, there may be monitoring stations where removal requires the assistance of a certified pump installer. The purpose of this business case is primarily to ensure that there is funding available for this contingency. Funding may also be needed for routine maintenance of the monitoring stations, which are approximately mid-way through their expected lifespans.

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.*)

Results/deliverables of this funding request are:

- Removal of ground water and surface water monitoring stations at Islands Trust's cost (as needed)
- Routine maintenance of data loggers
- Public presentation of Ground Water and Surface Water Monitoring Pilot Project Results

Proposed use of the requested funding is as follows:

- $1,500 – to host a Community Information Meeting to share data and analysis derived from the monitoring pilot project; and
- $15,000 – to remove any groundwater data loggers that require the assistance of a licensed pump installer**.**

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.)*

Islands Trust installed monitoring stations on private property and should be prepared to remove them if the land owner requests such when the pilot project concludes. Islands Trust should allocate funding to do so.

The primary risk lies in not approving this funding request, as Islands Trust is obligated to remove the infrastructure at its own expense. Declining to use these already-available funds will result in having to locate funding from another revenue source.

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.*)

There is no alternative to removal of data loggers if requested by land owners. Islands Trust installed these monitoring stations on private property and should be prepared to remove them if a land owner no longer wishes to participate in the project.

Option 1: Terminate Salt Spring Island Groundwater and Surface Water Monitoring Program
Benefits – Staff (primarily senior freshwater specialist) time can be re-allocated to other projects.
Risks – Islands Trust and other agencies would be deprived of data that can help understand and inform responses to the impacts of climate change on freshwater resources on Salt Spring Island; Islands Trust would be withdrawing from actions identified in both the Freshwater Sustainability Strategy and SSI Watershed Protection Plan.
Financial implications – Money will still need to be allocated, per this business case, for removal of any data loggers that require a certified professional.
Resource requirements – Some hours of Senior Freshwater Specialist staff time will be required to remove data loggers if the program is terminated.
Other implications – N/A

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.)*

Agency and community organization commitment.

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

That the SS LTC requests Islands Trust FPC include a draw of $16,500 from unspent special property tax requisition funds in the fiscal 2024/25 Trust Council budget to support the Ground and Surface Water Monitoring Pilot Project.

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.)*

The benefit of proceeding in accordance with this business case is that funds for decommissioning monitoring stations can be allocated from an existing Islands Trust account. Declining to endorse the business case means the organization will have to identify some other means to raise the necessary funds to remove data loggers that may require the assistance of a certified pump installer.

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.)*

Spending on the Salt Spring Island Groundwater Sustainability Strategy will be done in accordance with Islands Trust 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?)*

Over the next several months staff will communicate with land owners who host, or provide access to, groundwater or surface water monitoring stations. Among the questions that will be asked at that time is whether they wish to continue in the monitoring program past the close of the pilot phase. For land owners that wish to continue, nothing will change and staff will conduct periodic site visits to download data and inspect the condition of the data loggers. For land owners that no longer wish to participate in the monitoring program, staff will remove the data loggers.

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.)*

70 hours – Senior Freshwater Specialist
16 hours – Planning Staff

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?)*

This is an ongoing SS LTC project that does not have any organizational change management requirements.

Staff will communicate with land owners accordingly, and will engage prospective agency and/or community partners regarding the long-term sustainability of the monitoring program.

Requested by: Salt Spring Island Local Trust Committee

Prepared by Jason Youmans, Auxiliary Planner/January 9

Reviewed by Chris Hutton, Regional Planning Manager/January 10

Islands Trust

Budget Funding Request
Short-Form Business Case

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Note: Information in *blue font* added to reflect new Business Case template, subsequent to SS LTC business case endorsement at its meeting of December 14, 2023.

TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* Salt Spring Island Local Trust Committee **Department:** Planning Services **Name of Request:** Salt Spring Island Proof of Water - Subdivision **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):* $1,500 (To be drawn from **unspent SSI LTC special property tax requisition funds** from previous fiscal years)	**Budget Source** (select all that apply): ■ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ■ **Other – please describe:** Communications and education materials, Meeting costs
Date of Submission to Finance: January 11, 2024	**Funding Required for (date range):** April 1, 2024 to 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 Freshwater Sustainability Strategy

Islands Trust Freshwater Sustainability Strategy endorsed in December 2021 anticipates a review and update of local subdivision proof of water requirements.

GWSS 10. Customize water supply requirements for new development to local circumstances

Incorporating proof-of-water requirements into land use bylaws for subdivision and rezoning applications provides an opportunity to customize requirements to the unique characteristics of each local trust area/island municipality. It can also improve integration of water management considerations into subdivision applications administered by the Ministry of Transportation and Infrastructure. Some land use bylaws in the Islands Trust Area already include proof-of-water provisions. However, these may not account for the latest information or climate change. Islands Trust will review all proof-of-water requirements currently in use, incorporate new requirements into land use bylaws for areas that do not currently have them, and develop parallel requirements for rezoning applications.

Salt Spring Island Watershed Protection Plan 2022-2032 (WPP)

Aligning with the greater Islands Trust Freshwater Sustainability Strategy, the recently-endorsed Salt Spring Island Watershed Protection Plan anticipates that Islands Trust will advance local regulations and guidelines concerning proof of water for development applications.

Watersheds and Drinking Water Protection Planning		
13. Integrate water availability and vulnerability information into land use policies and regulations.	IT	$
14. Establish groundwater regions as a focus for land use planning on Salt Spring Island.	IT	$
15. Develop local guidelines, policies, and regulations for proof of sufficient water requirements for development applications.	IT	$$

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.)*

Staff have observed that water quantity reports received as part of subdivision applications are of varied quality and occasionally inadequate to determine the long term reliability of the groundwater source. This suggests that there are ambiguities within the current regulations which results in inconsistent reporting. Current regulations are based on a "professional reliance" model and defer responsibility for determining water sufficiency to the consulting engineer hired by the applicant to certify, based on the test undertaken, that the quantity of available water is satisfactory. This professional reliance model was developed when Islands Trust did not have in-house expertise to interpret groundwater reporting. However, with the creation of the Senior Freshwater Specialist position, Islands Trust now has on staff a professional hydrogeologist that can advise on groundwater matters. Notwithstanding the availability of the Senior Freshwater Specialist, proposed bylaw amendments arising from this project have been drafted so that review of submitted information by a professional staff hydrogeologist will not be required. Rather, it will make the reporting requirements for applicants more prescriptive, such that planning staff are assured consistent report content across applications.

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.*)

Proposed Bylaw No. 532 will better protect groundwater and groundwater users when land is subdivided and ensure that expectations are clear about what potable water information applicants must provide as part of a subdivision application. The bylaw amendment:

- Provides greater clarity with respect to proof of potable water documentation that subdivision applicants must provide;
- Provides clear requirements and expectations for professional hydrogeologists to follow;

- Increases the per-dwelling-unit water volume required to harmonize with Section 22(8) of the Water Sustainability Act;
- Eliminates requirement to demonstrate specific potable water volumes for commercial/industrial uses; defers to Water Sustainability Act licensing requirements for non-domestic uses.

Bylaw No. 532 is primarily a technical exercise to bring the land use bylaw into alignment with the *Water Sustainability Act*, Groundwater Protection Regulation, *Professional Governance Act* and associated guidelines established by the Province. Bylaw amendments have been developed by Islands Trust Senior Freshwater Specialist and planning staff with initial guidance provided by SSIWPA Technical Working Group (TWG) and three drafts of proposed amendments reviewed by staff from the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD).

Proposed project spending is as follows:

- $500 – to host a Community Information Session; and
- $1,000 – to advertise the proposed bylaw in place of a public hearing.

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.)*

There are no organizational risks associated with the proposed bylaw amendments.

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.*)

At the outset of the project SS LTC considered retaining its existing proof of water requirements.

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.)*

This is a minor technical amendment to the Salt Spring Island Land Use Bylaw. The critical success factor is LTC bylaw approval.

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

That the SS LTC requests Islands Trust FPC include a draw of $1,500 from unspent special property tax requisition funds in the fiscal 2024/25 budget to support the Proof of Water – Subdivision Project.

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.)*

The proposed bylaw amendments are minor. The associated costs are standard costs associated with the bylaw amendment process (public hearing ads, venue rental, etc). **Funds will be drawn from SS LTC's unspent special property tax requisition funds** and therefore no new taxation will be required.

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.)*

Spending on the Proof of Water – Subdivision Project will occur in accordance with Islands Trust 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?)*

This is a minor technical amendment to the Salt Spring Island Land Use Bylaw. LTC has requested a communications strategy to support bylaw implementation.

Anticipate bylaw adoption 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.)*

This is an ongoing LTC planning project. The majority of staff hours have already been invested in the drafting and refinement of the bylaw over several years.

Staff anticipate that 80 hours of staff time will be required to complete this project as follows:

44 hours – Planner (Respond to SS LTC questions/concerns, prepare communications strategy, prepare staff reports, manage bylaw referral, attend meetings)
20 hours - Senior Freshwater Specialist (assist in response to SS LTC questions/concerns, assist in development of communications strategy)
10 hours - Legislative Clerk (assemble public hearing binder, attend public hearing, prepare public hearing report, amend bylaw)
6 hours - Planning Team Assistant

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?)*

LTC has requested a communications strategy to ensure the intent of effect of the bylaw amendments are appropriately conveyed.

Requested by Salt Spring Island Local Trust Committee

Prepared by Jason Youmans, Auxiliary Planner/January 9

Reviewed by Chris Hutton, Regional Planning Manager/January 10

Islands Trust

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	February 21, 2024
From:	**Staff**	**Date Prepared:**	February 12, 2024
SUBJECT:	Eelgrass Mapping Background		

PURPOSE: To provide background to Financial Planning Committee on eelgrass mapping and budget requests. This briefing is being provided proactively as staff have received enquiries about the status of eelgrass mapping. A version of this briefing was provided to the Islands Trust Conservancy Board at their November 2023 meeting.

BACKGROUND: Islands Trust Conservancy contracted creation of eelgrass maps in 2012-2014 and Islands Trust Planning Services department contracted Phase 1 of updated eelgrass maps in 2022. Islands Trust relies on current and accurate eelgrass mapping data to develop policy and regulations. Examples include creating development permit areas that protect the sensitive ecosystem and regulating setbacks from eelgrass (and bull kelp). Eelgrass beds are a critical shoreline ecosystem and accurate mapping is fundamental to protecting them. Islands Trust eelgrass maps are also used by partners to educate boaters and upland owners to prevent impacts and additional loss.

On September 6, 2023, planning staff provided a business case to Regional Planning Committee for completion of Phase 2 of the 2022 mapping project which, after a discussion that included:

1) the possibility of other agencies doing the mapping,
2) a need for more information about most frugal and cost effective mapping methods, and
3) the possibility of seeking grant funding

The business case (attached) was not advanced by the Committee to Financial Planning Committee for inclusion in the budget. The Committee passed the following motion

> **that Regional Planning Committee request staff to prepare Terms of Reference before the end of the current fiscal year for potential grant funding for eelgrass mapping and explore partnerships.**

The following background may be useful to inform discussions about eelgrass mapping.

- Eelgrass Presence Maps (PDF) for each Local Trust Area and Bowen Island.
    - Between 2012 and 2014, eelgrass beds were mapped for the entire Islands Trust Area using towed underwater cameras in partnership with SeaChange Marine Conservation Society and Seagrass Conservation Working Group. This inventory surveyed coastlines by boat using an underwater towed camera, and mapped the eelgrass areas, identifying the type and density. The cost to the Trust was about $71,000, with the remaining project costs paid by partners. Full methodology report: Nearshore Eelgrass Inventory Final Report, 2012-14.

- Eelgrass Bed Shapes, Positions and Density Maps (Phase 1 of 2)
  - In 2022, in the first phase of the mapping project, an Islands Trust contractor identified and mapped eelgrass beds using low-altitude, high-resolution aerial imagery (collected by helicopter in 2018, 2020, and 2021 in different parts of the Islands Trust Area). This cost Islands Trust $55,000 for aerial photos, mapping layers and final report.
  - This mapping defines the shape and position of each area of eelgrass bed, and also characterizes the density of plants in each area.
  - Phase 1 was done correctly with results within expected range. However, Phase 1 eelgrass maps have a limitation in that 41%[1] of the eelgrass polygons (682 hectares) require a follow-up survey in order to be used for management or monitoring purposes.
  - The Phase 1 eelgrass bed maps can be viewed using the interactive MapIT. Full methodology report: Shoreline Polygon Mapping Summary Report: Eelgrass in the Islands Trust Area (2728KB).

