Islands Trust

Financial Planning Committee
Agenda

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

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1 That Financial Planning Committee adopt the proposed meeting dates of January 24, February 21, May 29, August 28, October 16 and November 13 for the 2024 calendar year.

2 That Financial Planning Committee direct staff to schedule all 2024 FPC meetings as electronic meetings.

9. BUSINESS - NEW

10. NEXT MEETING

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

11. CLOSED MEETING

If desired:

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

12. RISE AND REPORT

If desired.

13. ADJOURNMENT

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

Financial Planning Committee
Minutes of Regular Meeting

Date of Meeting:	**August 30, 2023**
Location:	**Electronic Meeting**

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

Staff Present: Russ Hotsenpiller, Chief Administrative Officer
Julia Mobbs, Director, Administrative Services
Clare Frater, Director, Trust Area Services
David Marlor, Director, Legislative Services
Stefan Cermak, Director, Planning 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 10:54 a.m.

2. AGENDA

2.1 Review of the Agenda

The following was presented for consideration as a late item:

- Item 7.1 – the Islands Trust Audited Financial Statements and Audit Report forwarded from the Audit Committee

The following were presented for consideration as new items:

- 7.5.1.1 Budget Business Case Format – Trustee Patrick
- 8.1 Business Cases provided to FPC – Trustee Boland

2.2 Approval of Agenda

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 Meeting

6.1.1 Financial Planning Committee minutes of May 31, 2023

By general consent the Committee approved the minutes as presented.

6.2 Resolutions Without Meeting

None.

6.3 Follow up Action List (FUAL)

The Follow-up Action List was presented for information. Director Frater reported that provincial government staff are reviewing the impact of the current policy in regards to special tax requisitions on associated islands and will report to the Committee any response that she receives. Director Mobbs indicated that work on the review of various Trust Council (TC) financial policies has been deferred until after TC completes their over-all review of TC policies expected to be done in December.

7. BUSINESS – WORK PROGRAM ITEMS

7.1 March 31, 2023 Audited Financial Statements – Briefing (BRF)

The audited financial statements and the audit report were received for information from the Audit Committee (AC) upon adjournment of their meeting on August 30, 2023. The AC has sent the material to TC. Chair Bernardo mentioned that the auditors provided a compliment to Islands Trust for the quality of financial accounting which resulted in a "clean" audit.

7.2 March 31, 2023 Allocated Financial Statements (AFS) - BRF

Director Mobbs presented the briefing, indicating that it was for information and the Committee could forward to Trust Council if desired. She also noted that the accuracy of the AFS relies on staff accurately recording their time spent on individual LTC work. Trust Council will be discussing the value and potential form of this tracking for other purposes.

FPC-2023-024
It was MOVED and SECONDED,
that Financial Planning Committee forward the March 31, 2023 Allocated Financial Statements to Trust Council for information.

CARRIED

7.3 Statement of Financial Information (SOFI) – Request For Decision (RFD)

Director Mobbs introduced the RFD, indicating that SOFI is a report required by legislation. Committee discussion included:

- the possibility of identifying what amounts, if any, are paid by Islands Trust insurers to legal counsel
- the amount paid to Young Anderson is slightly larger than normal but not significantly so
- most of the amounts paid to Young Anderson relate to litigation as the cost of legal opinions is a small amount in comparison to the total

FPC-2023-025
It was MOVED and SECONDED,
that Financial Planning Committee forward the 2022-23 Statement of Financial Information to Trust Council for approval.

CARRIED

7.4 Q1 Financial Report - RFD

Director Mobbs introduced the RFD that reflects spending in the first quarter of the fiscal year that is not significantly different than expected. Committee discussion included a suggested amendment to the text in regards to the Salt Spring Island Water Protection Authority under Planning Projects on page 29 of the agenda. It was suggested that staff discuss next steps in this regard directly with the Salt Spring Island Local Trust Committee.