- Phase 2: To complete the mapping project, so the maps can be used for bylaw development, 41% of polygons need to be surveyed using towed cameras, side scan or dive surveys.
- It is typical for a mapping project of this kind to have two phases: some polygons in the first phase cannot be confidently assessed due to imaging conditions (glare, shade), water conditions (turbidity, waves), and satellite image quality. This phase 1 and 2 approach is a cost-effective approach to mapping which reserves the more expensive method to only those areas that require it.
- Completing Phase 2 will also support any future work by Islands Trust or partners/academics to compare loss or gain of eelgrass over a decade which could be an essential piece of information in assessing whether additional measures are needed to protect eelgrass, and ultimately the species that depend on them, including orca.
- Phase 2 is estimated to cost $100,000 in 2024/25. There could be an opportunity to share costs with partners or seek grant funding, but these are time-intensive approaches that would require pausing other initiatives.
- Delaying Phase 2 past 2026 risks making the Phase 1 results too difficult/unpalatable for a contractor to work with due to changes in the ecosystem in the meantime.

ATTACHMENT(S): 2024/25 Business case for Eelgrass Mapping Phase 2 project

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Stefan Cermak, Director, Planning Services, February 12, 2024

[1] The mapping contractors had hoped for only 30% of polygons to need ground truthing but the 2021 imaging took place just after the heat dome which negatively affected nearshore visibility.

Islands Trust

Budget Funding Request
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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.)*

Quantitative:

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.

Qualitative:

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

Islands Trust

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 13, 2024
From:	Financial Planning Committee	**Date Prepared:**	February 15, 2024

SUBJECT: BYLAW 193 - FINANCIAL PLAN BYLAW 2024-2025

RECOMMENDATION:

1. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a First Time.
2. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a Second Time.
3. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a Third Time.
4. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The Islands Trust Financial Plan for 2024/25 must be adopted by Bylaw prior to implementation. Adoption of the Financial Plan will happen via Resolution Without Meeting (RWM) to Trust Council once approval from the Minister is received.

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1 PURPOSE:
To provide Trust Council with an overview of the draft 5-year financial plan bylaw for approval.

2 BACKGROUND:
The Financial Plan Bylaw is the formal document approving the budget for the 2024/25 fiscal year. After three readings, if approved, the bylaw is forwarded to the Minister of Municipal Affairs for approval, and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust. Approval and adoption of the Financial Plan Bylaw is required prior to its implementation.

The 5-year Financial Plan Bylaw focuses most heavily on the first of the five years, which is the budget for the next fiscal year, in line with *the Islands Trust Act* requirements which read, in part: *"On or before March 31 in each year, the trust council must, by bylaw, adopt an annual budget for the trust for the next fiscal year."*
The plan also includes projections for the following four fiscal years. While not required by our legislation, this practice aligns with financial plan requirements set out for municipalities in section 165 of the *Community Charter*. This section of the *Community Charter* does not apply to Islands Trust, but practice has been to draft future financial projections into the bylaw to provide Trust Council and the Minister with general insights into what future years might look like under current assumptions.

Previously adopted financial plan bylaws should be repealed upon adoption of a new financial plan bylaw. Trust Council has not previously conducted repeals in this manner, thus will repeal the last four years of financial plan bylaws upon adoption of the 2024/25 financial plan bylaw.

The worksheet used to create the projections appears at the end of this Request for Decision (RFD). The assumptions and/or processes used for the line items in the four year projection are as follows:

Consumer Price Index (CPI)	Year 1: CPI is incorporated into the budget at 3.7% where applicable, based on December 2023 CPI as guided by policy. Year 2 onwards: Economic outlooks project BC CPI to fall to 2.5% in 2024 influencing year 2 of the financial plan, and drop further in 2025 to approximately 2.1% influencing year 3. Staff assume the stabilizing trend will continue into the final years of the financial plan and reflect CPI for each of these years at 2.0%.
Fees and Sales	Year 1: Estimates of application fees for year 1 has been based on current application fees and estimated volumes based on current trends. Year 2 onwards: LTC fees bylaws call for a 2.0% increase in fees annually on April 1 of each year. This 2% increase has been incorporated into future fees projections, which assumes that current application volume trends will continue.
Provincial Grant	Year 1 and onwards: A budget of $180,000 has been included in each year of the 5-year plan, as in past bylaws. Increases may be realised if a successful ask of the Province for additional funding is undertaken. However, at the time of bylaw preparation, no information has been provided to support an increase.
LTA Property Tax Revenue Growth from NMC	Year 1: NMC of 0.5% and 1.1% is included in the budget for LTAs and BIM respectively. Year 2 onwards: Historical analysis of NMC reported for the Trust over the last 5 years, excluding the most recent unusual year, shows typical NMC values of approximately 1.0%. This growth factor has been included in the financial plan. Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool, as well as changes in property values from zoning changes, etc.
LTA Property Tax Revenue Growth from General Increases	Year 1: LTA general increase of 7.25%. Year 2 onwards: It is anticipated that property tax increases will be required to maintain and/or rebuild required surplus balances at the Trust is spending levels remain at current levels or increase. This has been incorporated into the 5-year plan with tax increases high enough to ensure general revenue surplus balances can be maintained at the minimum recommended under TC policy. These general tax increases range from 0.8% to 12.0%. The high tax increase in year 2 is due to the assumption that excess surplus funds will not be available to fund budget shortfalls, as all excess surplus funds are being used in year 1.
Property Tax Levy – Bowen Island Municipality	The methodology for the Bowen Island Tax Levy calculation is described in the *Islands Trust Act* and is influenced by a number of factors that can be difficult to predict. An estimate of the levy, based on financial plan expenditures, is included in the projection. Note that net

	converted assessment values throughout the Trust Area play a significant role in this calculation. The distribution of these values throughout the Trust Area is held constant at the current distribution for purposes of the 5-year financial plan development.
Special Levies, Local Trust Committees	2023/24: Inclusion of $43,500 for SSI LTC special requisition associated with SSIWPA. 2024/25 onwards: No decisions around the future of SSIWPA has been made by the SSI LTC, and as such no potential end date for the work has been provided to staff to inform the 5 year plan. Staff have included one more year of special requisition for SSIWPA, at current levels, based on passing comments made at the February 2023 SSI LTC meeting that indicate this may be an approach explored in coming discussions. No other special levies are included.
Interest and Other Income	Interest and Other Income is expected to remain non-significant sources of income relative to other income sources at the Trust. It is expected interest rates will rise or fall in line with inflation trends. This anticipated trend in interest rates is incorporated into the plan.
Expenditures (Trust Council, Local Planning Services, Islands Trust Conservancy and Administration)	Year 1: $11.1M in planned spending per the draft budget. Year 2 onwards: - Service levels are expected to remain consistent (that is, no new programming), with the exception of election years, when projects may stall while a new term of trustees is oriented in their role. A small reduction to projects budgets to account for this has been made in election year 2026/27. - Staff salaries expense makes up approx. 65% of the Trust budget. This expense carries increases outside of the Trust's control due to union and BCPSA requirements for staff raises annually. Estimates of salaries increases has been incorporated in line with estimated inflation values. - Project costs has also been increased in line with estimated inflation to reflect likely increases from contractors as a result of these factors.
Expenditures – Projects	Program expenditures are estimated based on historical spending patterns and are adjusted to reflect lower spending on programs during election years, when time is dedicated to orienting a new Council and LTCs. Expenditures are increased annually to account for anticipated levels of inflation.
Surplus Fund Balances	Per Policy 6.5.1 *Reserves and Surplus*, the "recommended minimum amount of money to be contained within the General Revenue Surplus Fund is 2.4 months of expenses net of 2.4 months of revenue, excluding revenues from property taxes or the provincial grant." Year 1: Recommended policy minimum is not met, but is not unreasonable in the current context. Year 2 onwards: Recommended policy minimum is not met in any year of the 5-year plan.

	In order to meet the policy minimum, tax increases in year 1 and year 2 would need to be increased. Given these years already have higher tax increases, staff take the approach of projecting the allowance of surplus balances to fall below minimum recommended in years 1-3 (to 85%), and rebuilding in years 4-5.

Of note: Given that each financial plan bylaw projects out for four additional years, it is good practice to repeal previous financial plan bylaws when adopting a new one. Therefore, Trust Council Bylaw 193 contains clauses to repeal the previous four financial plan bylaws that overlap with the 2024/25 fiscal year. Subsequent bylaws will simply repeal the mostly recently adopted financial plan bylaw.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Approval of this Bylaw allows staff to implement the Islands Trust Council approved budget.
FINANCIAL: As described in the budget background documents.
POLICY: None.
IMPLEMENTATION/COMMUNICATIONS: Staff will implement as described in budget background documents.
FIRST NATIONS: None.
OTHER: None.

4 RELEVANT POLICIES:

Policy 7.2.6 Municipal Tax Requisition Calculation
Policy 6.5.1 Reserves and Surplus

5 ATTACHMENT:

Bylaw 193 - Financial Plan Bylaw 2024/25 – 2028/29

RESPONSE OPTIONS

Recommendation:
That Trust Council perform three readings of the Financial Plan Bylaw 2024-2025 and advance the Bylaw to the Minister of Municipal Affairs for approval.

1. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a First Time.
2. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a Second Time.
3. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a Third Time.
4. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: No alternatives identified.

Prepared By: Director, Administrative Services
Reviewed By:

ISLANDS TRUST COUNCIL

BYLAW NO. 193

****
A Bylaw Respecting the Financial Plan of the Islands Trust for Fiscal Years 2024-2025 through 2028-2029
****

Islands Trust Council, having jurisdiction in respect of the Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, enacts as follows:

Citation

1. This bylaw may be cited for all purposes as "Islands Trust Council Financial Plan 2024-25"

Financial Plan

2. Schedule "A" attached hereto, and made part of this Bylaw, is hereby adopted and is the Financial Plan of Islands Trust Council for the fiscal year commencing April 1, 2024 and ending March 31, 2025, and for the subsequent four fiscal years.

Repeal

3. "Islands Trust Financial Plan Bylaw, 2020/21" is repealed upon adoption of this Bylaw.

4. "Islands Trust Financial Plan Bylaw, 2021-2022" is repealed upon adoption of this Bylaw.

5. "Islands Trust Financial Plan Bylaw, 2022-2023" is repealed upon adoption of this Bylaw.

6. "Financial Plan Bylaw 2023-2024" is repealed upon adoption of this Bylaw.

READ A FIRST TIME THIS	__	DAY OF	MARCH	, 2024
READ A SECOND TIME THIS	__	DAY OF	MARCH	, 2024
READ A THIRD TIME THIS	__	DAY OF	MARCH	, 2024
APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS THIS		____DAY OF		, 2024
ADOPTED THIS		____DAY OF		_______, 2024

____________________________________ SECRETARY

____________________________________ CHAIR

ISLANDS TRUST
Bylaw 193
Schedule A

Revenue	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Provincial Funding	613,919	180,000	180,000	180,000	180,000
Federal Funding	220,000	220,000	(1)	-	-
General Property Taxes *	8,912,347	10,210,846	10,648,640	10,845,185	11,065,276
Special Tax Levy - Local Trust Committees	-	-	-	-	-
Fees	275,500	281,010	286,630	292,363	298,210
Interest and Other	260,000	100,001	75,001	60,001	60,001
Transfer (to) from General Revenue Surplus Fund	371,500	100,000	-	-	-
Transfer (to) from LTC Specific Fund	219,000	-	-	-	-
Transfer (to) from Special Tax Requisition Fund	73,000	-	-	-	-
Net interfund transfers**	-	-	-	-	-
Total Revenue	**10,945,267**	**11,091,857**	**11,190,270**	**11,377,549**	**11,603,487**
Expenditures					
Trust Council	1,684,814	1,774,117	1,793,433	1,842,954	1,879,713
Local Planning	7,953,868	7,917,018	7,872,235	8,089,606	8,250,960
Islands Trust Conservancy	1,530,584	1,624,720	1,648,602	1,394,988	1,422,813
Contribution to General Revenue Surplus Fund	-	-	100,000	150,000	150,000
Less non-cash items - amortization	(224,000)	(224,000)	(224,000)	(100,000)	(100,000)
Total Expenditures	**10,945,266**	**11,091,856**	**11,190,269**	**11,377,548**	**11,603,486**
Transfer to (from) Surplus and Reserve	**(663,500)**	**(100,000)**	**100,000**	**150,000**	**150,000**

* Estimated Property Taxes by Source:					
Trust Area Property Tax Levy	8,525,270	9,762,842	10,145,421	10,405,295	10,583,786
Bowen Island Municipality Property Tax Levy	387,077	448,004	503,218	439,890	481,490
Total	8,912,347	10,210,846	10,648,640	10,845,185	11,065,276

*** Net interfund transfers:*					
Transfer from GRSF to LTC Specific Fund	105,000	-	-	-	-
(Contribution to) LTC Specific Fund from GRSF	(105,000)	-	-	-	-
Net interfund transfers	-	-	-	-	-

Estimated Balance in Acculated Surplus	1,869,656	1,769,656	1,869,656	2,019,656	2,169,656

Islands Trust

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 12, 2024
From:	Financial Planning Committee	**Date Prepared:**	February 7, 2024

SUBJECT: **REVENUE ANTICIPATION BORROWING BYLAW**

RECOMMENDATION:

1. That Islands Trust Council Bylaw 194, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025”, be Read a First Time.
2. That Islands Trust Council Bylaw 194, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025”, be Read a Second Time.
3. That Islands Trust Council Bylaw 194, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025”, be Read a Third Time.
4. That Islands Trust Council Bylaw 194, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025”, be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The *Local Government Act* requires local governments to enact a “borrowing bylaw” before borrowing funds. The bylaw also requires Ministerial approval. Therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for several years. Expenditures are carefully managed to ensure they do not exceed the budgeted revenues.

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1 PURPOSE:

The Islands Trust is required under the *Islands Trust Act, S.8(3)* and *Islands Trust Act Regulation #12,* to adopt a bylaw authorizing the borrowing of money that may be required to meet current expenditures before revenue from all sources has been received. The bylaw also requires Ministerial approval.

2 BACKGROUND:

This requirement may be particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds, or in the event of significant unusual circumstances affecting Trust finances. The bylaw specifies a limit of $2,000,000 and an interest rate not to exceed 2% per annum over bank prime, in line with historical limits. Islands Trust is currently able to borrow at a rate of prime for short term operating financing, up to prime plus 1.0% for financing associated with riskier borrowing, which is unlikely borrowing for the Trust. Islands Trust has not required borrowing in decades, and without exceptional circumstances affecting the financial position of the organisation, is very unlikely to require borrowing in the coming year.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL:
The ability to borrow is enabled by adoption of the bylaw.

FINANCIAL:
Interest expense, if incurred, would be charged against the appropriate budget account.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY/LEGISLATION:
Islands Trust Act, Section.8(3); BC Regulation 119/90; Local Government Act, Sections 404 and 405

5 ATTACHMENT:
Islands Trust Council Bylaw 194 Revenue Anticipation Borrowing Bylaw

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RESPONSE OPTIONS

Recommendation:
That Islands Trust Council perform three readings of the Revenue Anticipation Borrowing Bylaw and advance for approval by the Minister of Municipal Affairs.

1. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be Read a First Time.
2. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be Read a Second Time.
3. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be Read a Third Time.
4. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: None identified.

Prepared By: Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
David Marlor, Director, Legislative Services

ISLANDS TRUST COUNCIL

BYLAW NO. 194

****
A Bylaw to Provide for the Borrowing of Money During
Fiscal Year 2024-2025 in Anticipation of Revenue
****

WHEREAS the Islands Trust may not have sufficient money on hand to meet the current lawful expenditures of the Islands Trust;

AND WHEREAS it is provided by Section 8(3) of the *Islands Trust Act* and Sections 404 and 405 of the *Local Government Act* that the Islands Trust may, with the approval of the Minister of Municipal Affairs, borrow such sums of money as may be required to meet the current lawful expenditures of the Islands Trust before revenue, from all sources, to pay for those expenditures has been received, provided that money so borrowed is repaid when the anticipated revenue with respect to which the borrowing was authorized is received;

AND WHEREAS the Islands Trust Council anticipates receiving for the 2024-2025 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE Islands Trust Council enacts as follows:

1. This bylaw may be cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025".

2. Islands Trust Council shall be and is hereby authorized to borrow upon the credit of Islands Trust Council an amount or amounts not exceeding $2,000,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.

3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of Islands Trust Council and the Treasurer of Islands Trust.

4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall be used to repay the money so borrowed when received on account of the 2024-2025 budget.

READ A FIRST TIME THIS	__	DAY OF	MARCH	, 2024
READ A SECOND TIME THIS	__	DAY OF	MARCH	, 2024
READ A THIRD TIME THIS	__	DAY OF	MARCH	, 2024
APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS THIS	__	DAY OF	___	, 2024
ADOPTED THIS	__	DAY OF	_____	, 2024

__________________________________ __________________________________
SECRETARY CHAIR

Islands Trust

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	February 21, 2024
From:	Administrative Services - Finance	**Date Prepared:**	January 26, 2024

SUBJECT: **DECEMBER 31, 2023 FINANCIAL REPORT**

RECOMMENDATION:
That Financial Planning Committee forward the December 31, 2023 Financial Report to Trust Council for approval.

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

1 PURPOSE:
To summarize the findings of the December 31, 2023 third 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, are reviewed by FPC, and are forwarded to Trust Council as part of this requirement.

Financial Report Findings

The benchmark for non-tax, non-grant revenue sources and operational expenditures after nine months of operations can be estimated at 75% of the annual approved budget.

As at December 31, 2023 Islands Trust has consumed a net 68% of the annual approved budget, below expected for this time of year. Individual areas experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 75% benchmark (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 75% benchmark due to the following:

~ Application fee revenue is higher than expected by $57,000 (30%) due to increased application volumes for development permits, temporary use permits, and siting use permits. Development permit and subdivision revenues are almost double over this same time last fiscal year.

~ Restricted Federal and Provincial Grants are lower than expected by $75,000 (19%) due to delays in the Local Government Development Approvals Project, resulting in less grants funds recognized associated with this work.

~ All property tax revenue (general and special) from local trust areas and from Bowen Island Municipality report at 100% recognised, as these were received within usual timelines in the second 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 $112,000 (109%) due to continued higher interest rates than were anticipated at budget approval time.

Expenses by Functional Service Area

Trust Council Services

Council Services expenses include costs related to three main areas: Trust Council work; Executive Committee work; and Trust Area Services; plus an allocation of general administrative expenses. These expenses report at $1.1M (70% of budget), lower than expected by $73,000 (5%).

Individual expense lines with Trust Council services that deviate from expected are as follows:

- ~ Executive Committee spending is $11,000 (9%) above expected due primarily to higher than anticipated costs for new Chair training and related travel.
- ~ Trust Area Services spending is $74,000 (11%) 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 on communications, the Policy Statement Amendment project and advancement of reconciliation initiatives.

Planning Services

Planning 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 $4.7M (68% of budget), lower than expected by $517,000 (7%).

Individual expense lines within Planning 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 December 31, 2023 is $682,000 (84% of budget), higher than expected by $74,000 (9%), 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, the funds have been received for one of these proceedings which has offset some of the costs. 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.

  - ~ The cost of LTC Chairs travelling LTC meetings report at $22,000 (183% of budget). It is anticipated that these expenditures will be approximately $29,000 (142% 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 $89,000 (17% of budget), less than expected by $315,000 (58%).

This underspending is primarily a result of the following:

- ~ *LTC Projects* spending reports at $25,000 (66%) below expected, due to:
  - o 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.
  - o 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 $64,000 (50%) below expected, due primarily to:
  - o Spending on the Salt Spring Island Water Protection Authority (SSIWPA) coordination project is below expected by $32,000 (73%). This was due to the SSI LTC not engaging in watershed coordination activities in the fiscal year, instead spending time to consider alternative approaches to the work.
  - o Delays in the Local Government Development Approvals Program (LGDAP) project, primarily as a result of resource constraints. The company hired for this project is supporting most BC local governments undertaking this work, limiting their time availability, and the vacancy in the Senior Technical Analyst/IS Manager position has slowed down work on this project given that role was acting as project manager for this work. This project is expected to be completed in the current fiscal year.
  - o Spending on the Groundwater Recharge Mapping project shows as $9,000 (68%) below expected as these funds have been redirected towards the purchase of software that will be used to identify underground water reserves. As such the cost is reflected in general administration where software costs are recorded.

- **Planning Staff** costs include employee salaries, benefits, training and travel costs, as well as any contracted human resources associated with planning work. Spending to December 31, 2023 reports at $2.19M (69% of budget) which is below expected by 184,000 (6%). This is due to vacancies in the following staff positions:

  - ~ LTC Meeting Administrator – one vacancy for three quarters ($38,000)
  - ~ 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 ($15,000)
  - ~ 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 December 31, 2023 reports at $324,000 (80% of budget), which is higher than expected by $19,000 (5%). This is due primarily to increased enforcement staff travel and overtime costs.

Islands Trust Conservancy Services

Total ITC expenses include costs related to three main areas: Board expenses; Operations expenses; and Property management expenses; as well as an allocation of administrative expenses. Inclusive of the general admin allocation, these expenses report at $917,000 (68% of budget), lower than expected by $94,000 (7%).

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 $6,000, 13% below expected. This is due primarily to meetings held electronically.

~ 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 $69,000 (35% of budget), lower than expected by $79,000 (40%). It is common for this budget line to show low levels of spending at quarter three given contracted work in this area is typically completed in quarter four. However, spending in this area will remain low this fiscal due to staff workloads not permitting the securement of contracts to move this work forward.

~ Eco-system Mapping shows no spending to December 31, 2023. Staff capacity constraints have not allowed for the development of mapping projects this year due to heavy workloads in conservation negotiations and reduced capacity of GIS staff to support the project. A portion of this work will be completed in the fourth quarter of 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 $1.6M (69% of budget), which is lower than expected by $154,000 (6%).

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

~ Senior Management costs include all freedom of Information and records management, staff salaries, benefits, training and travel costs. These costs report at $346,000 (71% of budget), 4% below 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 $370,000 (61% of budget), lower than expected primarily due to delayed hiring of the new Manager of Finance and Accounting staff.

~ 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 $236,000 (73% of budget) 2% 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. Underspending is offset by overspending in Victoria Office rent where the increase to insurance and property taxes passed on from the landlord were higher than anticipated.

~ 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 $486,000 (73% of budget) 2% below expected primarily due to vacancy in the Information System Coordinator position.

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:

Object	2023/24 Approved Budget	9 months ending December 31, 2022	9 months ending December 31, 2023	% of Budget Consumed
Staff Salaries and benefits	6,231,723	3,964,400	4,359,868	70%
Office Operations	1,219,335	784,242	893,982	73%
Council and trustee costs	1,021,244	660,889	790,515	77%
Elections	7,000	157,335	0	0%
Programs	854,676	490,081	186,715	22%
Legal - General	70,000	55,859	78,775	113%
Legal - Bylaw Enforcement	80,000	46,361	108,552	136%
Legal - Litigation	72,356	120,498	52,234	72%
Legal - Statutory Notices	17,850	9,120	11,433	64%
Travel/training and recruitment	171,025	119,503	164,002	96%
Subtotal	9,745,209	6,408,289	6,646,076	68%
Amortization	178,000	117,627	111,874	63%
Total Expenses	9,923,209	6,525,916	6,757,950	68%

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 lower communications spending in the three quarters 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, more costs incurred than planned for TC meetings, and increased costs for LTC meetings due to extended use of contracted minute-takers resulting from delayed hiring of the new LTC meetings administrator.
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 $73,000 higher than expected, 108% 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 December 31, 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):**
December 31, 2023 Financial Report

RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee forward the December 31, 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 9 Months Ending December 31, 2023

Expected % of Budget Received/Used as at Report date = 75%
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% and +/- $5000 include explanations

	Description	2023/24 Approved Annual Budget	9 months ending December 31, 2022	9 months ending December 31, 2023	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
REVENUE:						
	Fees & Sales	192,000	140,894	201,263	105%	(9,263)
	Provincial Grant - Unrestricted	180,000	228,000	180,000	100%	-
	Federal and Provincial Grants - Restricted	389,795	331,344	217,008	56%	172,787
	General Property Tax Levy - All LTAs	8,046,025	7,309,863	8,046,628	100%	(603)
	Special Property Tax Requisition - SSI LTA	43,500	60,000	43,500	100%	-
	Municipal Property Tax Levy - Bowen Island Municipality	345,989	323,769	345,989	100%	-
	Investment Income + Other Income	133,000	118,087	244,616	184%	(111,616)
Total Revenue		9,330,309	8,511,957	9,279,003	99%	51,306
EXPENSES:						
Trust Council Services						
	Trust Council	416,300	386,012	317,067	76%	99,233
	Executive Committee	125,563	86,784	104,940	84%	20,623
	Trust Area Services	643,623	380,941	408,773	64%	234,850
	General Admin Allocation - 16%	376,388	283,253	267,388	71%	109,000
Total Council Expenses		1,561,874	1,136,990	1,098,168	70%	463,706
Local Planning Services						
	Local Trust Committees	810,862	610,290	682,346	84%	128,516
	Projects **(NOTE 1)**	539,296	366,169	89,143	17%	450,153
	Planning Staff	3,169,470	1,878,160	2,193,011	69%	976,459
	LPS Facilities	389,820	282,560	299,267	77%	90,553
	Bylaw Enforcement	406,193	251,896	324,013	80%	82,180
	General Admin Allocation - 70%	1,697,319	1,124,426	1,154,737	68%	542,582
Total Local Planning Services Expenses		7,012,960	4,513,501	4,742,517	68%	2,270,443
Trust Conservancy Services						
	Board	10,025	7,347	6,210	62%	3,815
	Conservancy Staff and Associated Costs	815,784	582,913	618,992	76%	196,792
	Property Management	196,480	67,075	68,722	35%	127,758
	General Admin Allocation - 14%	326,086	218,090	223,341	68%	102,745
Total Trust Conservancy Expenses		1,348,375	875,425	917,265	68%	431,110
General Administration Services						
	Senior Management	485,645	332,122	345,560	71%	140,085
	Admin Services	610,328	408,168	370,487	61%	239,841
	Office Operations	323,880	194,871	235,621	73%	88,259
	Information Systems	667,640	489,654	486,059	73%	181,581
	Computer/Furniture & Equipment	134,300	83,328	95,862	71%	38,438
	Amortization Expense	178,000	117,627	111,874	63%	66,126
	General Admin Recovery	(2,399,793)	(1,625,770)	(1,645,464)	69%	(754,329)
Total General Administration Expenses		-	(0)	0		(0)
Total Expenses		9,923,209	6,525,916	6,757,950	68%	3,165,259
YTD Surplus (Shortfall)		(592,900)	1,986,041	2,521,054		
Amortization Adjustment		(178,000)	n/a	n/a		
Capital adjustment		n/a	83,328	95,862		
Adjusted surplus (shortfall)		$ (414,900)	$ 2,069,369	$ 2,616,916		
Funded by:						
Transfer from (to) General Revenue Surplus Fund		231,000	(2,186,896)	(2,642,654)		
Transfer from (to) LTC Project Reserve Fund		183,900	76,015	24,939		
Transfer from (to) Special Tax Requisition Fund		0	41,512	800		
Net Unfunded Balance		-	(0)	(0)		