FPC-2023-026
It was MOVED and SECONDED,
that Financial Planning Committee forward the Q1 June 30, 2023 financial report as amended to Trust Council for approval.

CARRIED

Financial Planning Committee recessed at 11:58 a.m. and resumed at 12:30 p.m.

Trustee Peterson joined the meeting at 12:30 p.m.

7.5 Draft 2024/25 Budget Information

7.5.1 Budget Assumptions, Principles, Timelines - BRF

Director Mobbs introduced the Briefing indicating that the Budget Assumptions and Principles (BAP) document provides the underlying basis for developing many of the individual revenue and expense budget lines. Committee discussion included:

- what the amount of property development might be in the current fiscal year
- what staff salary increases might occur as a result of the new BCGEU collective agreement
- the value of the lease for the small office space on Galiano Island
- the possibility that the Province will provide extra funding for Official Community Plan and Land Use Bylaw reviews
- the impact of corporate planning to the BAP
- the possibility of encouraging a single business case that incorporates similar projects (such as OCP reviews) to support efficiencies that result from that consolidation
- the Director of Planning Services provides planning project feasibility assessment
- LTCs have the ability or right to create their own projects that may or may not have broad benefits to the Trust Area
- the need to identify resources available to accomplish the planning projects
- the possibility of not funding or limiting funding projects that require resources additional to what is available rather than using general surplus funds to support those projects
- First Nations engagement and reconciliation activities should be integrated into Islands Trust work and budget development so that all business cases include consideration of First Nations engagement needs (e.g. capacity funding, relationship building opportunities) and opportunities to advance reconciliation and identify associated costs
- Public engagement and communication needs should be considered for all projects so that all business cases should include consideration of public engagement and communications needs (e.g. engagement tools, communication products, advertising, graphic design) and identify associated costs

FPC-2023-027
It was MOVED and SECONDED,
that Financial Planning Committee amend the Budget Assumptions and Principles document to include the following: “All business cases will included consideration of First Nation engagement needs and opportunities to advance

reconciliation. All business cases will included consideration of public engagement and communication needs."

CARRIED

FPC-2023-028
It was MOVED and SECONDED,
that Financial Planning Committee amend the Budget Principles and Assumptions document by adding to item 16 Planning Services an assumption that "similar projects (e.g., OCPs) will be consolidated for efficiencies where feasible" and an assumption that "Projects will not be funded unless there are sufficient staff resources to implement them".

CARRIED

Committee discussion continued:

- as part of the new corporate planning process, an amendment to the budget development process is contemplated to include budget guidelines. As an example, the budget guidelines might stipulate that operational or departmental budgets should have no increase over the previous year's budget with the exception of non-discretionary costs and staffing costs or guidelines might indicate as to where funding should be prioritized in the event that funding cuts are required.
- the possibility of time on the agenda of the next Trust Council meeting to discuss these potential guidelines and how they would fit with the values and vision of the Trust Council

FPC-2023-029
It was MOVED and SECONDED,
that Financial Planning Committee ask Trust Council to consider creating guidelines on the 2024/25 budget early in the budget cycle.

CARRIED

7.5.1.1 Budget Business Case Format

Trustee Patrick spoke to potential changes to the business case format, pointing out that very few major projects can be completed within one fiscal year. Committee discussion included:

- possibility of including previous expenses in a multi-year business case and including estimated costs for future years so that a business case includes all information for the life of the project including the previous fiscal year expenses, the current year expenses, and an estimate of upcoming years' expenses
- Director Mobbs stated that this requirement has already been added to the current business case template so that if a project is expected to be for more than one year then the costs for all years are to be provided, to clearly indicate the cost by year for all the years that the project will be in play.

7.5.2 Budget Cycle Timelines

No discussion.