Description	2023/24 Approved Annual Budget	9 months ending December 31, 2022	9 months ending December 31, 2023	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
Note 1: LTC & Planning Services Project Spending					
LTC Projects					
LTC Projects funded by Reserve Fund	(3,500)	-	-	0%	*3,500*
Denman Farm Plan	-	12,948	-	0%	-
Denman Housing Review	18,000	495	363	0%	*(17,637)*
Denman Farming Regulations Review	2,000	-	466	23%	*(1,534)*
Gabriola OCP/LUB	18,000	-	3,868	21%	*(14,132)*
Gabriola Ecological Protection Zone	2,000	1,008	-	0%	*(2,000)*
Galiano Groundwater Strategy Implementation	5,000	156	434	9%	*(4,566)*
Galiano Crown Lot Rezoning	-	2,141	-	0%	-
Gambier OCP/LUB	16,000	18,420	16,000	100%	-
Gambier Keats Island Shoreline Protection Review	4,000	264	1,680	42%	*(2,320)*
Hornby OCP/LUB	15,000	-	260	2%	*(14,740)*
Hornby OCP Amendement Review	-	8,080	-	0%	-
Lasqueti OCP/LUB	4,000	-	-	0%	*(4,000)*
Mayne OCP/LUB	-	2,146	-	0%	-
Mayne Island Housing	1,000	1,396	274	27%	*(726)*
Mayne LUB Minor Amendments	2,000	-	-	0%	*(2,000)*
North Pender OCP/LUB	3,000	639	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	15,424	-	0%	*(86,500)*
Salt Spring Housing Action Program	5,000	3,570	201	0%	*(4,799)*
Saturna OCP/LUB	-	1,284	-	0%	-
South Pender OCP Minor Amendments	-	3,946	-	0%	-
South Pender LUB Minor Amendments	2,000	4,099	-	0%	*(2,000)*
Thetis Unzoned Marine Area LUB Amendment	2,500	-	-	0%	*(2,500)*
Total All LTC Projects	286,000	76,015	24,939	9%	*(261,061)*
SSIWPA Coordination Expense	43,500	41,512	800	2%	*(42,700)*
SSIWPA Project - Weston Lake	-	27,294	-	0%	-
SSIWPA Project - Watershed Protection Plan	-	24,263	-	0%	-
Regional Freshwater Management	22,000	-	22,784	104%	*784*
Housing Strategy	30,000	-	26,779	89%	*(3,221)*
Groundwater Recharge Mapping	10,000	45,929	721	7%	*(9,279)*
LG Development Approvals Program	147,796	151,157	13,120	9%	*(134,676)*
Total all Project Spending	539,296	366,169	89,143	17%	*(450,153)*

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 21, 2024
From:	Administrative Services - Finance	**Date Prepared:**	February 2, 2024
SUBJECT:	**FINANCIAL FORECAST AS AT DECEMBER 31, 2023**		

PURPOSE:
To provide Financial Planning Committee (FPC) 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 December 31, 2023 plus estimates of forecasted spending for the remainder of the fiscal year.

DESCRIPTION	9 months ending December 31, 2022	9 months ending December 31, 2023	Approved Annual 2023/24 Budget	Forecast to March 31, 2024	*Forecast Over (Under) Budget*
TOTAL REVENUE	8,511,957	9,279,003	9,330,309	9,727,000	*396,691*
Operating Expenses	6,022,043	6,537,041	9,137,613	8,959,000	*(178,613)*
Capital Expenses	83,328	95,862	134,300	149,000	*14,700*
Project Expenses	420,545	125,045	651,296	430,000	*(221,296)*
TOTAL EXPENDITURES	6,525,916	6,757,948	9,923,209	9,538,000	*(385,209)*
SURPLUS (SHORTFALL)	**1,986,041**	**2,521,055**	**(592,900)**	**189,000**	**781,900**
Funded by:					
Changes in amounts invested in TCA	12,748	95,862	178,000	(52,600)	*(230,600)*
Transfer from (to) Gen Rev Surplus Fund	(2,091,856)	(2,642,656)	231,000	(183,400)	*(414,400)*
Transfer from (to) LTC Project Reserve Fund	51,556	24,939	183,900	89,000	*(94,900)*
Transfer from (to) Special Property Tax Reserve Fund	41,512	800	-	(42,000)	*(42,000)*
Net unfunded	-	-	(0)	-	0

SUMMARY:

The forecast to March 31, 2024 reflects a projected annual surplus of $189,000 which is higher than the approved budgeted shortfall of $592,900.

Total revenue is forecasted higher than budgeted due to:
- Increased application fee revenue primarily due to higher volumes of development permits and temporary and siting use permits;
- A newly awarded provincial grant for Complete Communities to the Salt Spring Island (SSI) Local Trust Committee (LTC);
- A newly awarded provincial grant to fund First Nations engagement efforts;
- Receipt of grant funds from the Local Government Climate Action Program; and
- Elevated investment earnings due to continued high interest rates than anticipated at the time of budget approval.

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 higher than budgeted due primarily to acquisition of a new ITC GPS survey quality system that will produce efficiencies in ITC that was not included in the 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 $397,000 higher than budgeted due to:

- Application Fees – forecasted at $76,000 (40%) higher than budget due to increased application volumes received in the year than anticipated, primarily for development permits and temporary and siting-use permits.

- Provincial Grant Income Restricted to LTC projects – this entire forecasted revenue stream ($49,000) was not included in the approved budget as the funds relate to grants newly approved in the fiscal year:
    - SSI LTC Complete Communities project ($24,000)
    - SSI LTC BC Active Transportation project ($25,000).

  Revenue from these grants is recorded when eligible spending of the funds takes place. Amounts forecasted as revenue reflect anticipated spending this fiscal year on the projects these grants are funding.

- Provincial Grant Income, First Nations Engagement – This relates to a new grant approved and received in the fiscal year, not contemplated as part of the approved budget. Forecasted grant revenue from this new grant is $40,000 for the fiscal year.

- 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 $313,000 (135%) 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 $385,000 below budget.

Significant areas of underspending and overspending by expense type include:

- Applications Sponsored by Executive Committee (EC) – forecasted underspending of $5,000 (33%) due to lower than anticipated application received for sponsorship.

- Audit – forecasted increase in audit fees ($5,000, 24%) as a result new accounting standards taking effect in the fiscal year, as well as new 'technology and support' charges billed by the audit firm.

- Contracted Temporary Staffing – forecasted overspending of $44,000 (1740%). This budget line is intended to record spending on contracted human resources to backfill staff positions. Forecasted spending consists of the following:
    - $16,000 for backfills of the southern office Planning Team Assistant and the Senior Technical Analyst (IS Manager).
    - $10,000 for a hired consultant to review the clerical administration structure within the organisation
    - $10,000 for a hired consultant to assist with the hiring competition for the Senior Technical Analyst (IS Manager).
    - $10,000 to hire external accountants to prepare the ITC financial statements for the fiscal 2023/24 year, normally prepared in-house by the Director, Administrative Services. The Islands Trust financial statement package will still be prepared in-house by staff. This is being paid for by unspent salaries budget due to delayed hiring of the Manager, Finance & Accounting.
- Conservation Planning & Land Securement – forecasted underspending of $11,000 (40%) due to reduced conservation activity, as well as some activities funded in the budget being completed and paid for by other external organisations.

- ITC Ecosystem Mapping - forecasted underspending of $5,000 (28%) 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 categories $28,000 (112%), 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 $27,000 (139%) 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; SSI 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 $34,000 (142%) primarily due to unanticipated legal costs for ongoing cases on Galiano Island, North Pender Island, Salt Spring Island,

and Thetis Island. Where possible, bylaw enforcement legal issues have been deferred to next fiscal to help reduce further anticipated overspending in this area.

~ Litigation Defence – forecasted to come in under budget by $33,000 (54%). Actual spending in this area is expected to be approximately $69,000 for the fiscal year, which is offset by $39,000 in legal cost reimbursements awarded to Islands Trust for specific claims.

- LTC Expenses – LTC expenses are comprised of Trustee Expenses, costs of EC chairing LTC meetings, LTC Meeting Expenses, APC meeting expenses, Communications by the LTC, and LTC special projects, where applicable. Forecasted overspending of $44,000 (50%) is due to the following:

  ~ Executive Expenses on LTCs – overspending of $17,000 (142%) due to high accommodation costs incurred for Chairs travelling to in-person LTC meetings.

  ~ LTC Meeting Expenses – overspending of $24,000 (185%), with related overspending in APC Meeting expenses of $4,000 (85%). The approved 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.

- Meeting Expense – overspending of $8,000 (7%) due to higher than anticipated costs for all Trust Council meetings due to rising costs of accommodation and catering due to inflation.

- FOI and Records Management – underspending of $7,000 (70%). Staff anticipated hiring a contractor to undertake records management clean-up, however have not pursued this undertaking in the year.

- Office Rent – overspending of $24,000 (6%) due to increases in insurance and property tax costs passed on from the landlord that were higher than anticipated.

- Office Services – overspending of $7,000 (12%) due to extreme winter weather events resulting in higher than budgeted snow and ice removal costs.

- Salaries and Benefits – forecasted underspending totaling $317,000 (12%) due to the following staff vacancies:

  ~ LTC Meeting Administrator – forecasted vacant for 6.5 months ($38,000)
  ~ Planning Team Assistant, Salt Spring Island office – forecasted vacant for 5.5 months ($25,000)
  ~ Island Planner, Salt Spring office – forecasted to be vacant for 3 months ($20,000)
  ~ Island Planner, Northern office - forecasted to work less than full time for the full year ($38,000)
  ~ Island Planner, Northern office – forecasted to be vacant for the full year, partially offset by Planner 2 backfill costs ($4,000)
  ~ Administrative Coordinator – forecasted vacant for 9 months ($67,000)
  ~ Manager of Accounting and Finance – forecasted vacant for the full year ($102,000)
  ~ Senior Indigenous Relations Advisor – forecasted vacant for 7 months ($71,000)
  ~ Senior Technical Analyst – forecasted vacant for 6.5 months ($66,000)
  ~ Planning Team Assistant, Southern office – forecasted vacant for 5.5 months ($28,000).

  Forecasted vacancies are partially offset by higher costs for:

  - Information Services staff overtime, GIS staff working in higher-paid position than budgeted, IS staff not using vacation entitlements($42,000)

- Bylaw Enforcement staff overtime ($17,000)
- Islands Trust Conservancy staff overtime and higher costs for species at risk coop student ($33,000)
- one additional part-time temporary Island Planner working for the SSI office and Regional Planning Committee ($26,000)
- Backfill of the Executive Coordinator's leave of absence ($7,000)

- Telephone – forecasted underspending of $6,000 (34%) due to savings in actual costs for Zoom phones.

- Staff Meeting & Recognition – forecasted underspending by $6,000 (37%) due to two all staff meetings being held virtually in the year.

- 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 $16,000 (89%) 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 $20,000 (31%) due to increased water taxis fees that are driving higher costs for ITC and Bylaw Enforcement staff. Volume of travel for Bylaw Enforcement staff has also increased.

- Projects - forecasted underspending totals $221,000 (34%) for all projects, is broken down as follows:

~ Reconciliation Action Plan – forecasted underspending of $5,000 due to vacancy in the Senior Indigenous Relations Advisor position who oversees this work.
~ Policy Statement Review – forecasted underspending of $16,000 due to project delays due to vacancy in Senior Policy Advisor role.
~ Stewardship Education – forecasted underspending of $8,000 due to two webinars delivered by staff as opposed to hiring external speakers, and a reduction in real estate transactions in the islands reducing the number of mailings required to new residents.
~ First Nations Engagement Plan – forecasted underspending of $10,000 (full budget) due to the delayed response from the Minister on their review of the ITC Five-year Plan.
~ Groundwater Recharge Mapping – This project account shows a forecasted underspending of $9,000 as the costs incurred for this initiative are reflected in the software expense account rather than this project account. These approved funds were spent to procure software to identify underground water reserves in the Trust Area. As computer-related spending follows unique accounting rules, the charge for this purchase has been reallocated. True underspending on this initiative is $5,000.
~ SSI Water Protection Authority (SSIWPA) Coordination – forecasted underspending of $42,000 (97%) due to the SSI LTC not engaging in watershed coordination activities in the fiscal year, instead spending time to consider alternative approaches to the work.
~ SSI OCP Review – forecasted underspending of 72,000 (75%) due to the LTC prioritising other work over this project in the fiscal year.
~ SSI Ganges Village Area Planning Project – this project will not proceed in the current fiscal year due to SSI LTC prioritizing other work, thus the full budget is forecasted to be unspent in the year ($86,500).
~ Minor LTC Projects – forecasted underspending of $14,000, due to delayed First Nations consultation, and changing priorities of LTCs.

Underspending on specific projects is partially offset by spending on new projects funded by grants approved during the fiscal year for:
~ SSI Complete Communities – forecasted spending of $50,000
~ SSI Active Transportation – forecasted spending of $25,000.

- Trustee Health/Dental Benefits – forecasted underspending of $14,000 (18%) due to fewer trustees enrolled in the higher-cost family plan than anticipated in the approved 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 $9.5M, below budget by approximately $385,000 (4%).

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 $183,000, a direct results of forecasted underspending in the year.

The forecast expects a reduced transfer from the LTC Project specific reserve fund of $90,000 and a transfer to the SSI special property tax reserve fund of $42,000.

ATTACHMENT(S):

December 31, 2023 Financial Forecast

FOLLOW-UP: Forward to Trust Council for information.

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

ISLANDS TRUST
Q3 Forecast to March 31, 2024
As at December 31, 2023

Description	9 months ending December 31, 2022	Annual Budget	9 months ending December 31, 2023	FORECAST TO MARCH 31, 2024	Forecast Over (Under) budget $	Forecast Over (Under) budget %
Fees & Sales	140,894	192,000	201,263	268,000	76,000	40%
Federal Grant Income R - SAR	172,873	220,000	142,658	220,000	-	0%
Federal Grant Income R		-	364	-	-	0%
Provincial Grant - Unrestricted	228,000	180,000	180,000	180,000	-	0%
Provincial Grant Income R on LTC projects:		-		-	-	0%
Provincial Grant R - Denman Farm Plan	7,314			-	-	0%
Provincial Grant R- SSI Complete Communities		-		24,000	24,000	100%
Provincial Grant R - SSI BC Active Transportation Grant				25,000	25,000	100%
Provincial Grant R - First Nations Engagement				40,000	40,000	100%
Provincial Grant Income - Loc Gov Climate Action			38,082	38,000	38,000	100%
Provincial Grant Income R Healthy Watersheds	-	22,000	22,784	34,000	12,000	55%
Provincial Grant Income R LGDAP	151,157	147,795	13,120	148,000	205	0%
				-		
Property Tax Levy General	7,309,863	8,046,025	8,046,628	8,047,000	975	0%
Property Tax Levy - BIM	323,769	345,989	345,989	346,000	11	0%
Special Levy Property Tax Requisition	60,000	43,500	43,500	44,000	500	1%
Interest Income and Other Income	118,087	133,000	244,616	313,000	180,000	135%
Total Revenue	8,511,957	9,330,309	9,279,003	9,727,000	396,691	4%
Amortization Expense	117,627	178,000	111,874	169,000	(9,000)	-5%
Applications Sponsored by EC	1,900	15,000	6,650	10,000	(5,000)	-33%
NAPTEP Applications Sponsored by EC	-	1,000	275	1,000	-	0%
History and Heritage Funding Grants in Aid	6,000	-	-	-	-	0%
Audit	330	21,000	4,173	26,000	5,000	24%
Bank Charges & Interest	1,498	3,500	3,347	4,000	500	14%
Board of Variance	1,332	1,200	839	1,000	(200)	-17%
Committee Expense FPC	-	-	-	-	-	0%
Committee Expense RPC	295	1,000	2,171	2,000	1,000	100%
Committee Expense TPC	3,759	2,000	1	-	(2,000)	-100%
Committee Meeting Expense - Governance	0	3,000	-	3,000	-	0%
Committee Meeting Expense - Accessibility*	-	2,500	-	1,000	(1,500)	-60%
Communications and ITC Fundraising	24,043	73,500	41,165	73,000	(500)	-1%
SW Support and Licensing	69,534	150,200	108,933	155,000	4,800	3%
Internet	34,834	46,300	35,581	46,000	(300)	-1%
Technical Support	64,363	60,000	40,383	60,000	-	0%
Meeting Streaming Services	11,934	15,000	11,144	15,000	-	0%
Contingency	-	5,000	-	5,000	-	0%
Contracted Temporary Staffing	43,739	2,500	22,436	46,000	43,500	1740%
Elections - By-elections	157,335	7,000	-	7,000	-	0%
Insurance	146,624	208,150	161,989	213,000	4,850	2%
ITC "Board Honoraria"	4,800	7,000	4,400	6,000	(1,000)	-14%
ITC "Board Meeting Expense"	1,044	1,425	839	2,000	575	40%
ITC "Board Training & Conferences"	1,484	1,600	961	1,000	(600)	-38%
ITC "Property Management"	55,150	159,930	65,609	150,000	(9,930)	-6%
Conservation Planning & Land Securement	11,925	26,550	3,113	16,000	(10,550)	-40%
ITC "Ecosystem Mapping"	-	18,000	-	13,000	(5,000)	-28%
Land Title Registrations	2,461	3,900	2,368	3,000	(900)	-23%
Legal "General"	55,859	69,998	78,775	97,000	27,002	39%
Legal "Bylaw Enforcement Litigation"	46,361	80,000	108,552	114,000	34,000	43%
Legal "Litigation Defence"	120,498	72,356	52,234	39,000	(33,356)	-46%
LTC - Trustee Expense	1,455	4,500	1,870	4,000	(500)	-11%
LTC "Executive Expense on LTC's"	9,504	12,000	21,955	29,000	17,000	142%
LTC Local Exp LTC Meeting Expenses	20,849	13,000	30,735	37,000	24,000	185%
LTC Local Exp APC Meeting Expenses	2,785	4,860	5,100	9,000	4,140	85%
LTC Local Exp Communications	3,930	5,000	4,469	9,000	4,000	80%
LTC Local Exp Special Projects	242	4,750	342	1,000	(3,750)	-79%
Meeting Expense	41,257	122,975	98,495	131,000	8,025	7%
Memberships	11,904	16,440	12,030	16,000	(440)	-3%
Notices Statutory & Non Statutory	9,120	17,850	11,433	17,000	(850)	-5%

FOI & Records Management	-	10,000	2,930	3,000	*(7,000)*	*-70%*
Office Rent	314,478	421,800	333,294	446,000	*24,200*	*6%*
Office Services	37,564	53,500	40,732	60,000	*6,500*	*12%*
Postage & Courier	5,614	9,050	6,268	8,000	*(1,050)*	*-12%*
Recruitment & Labour Relations	8,011	21,000	16,215	21,000	-	*0%*
Payroll Processing	-	19,500	16,063	22,000	*2,500*	*13%*
Safety	3,232	5,000	3,867	5,000	-	*0%*
Salaries - Admin Staff	1,689,572	2,642,038	1,818,057	2,462,000		
Benefits - Admin Staff	428,748	671,078	460,839	641,000		
Salaries - Planners & RPMs	931,433	1,519,311	1,105,180	1,499,000		
Benefits Planners & RPMs	235,517	385,905	279,434	367,000	*(317,223)*	*-12%*
Salaries Planning Support	320,435	499,616	302,668	440,000		
Benefits Planning Support	81,019	126,902	76,354	108,000		
Salaries Bylaw	186,711	306,518	235,381	317,000		
Benefits Bylaw	47,226	77,855	59,517	78,000		
Stationary & Supplies	31,753	29,020	26,650	33,000	*3,980*	*14%*
Subscriptions	4,683	5,360	8,333	10,000	*4,640*	*87%*
Telephone	10,731	18,100	9,049	12,000	*(6,100)*	*-34%*
Mobile Devices	19,288	29,240	19,308	26,000	*(3,240)*	*-11%*
Training "Organization Wide"	2,386	5,000	2,422	5,000	-	*0%*
Staff Meetings and Recognition	7,256	15,800	9,236	10,000	*(5,800)*	*-37%*
Training & Conferences	27,474	47,800	40,501	56,000	*8,200*	*17%*
Travel for Training	18,146	17,950	26,339	34,000	*16,050*	*89%*
Travel	56,231	63,475	69,290	83,000	*19,525*	*31%*
Trustee Remuneration	414,433	589,978	438,734	587,000	*(2,978)*	*-1%*
Trustee Remuneration "CPP Expense"	15,598	20,778	20,062	21,000	*222*	*1%*
Trustee Remuneration Health/Dental Benefits	29,920	76,550	47,607	63,000	*(13,550)*	*-18%*
Trustee Remuneration Pay In Lieu of Benefits	667	-	-	-	-	*0%*
Trustee Remuneration "Employer Health Tax"	8,146	11,505	8,473	11,000	*(505)*	*-4%*
Operating Expenses Subtotal	6,022,043	9,137,613	6,537,041	8,959,000	*(178,613)*	*-2%*
				-		
Computer H/W & S/W	81,417	129,300	88,994	141,000	*11,700*	*9%*
Furniture and Equipment	1,910	5,000	6,868	8,000	*3,000*	*60%*
Capital Subtotal	83,328	134,300	95,862	149,000	*14,700*	*11%*
LTC Projects Funded by LTC Reserve Fund	76,015	286,000	24,939	89,000	*(197,000)*	*-69%*
LTC Projects Funded by Special Requisition Surplus	51,556		-	-	-	*0%*
LTA Work Funded by Special Requisition (SSIWPA)	41,512	43,500	800	2,000	*(41,500)*	*-95%*
LTC Projects Funded by Contingent Grants	-	1	-	49,000	*48,999*	*4899900%*
					-	*0%*
Strategic Plan Projects	100,305	159,000	73,836	122,000	*(37,000)*	*0%*
Operational Projects	151,157	162,795	25,470	168,000	*5,205*	*3%*
Projects Subtotal	420,545	651,296	125,045	430,000	*(221,296)*	*-34%*
Total Expenditures	6,525,916	9,923,209	6,757,948	9,538,000	*(385,209)*	*-3.9%*
Surplus (shortfall)	**1,986,041**	**(592,900)**	**2,521,055**	**189,000**	***781,900***	*-132%*
Funded by:						
Changes in amounts invested in TCA	12,748	178,000	95,862	(52,600)	*(230,600)*	*-130%*
Transfer (to) from General Revenue Surplus Fund	(2,091,856)	231,000	(2,642,656)	(183,400)	*(414,400)*	*-179%*
Transfer (to) from LTC Project Specific Reserve Fund	51,556	183,900	24,939	89,000	*(94,900)*	*-52%*
Transfer (to) from Special Tax Requisition Fund	41,512	-	800	(42,000)	*(42,000)*	*0%*
Net Surplus (Shortfall)	-	(0)	(0)	-	*0*	

BRIEFING

To:	Executive Committee & Financial Planning Committee	**For the Meeting of:**	February 28, 2024
From:	Administrative Services - Finance	**Date Prepared:**	February 8, 2024
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 December 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 ($)	Q3 Actual Spending to Date ($)	Q3 Forecasted Annual Spending ($)	Q3 Forecasted Over-spending ($)	Rationale	Mitigation suggestion, if required
Contracted Temporary Staffing	$2,500	$22,400 Overspent by ~$20,000	$46,000	**$43,500**	Extra costs incurred for the following: - $10,000 for temporary staff contracted for two months to cover the Planning Team Assistant in the southern office - $10,000 for an external review of clerical administration structure within the organisation - $4,000 for external contractor for CityView implementation - $10,000 for external consultant to review IS structure, IS manager job profile, and conduct IS manager hiring competition. - $10,000 in professional fees to engage a consultant to prepare ITC annual financial statements (paid for by salaries savings from vacant Manager, Finance & Accounting position)	This line is offset by underspending in salaries and benefits, as permitted by policy. No mitigation required.
Legal - General	$70,000	$79,000 Overspent by $9,000	$97,000	**$27,000**	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.	To be directed by EC.
Legal – Bylaw Enforcement Litigation	$80,000	$109,000 Overspent by $29,000	$114,000	**$34,000**	Unanticipated legal costs for ongoing cases on Galiano, North Pender, Salt Spring Island, and Thetis Islands.	To be directed by EC.

Legal - Litigation Defence	$72,000	$52,000 Not yet overspent	$39,000	**($33,000)**	The forecast anticipates overspending of $12,000, with awarded legal cost recoveries of $30,000 to offset, resulting in a net forecasted underspending of $33,000.	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 Meeting Expenses	$13,000	$31,000 Overspent by $18,000	$37,000	**$24,000**	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.