7.6 Budget Consultation Plan - RFD

Director Frater introduced the RFD that provided a 2024/25 budget public engagement process project charter. Committee discussion included:

- whether public engagement on previous budgets has resulted in meaningful changes to the budget
- whether the timing of such public engagement is effective
- budget consultation could include a discussion of the value of activities and not just their cost
- the volume of responses from the public
- need to construct a survey to assess public's desired service levels, values and budget guidelines

FPC-2023-030
It was MOVED and SECONDED,
that Financial Planning Committee recommend that they not proceed with public engagement with the 2024/25 budget.

CARRIED

8. BUSINESS – NEW

8.1 Business Cases Provided to the FPC – Discussion

Trustee Boland spoke to the timing of FPC receiving business cases, asking whether they could be received by Committee members immediately as they are being approved by other committees, earlier than when they are normally provided to FPC via a meeting agenda. It was suggested that the business cases could be sent to FPC members directly prior to them being added to a FPC meeting agenda so that members have more time to review them prior to a FPC meeting. Committee discussion included:

- this process change may be challenging to act on as business cases are developed, reviewed, altered and approved by several committees over the course of several weeks so this request might complicate version control and has the potential to create confusion
- currently trustees can review agendas of other committees in search of business cases but that is time-consuming and may not be helpful as those draft business cases might be altered by the relevant committee when they meet to discuss those business cases
- this suggested change can be seen as part of a suite of suggested changes being discussed by the Governance Committee that relate to trustee access to information
- the Province created requirements for local governments to provide agendas for open meetings and, as part of the principle of open and transparent government, all

materials that are sent to a trustee needs to be available to the public as well and any discussion of those materials needs to be in an open meeting

9. WORK PROGRAM

9.1 Work Program Update – Request for Decision

Director Mobbs presented the current and the proposed Work Program.

FPC-2023-031
It was MOVED and SECONDED,
that Financial Planning Committee approve the proposed Work Program as presented, and forward it to Trust Council for approval.

CARRIED

10. NEXT MEETING

The next regular meeting is scheduled for Wednesday, October 18, 2023, from 10:00 a.m. to 3:00 p.m. to be conducted electronically.

11. CLOSED MEETING

The Committee did not close the meeting.

12. RISE AND REPORT

As the Committee did not close the meeting, there was no Rise and Report.

13. ADJOURNMENT

By general consent the meeting adjourned at 3:15 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.

Follow Up Action Report

Financial Planning Committee

16-Feb-2022

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request staff to explore option A for Building Permit Review cost recovery.	Russ Hotsenpiller	Target: 30-Aug-2023	In Progress

31-May-2022

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee recommend to the future FPC that options regarding legislative changes to support a revised distribution of special property tax requisition within a Trust Area be explored.	Clare Frater	Target: 18-Oct-2023	In Progress

12-Oct-2022

Activity	Responsibility	Dates	Status
1 **Re: Reserves and Surplus Policy:** that Financial Planning Committee request staff to investigate possible language changes to TC Policy 6.5.1 Reserves and Surplus to ensure that it does not violate best practices related to use of surplus funds to fund operating expenses.	Julia Mobbs	Target: 24-Jan-2024	In Progress

Islands Trust

Follow Up Action Report

Financial Planning Committee

12-Oct-2022

Activity	Responsibility	Dates	Status
2 **Re: Special Tax Requisition Policy:** that Financial Planning Committee recommend that TC Policy 6.3.2 Special Property Tax Requisitions section 3.1 be amended to read 'The Islands Trust Council will evaluate and consider including a Local Trust Committee's local initiative program or service or program in the preliminary Islands Trust's general budget based on the following criteria:'.	Julia Mobbs	Target: 24-Jan-2024	In Progress
3 **Re: Special Tax Requisition Policy:** that Financial Planning Committee forward the proposed amendments to TC Policy 6.3.2 Special Property Tax Requisitions to Trust Council.	Julia Mobbs	Target: 24-Jan-2024	In Progress
4 **Re: Trustee Remuneration Policy:** that Financial Planning Committee request staff to bring back an amended Trust Remuneration Policy that includes consideration of an independent remuneration review by either task force or consultant once per trustee term, at least one year before the end of term.	Julia Mobbs	Target: 29-May-2024	In Progress
5 **Re: Trustee Remuneration Policy:** that Financial Planning Committee request staff to bring back an amended Trustee Remuneration Policy that includes consideration of the improvement opportunities identified in Appendix A: Assessment of UBCM elected official and board remuneration guide and Trust Council Policy 7.2.1 Trustee Remuneration.	Julia Mobbs	Target: 29-May-2024	In Progress