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 $9.5M for the fiscal year, generating a net underspending of approximately $385,000. 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 report has been provided to 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:

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 21, 2024
From:	Trust Area Services	**Date Prepared:**	February 3, 2024

SUBJECT: **DRAFT ISLANDS TRUST PROPERTY TAX ASSESSMENT NOTICE INSERT FOR 2024/25**

PURPOSE: To seek Financial Committee input on a draft Islands Trust tax notice insert for 2024/25.

BACKGROUND:

In August 2019, Islands Trust learned that Islands Trust was eligible to include a Rural Tax Notice Insert in the mailing of Rural Property Tax Notices by the Ministry of Finance, with the mailing costs paid by the Ministry of Finance. Islands Trust sent Rural Tax Notice Inserts to local trust areas in 2021, 2022 and 2023 (attached).

A finalized tax notice insert must be submitted to the Province by April 1st each year, for distribution in June. The notice will be printed on legal sized paper in greyscale.

Staff have drafted an updated notice using template approved last year. Staff will update the budget information when it is final, but welcome other ideas from the Committee about desired context/text.

ATTACHMENT(S):

1. Draft text for tax notice insert for 2024/25
2. Tax notice insert for 2023/24

FOLLOW-UP: Staff will integrate feedback received and update the tax notice insert with 2024/25 information once the budget is approved. The final insert will be provided to the Executive Committee for approval on March 27, 2024, and then sent to provincial staff before the April 1 deadline.

Prepared By: Morgana van Niekerk, Communications Specialist,

Reviewed By: Clare Frater, Director, Trust Area Services/February 8, 2024

The Islands Trust is located within the treaty and territorial lands and waters of the BOḰEĆEN, K'ómoks, Ləḱʷəŋən, Lyackson, MÁLEXEŁ, Qualicum, Quw'utsun Tribes, scəẃaθən məsteyəxʷ, Scia'new, səl̓ilwətaʔɬ, SEMYOME, shíshálh, Sḵwx̱wú7mesh, Snaw-naw-as, Snuneymuxw, Spune'luxutth, SȾÁUTW̱, Stz'uminus, ɬaʔəmen, toq qaymɩxʷ, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, W̱JOŁEŁP, W̱SIḴEM, Xeláltxw, Xwémalhkwu/ʔop qaymɩxʷ, and xʷməθkʷəy̓əm.

Islands Trust

The Islands Trust is a special-purpose government mandated to **preserve and protect** over 450 islands and surrounding waters in the Salish Sea.

Implementing the Preserve and Protect Mandate

The Islands Trust works to preserve and protect the Islands Trust Area through land use planning, land conservation, and programs in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons, organizations, the government of British Columbia, and you.

Land Use Planning

Land use planning contributes to preserving and protecting the environment, cultural heritage, and communities through the maintenance of 20 unique official community plans; hosting community information meetings to help islanders understand land use planning; and rezoning and application processes. Islands Trust also develops and delivers longer-term projects to support strategic goals.

Islands Trust Conservancy

Islands Trust Conservancy is governed by a board made up of provincial appointees and Islands Trust trustees. Its mission is to protect the special places in the Islands Trust Area by encouraging and assisting voluntary conservation initiatives. To date, 1,390+ ha of land across 113 conservation properties have been protected, including 79 conservation covenants and 34 nature reserves.

Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs such as public education sessions on topics such as wells and groundwater; a stewardship package mailed to new residents; advocacy to other governments about decisions and initiatives that affect the islands; ecosystem mapping; and cooperating with others governments, including First Nations, to benefit the Trust Area.

The Trust Area

The Trust Area, located in Coast Salish territory, is the homeland of many Coast Salish Peoples who have called this Area home since time immemorial. Covering 5,200 square kilometres of land and water in the Salish Sea, the Trust Area has over 30,000 residents and 10,000 non-resident property owners. The region features spectacular beauty, extensive archaeological and culturally significant sites, and sensitive habitats for a variety of species.

Governance

There are 13 island groups called local trust areas and each has a local trust committee. These local trust committees are made up of an appointed chair and two locally elected trustees. Elections take place every four years. Local trust committees are responsible for land use decisions within their local trust area. Bowen Island is the only island municipality in the Islands Trust Area.

In total there are 26 trustees, including two municipal trustees from Bowen Island Municipality. Together, they form the Islands Trust Council, which makes decisions that impact the whole Trust Area. Trust Council meets at least four times a year.

Generally, Islands Trust meetings are open to the public. Community members are encouraged to attend. Dates and times are posted on the Islands Trust website at www.islandstrust.bc.ca.

Trustees want to hear from you!

Trust Area residents are encouraged to participate in Trust meetings online, by phone, or in-person when possible.

Receive Islands Trust updates including local trust committee meeting notices, news releases, event announcements, and the Islands Trust Conservancy newsletter by subscribing on the Islands Trust website: islandstrust.bc.ca/subscribe

@IslandsTrust

SCAN FOR SIGN-UP PAGE

Islands Trust Budget 2024/25

Islands Trust Council adopted its 2024/25 budget in March 2024.

The budget features a total approved budget of $XYZM, with $XYZM directed to operations, $XYZ directed to special projects, and $XYZdirected to the purchase of new capital assets.

The budget is funded by:

- $XYZM — local trust area property taxes (excludes Bowen Island)
  - Salt Spring Island: previously unspent special tax requisition to be used for special projects
- $XYZ— Bowen Island Municipal tax requisition
- XYZ% increase in total planned spending for operations, projects, and capital purchases
- $XYZ — external grant funds
- $XYZ — transfers from Island Trust surplus funds reserve funds
- $XYZ — application fees and sales
- $XYZ — investment and other income

Insert pie chart when budget confirmed

Insert pie chart when budget confirmed

Actual tax changes by individual LTA may vary based on distribution of property values within the Trust Area
*Includes tax revenue from new construction

Property Tax Changes — Ten Year History

Fiscal Year	Property Tax Change *
2024/25	XYZ?
2023/24	2.06%
2022/23	2%
2021/22	3.26%
2020/21	0%
2019/20	2%
2018/19	2%
2017/18	0%
2016/17	0%
2015/16	0%
2014/15	0%

*Excludes tax revenue from new development

Program Spotlight: Strengthening Housing Affordability

Islands Trust has taken a range of actions to support opportunities for affordable housing in the Gulf islands. This work furthers Trust Council's goal of sustaining island character and healthy communities. Last year, the Islands Trust Council endorsed a Housing Strategic Action Plan and created an Islands Trust Housing Options Toolkit. Islands Trust has 13 housing agreements in place that ensure affordable units.

SCAN FOR MORE INFORMATION

NOTE: The Provincial Surveyor of Taxes issues your Rural Property Tax Notice, and the BC Provincial Government receives your tax payment. Please refer to your Rural Property Tax Notice for payment options. Questions about your property tax notice should be directed to: 1-888-355-2700 (toll-free)

The Islands Trust Area is located within the treaty and territorial lands and waters of the BOḰEĆEN, Cowichan Tribes, K'ómoks, Lyackson, MÁLEXEȽ, Qualicum, scəw̓aθən, səl̓ilwətaɬ, SEMYOME, shíshálh, Sḵwx̱wú7mesh, Snaw-naw-as, Snuneymuxw, Songhees, Spune'luxutth, SȾÁUTW̱, Stz'uminus, ɬaʔəmen, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, W̱ JOȽEȽP, W̱ SIḴEM, Xeláltxw, Xwémalhkwu, Xwsepsum, and xʷməθkʷəy̓əm First Nations.

Islands Trust

The Islands Trust is a special-purpose government mandated to **preserve and protect** over 450 islands and surrounding waters in the Salish Sea.

Islands Trust

Implementing the Preserve and Protect Mandate

The Islands Trust works to preserve and protect the Islands Trust Area through land use planning, land conservation, and programs in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons, organizations, the government of British Columbia, and you.

Land Use Planning

Land use planning contributes to preserving and protecting the environment, cultural heritage, and communities through the maintenance of 20 unique official community plans, hosting community information meetings to help islanders understand land use planning, rezoning, and application processing. Islands Trust also develops and delivers longer-term projects to support strategic goals.

Islands Trust Conservancy

Islands Trust Conservancy is governed by a board made up of provincial appointees and Islands Trust trustees. Its mission is to protect special places in the Islands Trust Area by encouraging and assisting voluntary conservation initiatives. To date, 1,375+ hectares of land across 113 conservation properties have been protected, including 79 conservation covenants and 34 nature reserves.

Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs such as public education sessions on topics such as wells and groundwater; an information mailing to new residents; advocacy to others about decisions and initiatives that affect the islands; ecosystem mapping; and cooperating with others governments, including First Nations, to benefit the Trust Area.

The Trust Area

The Trust Area, located in Coast Salish territory, is the homeland of many Coast Salish Peoples who have called this area home since time immemorial. Covering 5,200 square kilometres of land and water in the Salish Sea, the Trust Area has over 30,000 residents and 10,000 non-resident property owners. The region features spectacular beauty, extensive archaeological and culturally significant sites, and habitats for an exceptional variety of species.

Governance

There are 13 island groups called local trust areas and 12 have a local trust committee. These local trust committees are made up of an appointed chair and two locally elected trustees. Elections take place every four years. Local trust committees are responsible for land use decisions within their local trust area. Bowen Island is the only island municipality in the Islands Trust Area.

In total there are 26 trustees, including two municipal trustees from Bowen Island Municipality. Together, they form the Islands Trust Council, which makes decisions that impact the whole Trust Area. Trust Council usually meets four times a year.

Generally, Trust meetings are open to the public and community members are encouraged to attend. Dates and times are posted on the Islands Trust website islandstrust.bc.ca.

Islands Trust Budget 2023/24

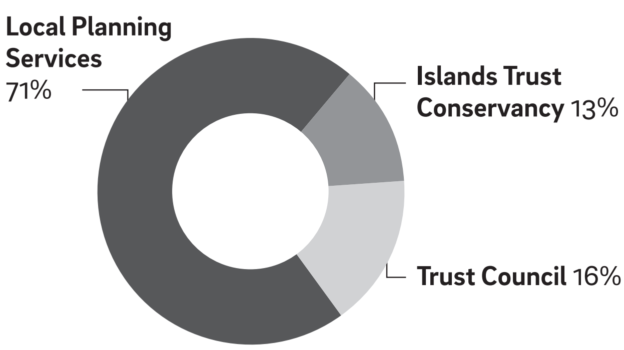
Islands Trust Council approved its 2023/24 budget in March 2023.

The budget features approved spending of $9.7M, with $8.6M directed to operations, $651,296 directed to special projects, and $134,300 directed to the purchase of new capital assets.

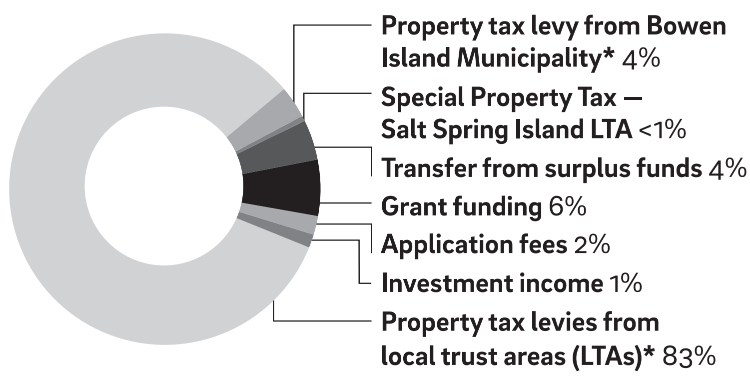
Highlights:

- $8.05M — local trust area property taxes (excludes Bowen Island)
    - $43, 500 — Salt Spring Island Local Trust Area special property tax for Salt Spring Island Watershed Protection Alliance
- $345,989 — Bowen Island Municipal tax requisition
- 6.4% increase in total planned spending for operations, projects, and capital purchases
- $569,796 — external grant funds
- $414,900 — transfers from Island Trust surplus and reserve funds
- $192,000 — application fees and sales
- $133,000 — investment and other income

Money is spent on:



Where money comes from:



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Property Tax Changes — Ten Year History

Fiscal Year	Property Tax Change *
2023/24	2.06%
2022/23	2%
2021/22	3.26%
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2019/20	2%
2018/19	2%
2017/18	0%
2016/17	0%
2015/16	0%
2014/15	0%

*Excludes tax revenue from new development

Trustees want to hear from you!

Trust Area residents are encouraged to participate in Trust meetings online, by phone, or in-person when possible.

Receive Islands Trust updates including local trust committee meeting notices, news releases, event announcements, and the Islands Trust Conservancy newsletter by subscribing on the Islands Trust website: islandstrust.bc.ca/subscribe

@IslandsTrust

SCAN FOR SIGN-UP PAGE

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REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	January 24, 2018
From:	Administrative Services - Finance	**Date Prepared:**	December 6, 2023
SUBJECT:	**Allocation of Surplus Draws in Draft 2024/25 Budget**		

RECOMMENDATION:
That Financial Planning Committee direct staff to allocate $120,500 of the draw from the General Revenue Surplus Fund in the draft 2024/25 budget to expenses related to the Microsoft 365 conversation project, in an effort to reduce the draft 2024/25 Bowen Island Municipal tax levy.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

PURPOSE:

To respond to Trustee Sue-Ellen Fast's informal request made at Trust Council to consider how Bowen Island Municipality (BIM) might benefit from reallocation of the planned surplus draws in the draft budget.

BACKGROUND:

At its meeting on December 6, 2023, Trust Council trustee and BIM Councilor Sue-Ellen Fast requested that staff and Financial Planning Committee (FPC) review the allocation of surplus draws in the draft 2024/25 budget to see if additional benefit can be found for BIM by allocating surplus draws in a different manner.

Budgeted draws from surplus and their allocation is guided by Trust Council policy 6.5.1 Reserves and Surplus. Section 3.2 of the policy says the following:

"*The General Revenue Surplus Fund may be used to fund:*

1. *significant and/or unanticipated general expenditures,*
2. *for major emergent operating issues and*
3. *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."

Assessment of the draft budget expenditures against the policy criteria is as follows:

Criteria #1: Significant and/or unanticipated general expenditures

No draft budget expenses meet criteria 1.

Criteria #2: Major emergent operating issues

- The SSI office relocation valued at $210,000 meets criteria #2. This is an operating item that is a major undertaking, and that is emergent given the SSI lease terminates at a fixed immovable date. The current draw from surplus is fully allocated to this work, which affords BIM no credit in their levy calculation. Reallocating the surplus draw to alternate spending may afford BIM a credit which would reduce their levy.

- Migration to Microsoft (MS) 365 and related computer purchases potentially meet this criteria, given the MS version the Islands Trust is currently using will no longer be supported in future years, which could put IT operations in jeopardy. New computer purchases required as a result of this migration would also quality. These costs would total $120,500 in the draft budget. Allocated surplus to this work would afford BIM a credit valued at approximately 30% of the allocated amount, or $36,150. This reduced amount collected from BIM will be collected from the rest of the Trust Area

Criteria #3: for onetime and intermittent projects that would create a potential deficit situation at yearend.

- The RPC Housing Needs Assessment is valued at $127,336 in the draft budget. This work is required by legislation every five years. As such, it meets the definition of an intermittent project. Determining if it meets the second part of the criteria (creating potential deficit at year-end) is difficult, as many expenses contribute to deficit positions, not a single project. However, even if surplus draws are allocated to this work, BIM would be afforded no credit as they do not contribute to planning-related work. This work is now funded by grant monies and as such does not need surplus monies for funding.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

FINANCIAL: The BIM tax levy will be reduced by in the draft 2024/25 budget by approximately $36,150 resulting in a BIM general tax levy increase of approximately 16%. LTA taxes will increase by the same $36,150, adding approximately half a percent to the LTA tax increase.

POLICY: No impact to policy.

IMPLEMENTATION/COMMUNICATIONS: Changes to the BIM tax levy will be communicated to TC and BIM.

FIRST NATIONS: None.

OTHER: None.

RELEVANT POLICY(S): Trust Council Policy 6.5.1 *Reserves and Surplus*

ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation: That Financial Planning Committee direct staff to allocate $120,500 of the draw from the General Revenue Surplus Fund in the draft 2024/25 budget to expenses related to the Microsoft 365 conversation project, in an effort to reduce the draft 2024/25 Bowen Island Municipal tax levy.

Alternative(s):

1. That Financial Planning Committee direct staff to allocate $__ of the draw from the General Revenue Surplus Fund in the draft 2024/25 budget to expenses related to _________________, in an effort to reduce the draft 2024/25 Bowen Island Municipal tax levy.

2. That Financial Planning Committee direct staff to make no adjustments to the allocation of the draw from the General Revenue Surplus Fund in the draft 2024/25 budget, leaving it allocated to the SSI office relocation.

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

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 6, 2023
From:	Financial Planning Committee (not reviewed)	**Date Prepared:**	November 16, 2023
SUBJECT:	**Summary of Data for Budget Discussion**		

PURPOSE:

To provide Trust Council with a summary of FPC-determined key information outlined in funding request business cases, to facilitate discussion and decision making in relation to the draft 2024/25 budget.

BACKGROUND:

At its November 2023 meeting, Financial Planning Committee (FPC) made the following resolution (numbering of bullets added by staff for purposes of this report):

"That Financial Planning Committee recommend to Trust Council that Trust Council review:

1. *progress against plans for current fiscal year*
2. *staff vacancies and turnover*
3. *risks posed by unavailability of staff resources as described in the business cases*
4. *staff resources required across ALL supported projects and activities for the proposed budget*

and contemplate prioritising and deferring some activities, so that critical work can be accomplished and staff stress and load is reduced."

The FPC provided clarity that they were requesting a consolidated summary of the information noted above to be drafted and included in the TC agenda package, in table format where possible. Staff confirmed understanding that this was essentially a request to consolidate existing information into a single report to facilitate ease of review at the TC table.

Item 1 re: progress against current year plan is addressed in the second quarter financial reporting and financial forecast, which are included in this agenda. A summary of current year financial progress to date and forecasted progress for the year, related specifically to programs and project expenses, is as follows:

(see page over)

		Year-to-Date		Forecast		
Expense Line	**Approved 2023/24 Budget**	**6 months spending to Sept 30, 2023**	*% of Budget Spent*	**2023/24 Financial Forecast**	*% of Budget Forecasted to be Spent*	**Notes**
Contracted Temporary Staffing	$ 2,500	$ 21,956	*878%*	$ 22,000	*880%*	Note 1
Expense Claim System Upgrades	15,000	-	*0%*	15,000	*100%*	
First Nations Engagement Plan	10,000	-	*0%*	10,000	*100%*	
FOI & Records Management	10,000	2,930	*29%*	10,000	*100%*	
FW: Groundwater Recharge Mapping	10,000	721	*7%*	10,000	*100%*	
Housing Strategy	30,000	17,908	*60%*	30,000	*100%*	
ITC "Conservation Planning & Land Securement"	26,550	2,503	*9%*	16,000	*60%*	Note 2
ITC "Ecosystem Mapping"	18,000	-	*0%*	5,000	*28%*	Note 3
ITC "Property Management"	159,930	46,700	*29%*	160,000	*100%*	
Land Title Registrations	3,900	1,370	*35%*	3,000	*77%*	Note 4
LG Development Approvals Program	147,795	13,120	*9%*	147,796	*100%*	
Policy Statement Review	30,000	4,898	*16%*	34,000	*113%*	
Reconciliation Action Plan	30,000	3,855	*13%*	30,000	*100%*	
Regional Freshwater Management	22,000	7,161	*33%*	22,000	*100%*	
Secretariat Services	12,000	2,343	*20%*	12,000	*100%*	
Senior Video Project	-	364	*100%*	364	*100%*	
Stewardship Education	15,000	1,841	*12%*	14,000	*93%*	Note 5
LTC Projects	329,500	21,701	*7%*	203,000	*62%*	Note 6
TOTAL	872,175	149,370	*17%*	744,160	*85%*	

Note 1: Fully Offset by underspending in salaries
Note 2: Offset by overspending in ITC legal fees relating to land securement
Note 3: Project scale reduced due to staff capacity constraints
Note 4: Less activity than anticiapted
Note 5: Fewer mailings for Living in the Trust Area than anticipated due to slowdown in resident turnover.
Note 6: Two large SSI projects not advancing, SSIWPA underspending

Item 2 re: staff vacancies is addressed in the second quarter financial reporting and forecast which is included in this agenda. A summary of staff vacancies taken from the forecast report is as follows:

"Staff salaries and benefits is forecasted to be underspent by $230,000 (9%) due to the following staff vacancies:

- 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 ($94,000)
- 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)."

Note: This information reflects actual and anticipated vacancies and savings as at the end of quarter two. Staff use this information to make plans for the remainder of the year in terms of hiring temporary backfill staff. As such, this forecasted underspend at end of quarter two is likely to be reduced based on plans for the remainder of the year.

Historically, vacancies and staff movement are seen most frequently in Planning Services (PS) staff, and Trust Area Services (TAS) staff (communications, senior policy advisor, senior intergovernmental relations advisor). Hiring competitions completed in the last three years, excluding internal staff movements, are as follows:
FY2022 – 16 hiring competitions (9 PS, 5 TAS, 2 ITC)
FY2023 – 23 hiring competitions (17 PS, 1 TAS*, 3 ITC, 2 HR)
FY2024 (7 months) – 19 hiring competitions (11 PS, 5 TAS, 2 ITC, 1 EXEC)
**fewer hirings due to long vacancies*

The Islands Trust org chart can be found on the website here for reference if useful.

Item 3 re: risks noted in business cases associated with staff capacity shortages is summarised here for review. These risks are those that have been clearly identified in specific business case submissions that form part of the draft 2024/25 budget. Business cases for new staff positions have been excluded.

Planning Services

Feasibility report:
RPC has 2 planned projects and LTCs collectively have 7 planned projects for a total of 9 projects with business case submissions to the draft 2024/25 budget associated with planning services work. The planning services feasibility report estimates required staff hours to complete all these projects at 4750 hours, with available staff hours estimated at 4600 hours. The shortfall of 150 hours (4.6 weeks) is assessed as negligible.

Housing Needs Assessment RPC Project:
No staffing risks identified in associated business case.

Housing Strategy and Housing Options Toolkit RPC Project:
No staffing risks identified in associated business case.

Denman LTC Project:
No staffing risks identified in associated business case.

Gabriola LTC Project:
Noted staff factors that could negatively affect the project outcome or deliverables:
- Regional planning team capacity to manage project
- Capacity and expertise required to support mapping and data needs
- Other staff's capacity to support the project (assumed to mean non-planning staff)

Mayne LTC Project:
Requires support from Senior Indigenous Relations Advisor (SIRA), the Senior Freshwater Specialist, mapping and communications staff as needed.

Noted staff factors 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

North Pender LTC Project:
Requires support from Senior Indigenous Relations Advisor (SIRA), the Senior Freshwater Specialist, mapping and communications staff as needed.

Noted staff factors 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

Hornby LTC Project:
Requires support from senior management, Senior Indigenous Relations Advisor (SIRA), Communications Specialist, TAS, Legislative Services.

Noted staff factors that could negatively affect the project outcome or deliverables:
1. 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
2. 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.
3. Islands Trust staff capacity: Uncertainty of staff allocation for time and limited hours of staff time available to any large level of activities.

SSI LTC Project (OCP/LUB) and (Village Area Plan):
Requires support from finance, information services, Trust Area Services.

Noted staff factors that could negatively affect the project outcome or deliverables:
1. 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.

SSI Office Relocation:
No risks to staffing identified in business case.

Trust Area Services

Secretariat Services:
Noted staff factors that could negatively affect the project outcome or deliverables:
1. 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.
2. Availability of contractor to offer administrative support to coordination group.

Stewardship Education Program:
Noted staff factors that could negatively affect the project outcome or deliverables:
1. Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery may be impacted.
2. Availability of contractor to develop mailing list.

Policy Statement Amendment Project:
Noted staff factors that could negatively affect the project outcome or deliverables:
1. 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.

2. 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.

Islands Trust Conservancy Services

First Nations Engagement Plan:

Requires support from Trust Area Services Director, ITC Ecosystem Protection Specialist, Property Management Specialist, Covenant Management and Outreach Specialist and Species at Risk Program Coordinator, ITC Administrative Assistant, SIRA.

Noted staff factors that could negatively affect the project outcome or deliverables:

1. Support from Islands Trust Senior Indigenous Relations Advisor;
2. Availability of ITC Manager to manage the project. The ITC Manager position is already at full capacity, and workload will need to be adjusted to enable this work. In the event that the ITC Manager time is unexpectedly diverted to other needs or if workload cannot be adjusted, the project will need to be delayed.

Administrative Services

Building Footprint:

No risks to staffing identified in business case.

CityView Bylaw Portal:

Noted staff factors that could negatively affect the project outcome or deliverables:

1. Substantial IS and Bylaw staff resources, and Bylaw staff training needed for a successful system replacement.
2. Business case identifies a 'Business Analyst' hours requirement of 30 hours. No ID of who this person is at Islands Trust.

Item 4 re: required staff resources (staff hours) needed to support projects and programming activities with funding in the draft 2024/25 budget is summarised in the attached table. Regular operating activities are not included in the summary.

#	Request Name	Submitting Political Body	Submitting Document	Budget $	Est. Staff Hours (min)	Staff Time in Weeks (rounded)
Strategic & Programming Initiatives						
1	Corporate Planning	GC	None	$ -	444	14
2	History & Heritage Grants in Aid	EC	EC BRF	$ 10,000	TBD	TBD
3	Communications	EC	EC BRF	$ 50,000	TBD	TBD
4	Reconciliation Action Plan	EC	EC BRF	$ 25,000	TBD	TBD
5	EC-Sponsored Applications	EC	EC BRF	$ 15,000	TBD	TBD
6	MS365	EC	EC BRF	$ 34,000	TBD	TBD
7	SSI Office Relocation	EC	Business Case	$ 210,000	120	4
8	Policy Statement Amendment Project	EC	Business Case	$ 35,000	1600	49
9	Cityview: Bylaw Portal	EC	Business Case	$ 90,000	120	4
10	Building Footprint Date Layer Update	EC	Business Case	$ 10,000	40	1.5
11	Secretariat Services	TPC	Business Case	$ 15,000	96	3
12	Stewardship Education	TPC	Business Case	$ 15,000	270	9
13	Housing Needs Assessment: North & South Gulf Islanc	RPC	Business Case	$ 110,000	100	3
14	Housing Strategy and Housing Options Toolkit	RPC	Business Case	$ 30,000	450	14
15	ITC FN Engagement Plan	ITC	Business Case	$ 18,000	200	6
Total Stretegic & Programming				**$ 667,000**	**2,996**	**93.5**
Local Trust Committee Projects						
1	Denman LTC - Housing Review	LTC - DE	Business Case	$ 15,000	450	14
2	Gabriola LTC - OCP and LUB Comprehensive Review	LTC - GB	Business Case	$ 77,000	450	14
3	Mayne LTC - Housing Options	LTC - MA	Business Case	$ 10,000	450	14
4	North Pender LTC - Housing Access and Affordability	LTC - NP	Business Case	$ 15,000	450	14
5	Hornby LTC - First Nations	LTC - HO	Business Case	$ 19,500	300	19
6	Salt Spring LTC OCP and LUB Review	LTC - SS	Business Case	$ 96,000	1200	37
7	Salt Spring LTC Ganges (Shiya'hwt/SYOW T) Village Are	LTC - SS	Business Case	$ 86,500	900	28
Total LTC Projects				**$ 319,000**	**4200**	**140**
Staffing						
1	ITC Board: Additional Resources Needed (est. Grid27)	ITC	Business Case	$ 110,700		
2	GIS Coordinator	EC	Business Case	$ 100,200		
3	ITC Co-Op Student	ITC	None	$ 23,150		
4	PS Co-Op Student	RPC	None	$ 23,335		
Total Staffing				**$ 257,385**		

ATTACHMENT(S): None.

FOLLOW-UP: As requested.

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

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	January 24, 2024
From:	**Director, Planning Services**	**Date Prepared:**	January 17, 2024

SUBJECT: **Provincial Funding Process Protocol Agreement**

PURPOSE:

To share correspondence from the Ministry of Municipal Affairs staff which summarizes their interpretation regarding the Provincial Funding Process Protocol Agreement between the Islands Trust and the Ministry of Municipal Affairs.

BACKGROUND:

On October 18, 2023 the Financial Planning Committee passed the following resolution:

> 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 Official Community Plan and land Use Bylaw reviews; Policy Statement Review; associated First Nations capacity funding; and Housing and Housing Needs Assessments; and report back to FPC.
>
> CARRIED

Islands Trust staff met with ministry staff on December 15th, 2023. Ministry staff followed up with written correspondence summarizing their interpretations of the Protocol Agreement (attached). Ministry staff interpret the Protocol Agreement to be expired and no longer valid. However, opportunities to apply for grants to support Policy Statement work and subsequent OCP and LUB amendments are still feasible as per the Local Government Grants Act and the associated regulations. The Islands Trust has recently received grants for First Nations capacity funding ($150,000 over 5 years) and Housing Needs Reports funding ($127,336).

Prepared By: Stefan Cermak, Director, Planning Services
Reviewed By: CAO, Russ Hotsenpiller

Attachments

1. CORR_2024-01-11_MMA_Re-Agreement
2. Provincial Funding Process Protocol Agreement between the Islands Trust and the Ministry of Municipal Affairs

BRITISH COLUMBIA

January 11, 2024

Stefan Cermak
Director, Planning Services
Islands Trust

Sent via email: scermak@islandstrust.bc.ca

Dear Stefan:

Thank you for the meeting on December 15, 2023, in which we discussed the Protocol Agreement between the Islands Trust and the Ministry of Municipal Affairs regarding the Provincial Funding Process (Agreement). A copy can be found here.

As was pointed out the Agreement was not dated nor signed off. The Agreement specifies that the "…Ministry support extends over a five year period 1992/93 to 1997/98 inclusive…". Based on this the Ministry views this Agreement as no longer valid and was for the specific timeline mentioned.

The funding process for the Islands Trust has changed since this time. Further information can be found in the *Local Government Grants Act* – Local Government Grants Regulations (Section 10 (3)) which states:

"The trust council under the *Islands Trust Act* may apply for

> (a) grants referred to in section 9 (c) and (e) of this regulation in relation to activities referred to in sections 3, 15 and 44 of the *Islands Trust Act*, and
>
> (b) grants referred to in section 9 (b) to (e) of this regulation in relation to activities of a local trust committee, or the executive committee acting as a local trust committee, under that Act,

and for these purposes is a related organization under the *Local Government Grants Act*."

Given the funding and legislation changes since the time of the Agreement, the Agreement is no longer valid. Grants can be applied for and are being received by the Islands Trust, as indicated in the Islands Trust budget ending March 31, 2024, which indicates there is $569,795 entered as Provincial and Federal grants.

I hope this provides some clarity on the previous Agreement and that it no longer is applicable.

Should you have any questions please contact me.

Sincerely,

Kris Nichols

Kris Nichols
Manager, Planning Advice and Approvals

PROTOCOL AGREEMENT
Between
the ISLANDS TRUST (the Trust) and
the MINISTRY OF MUNICIPAL AFFAIRS
(the Ministry) regarding the
PROVINCIAL FUNDING PROCESS

WHEREAS the mutual interests of the Islands Trust and the Ministry of Municipal Affairs involve an annual process for the Ministry's receipt, review and approval of provincial funding requests from the Islands Trust.

THEREFORE, the parties agree to enter into an agreement regarding:

procedures for submitting applications for basic, community planning and special planning grants; and

roles and responsibilities within the annual provincial funding request process.

1.0 PROVINCIAL BASIC GRANT

1.1 Definition

The Provincial Basic Grant is provided by the Province on an annual basis to support the provincially legislated object of the Islands Trust. It is designed to support the general operations of the Trust including: Trust Council, the Executive Committee and Trust Fund Board; the development and implementation of the Trust Policy Statement; and the coordination of activities through protocol agreements with other government agencies.

1.2 Application

1.2.1 The Islands Trust accepts that the amount of the annual grant is determined by Treasury Board as part of the overall process of establishing the Ministrys budget and as a consequence, the ministry may not know the actual amount of the grant until late in the fiscal year preceding the year in which it is awarded.

1.2.2 The ministry agrees to discuss the question of grant funding in the second quarter of the preceding fiscal year or not later than September 30 in each year. This will provide the Trust with an appreciation of the province's current fiscal situation, entering into the discussion of the budget for the next fiscal year, and give the ministry an indication of Trust expectations.

1.3 Notification of Approval

1.3.1 The Ministry understands and accepts the need for the Trust to have as early notice as possible of the grant amount in order that Islands Trust budget may be finalized.

1.3.2 The Trust understands and accepts that, due to the Treasury Board budget development process, the ministry is constrained in its ability to make a communication of the amount of the grant.

1.3.3 Nonetheless, the Ministry agrees to provide as early notice as possible of the level of grant funding and this formal notice will not be later than February 28 in each year.

1.3.4 The Trust will submit its annual audited financial statement to the Minister in accordance with section 16 of the *Islands Trust Act* before September 30 in the subsequent fiscal year.

1.3.5 The Trust will submit an annual report to the Minister in accordance with section 17 of the *Islands Trust Act,* highlighting activities undertaken that relate to the Provincial Basic Grant before September 30 in the subsequent year.

2.0 COMMUNITY PLANNING GRANTS

2.1 Definition

The Ministry recognizes that the planning and regulatory framework in place within the Trust Area is in need of updating. As a consequence, the ministry agrees to provide assistance to the Islands Trust to review and up-date the Official Community Plans and associated regulatory bylaws for each of the local trust committees.

Ministry support extends over a five year period from fiscal year 1992/93 to 1997/98 inclusive and will be to a maximum of $130,000 for the entire Trust Area in each year but is subject to the *Local Government Grants Act,* the regulations, program guidelines, the availability of funds and the approval of specific project applications.

2.1.1 The Ministry believes that it is important that mutual expectations with respect to the Community Planning Grant Program be well understood and agrees that the Trust and ministry staff should meet at least once a year, before submission of applications, to discuss current program guidelines, anticipated levels of funding and Trust expectations.

2.2 Application/Consultation

2.2.1 The Trust may submit applications for Community Planning Grants each year in accordance with the *Local Government Grants Act,* the Regulations and Ministry program guidelines.

2.2.2 The Ministry will review those applications in accordance with the *Local Government Grants Act,* the Regulations and Ministry program guidelines.

2.3 Notification of Approval

2.3.1 The Ministry may approve applications which meet the program guidelines in the context of funding available in that fiscal year.

2.3.2 The Trust will provide accountability reports for Community Planning Grants in accordance with the program guidelines or as required by the grant approval letter.

2.3.3 The Ministry will not provide payment for work underway or commenced prior to the approval of a grant.

4.0 SPECIAL PROVINCIAL PLANNING GRANTS

4.1 Definition

Special Provincial Planning Grants support specific projects, on a one time only basis, where the grant contributes to the achievement of the provincial interest or where the project has benefits which extend beyond the context of the Trust.

4.1.1 The Trust may meet at anytime with the Ministry and propose projects for funding under the Special Provincial Planning Grant Program, recognizing that approval of grants is subject to the Local *Government Grants Act,* the Regulations and program guidelines.

4.2 Application/Consultation

4.2.1 The Trust may make application at any time in the year for a grant under the Special Provincial Planning Grant Program and will be given consideration if it is consistent with the Act, the Regulations and program guidelines.

4.3 Notification of Approval

4.3.1 The Ministry recognizes the Trust's need for a timely decision on grant applications and will endeavour to provide the Trust with a target date for grant approval decisions.

4.3.2 The Trust will provide accountability reports for Special Provincial Planning Grants in accordance with the program guidelines provided with the notification of approval.

4.3.3 The Ministry will not provide payment for work underway or commenced prior to the approval of a grant.

5.0 ANNUAL WORK PLAN

5.1 Both parties agree that the Executive Director of the Islands Trust and the Executive Director, Planning and Corporate Relations of the Ministry of Municipal Affairs will liaise on the preparation of an annual work program for the annual provincial funding request process.

6.0 OTHER

6.1 Both parties acknowledge that this agreement is limited to providing process certainty as to how provincial funding matters will be dealt with and does not include commitments regarding the actual funds provided by the Province on an annual basis. Actual funds will be dependent on the availability of funds voted by the Legislature.

6.2 Both parties acknowledge that funding confirmations will be in the form of a written notification of approval and that discussions which convey intent are not to be construed as an approval.

6.3 Both parties acknowledge that the decision outcomes of the annual provincial funding request process may be dependent on the decisions of Treasury Board.

6.4 Both parties agree that best efforts will be used to arrange for the Minister to meet with the Islands Trust Executive Committee to receive the Trust's annual funding request package and to deal with Trust concerns regarding the annual funding request process.

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	February 21, 2024
From:	Director, Administrative Services	**Date Prepared:**	February 2, 2024
SUBJECT:	**Work Program Update**		

RECOMMENDATION:
That Financial Planning Committee approve the proposed Work Program report [as presented or as amended], 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.

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: NA

5 ATTACHMENTS:
1. Current FPC Work Program – Active Projects
2. Proposed FPC Work Program – Active Projects

RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee approve the proposed Work Program report [as presented or as amended], and forward it to Trust Council for approval.

Alternative: None identified.

Prepared By: Robert Barlow, Legislative Services Clerk
Reviewed By/Date: Director Administrative Services/February 2, 2024

Active Projects Report

Current Work Program

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

Islands Trust

Proposed Work Program

Active Projects Report

Financial Planning Committee

1. *Finalize 2024/25 Budget and 5-year Financial Plan Bylaw*	Responsible	Dates
Prepare report to accompany Trust Council's 5-year Financial Plan Bylaw submission to the Minister of Municipal Affairs for approval	Julia Mobbs	Rec'd: 12-Mar-2024 Target: 31-Mar-2024

2. *Annual Financial Statements & Audit: Islands Trust and Islands Trust Conservancy*	Responsible	Dates
Underway: ·Audit planning with the appointed auditors, KPMG LLP. ·Audit Committee meeting with KPMG on February 21, 2024. Upcoming: ·Preparation of Islands Trust and Islands Trust Conservancy financial statements and audit packages. ·Audit fieldwork scheduled for May 2024. ·Audit Committee meeting on May 29, 2024 with KPMG LLP to present audit findings.	Julia Mobbs	Rec'd: 12-Mar-2024 Target: 31-May-2024

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