Islands Trust

Follow Up Action Report

Financial Planning Committee

30-Aug-2023

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

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2023
From:	Director, Administrative Services	**Date Prepared:**	October 1, 2023
SUBJECT:	**Draft 2024/25 Budget Overview**		

PURPOSE:

To provide Financial Planning Committee (FPC) with the draft 2024/25 budget for their review, comment and direction.

BACKGROUND:

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

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

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

BODY	ACTIVITY
Executive Committee (EC)	Business cases for funding requests were not reviewed by EC in time to incorporate reviewed figures into the draft budget. Estimates were communicated to EC without accompanying business cases, and those estimates are included in the draft budget figures. EC subsequently held a special meeting in early October to review their budget requests in detail. Staff will provide a verbal update to FPC on any changes to the placeholder dollars in the current draft budget.
Governance Committee (GC)	Governance Committee has not submitted requests for funding in next fiscal year.
Regional Planning Committee (RPC)	RPC has reviewed business cases for their funding requests associated with fiscal 2024-25 projects. A business case for the planning services co-op student included in the budget has not been prepared.

Trust Programs Committee (TPC)	TPC has reviewed all their funding requests for next fiscal. Amounts are included in the draft budget and business cases are included in the agenda package.
Local Trust Committees (LTCs)	LTCs have submitted business cases for their funding requests valued at over $5,000. Smaller projects will continue to be funding from a pool of funds designated from the LTC reserve fund, as is historical practice.
Operational Business Units	All business units in Islands Trust have provided their departmental budget requests and submitted business cases for new operating initiatives requiring new funding greater than $5,000. Staff have prepared estimates of Trust-wide expenses with the input of management.

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

SUMMARY OF DRAFT BUDGET RESULTS

The draft 2024/25 budget contains the following:

- Total proposed planned spending of $10.7M:
    - Operating budget $9.6M (excluding amortization expense)
    - Projects budget $784,000
    - Capital budget $364,000
- A proposed 11.4% general tax increase to local trust areas (exclusive of NMC)
- A proposed 16.5% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of $210,000.
- A proposed draw from the LTC Project Reserve Fund of $36,500.

SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS

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

Comparison to the most recently approved fiscal year budget (2023/24) – A comparison to the most recently completed fiscal year budget can also be helpful to inform real spending trends, only in instances where actual financial performance tracks with the budget for that same year. At the end of quarter one, Islands Trust spending was 2% ($219,000) below budget.

The draft **operating budget** has increased by $612,000 (7%) over the current year approved budget and 19% ($1.6M) over fiscal 2022/23 actual spending. The largest factors contributing to this increase are as follows:

Expense	Increase (decrease) over 2022-23 Actual spending	Increase (decrease) over 2023-24 Approved Budget
History and Heritage Funding Grants in Aid	4,000	10,000
Software Support and Licensing	101,000	44,000
Technical Support	16,000	35,000
Insurance	22,000	12,000
Legal – general	8,000	26,000
Executive Expenses on local trust committees	23,000	27,000
Salaries and Benefits	1.4M	402,000
Stationary & Supplies	500	13,000
Travel	5,000	13,000
Trustee Remuneration	66,000	31,000
Trustee Benefits	18,000	($8,000)

The draft **projects budget** has increased by $132,000 (20%) over the current year approved budget due primarily to increased work focused on housing (needs assessments, strategy development, toolkits). Project budget comparatives year-over-year are potentially less helpful for future year decision making as projects vary from year to year based on Trust Council priorities and could have very different costs depending on the nature of work being completed.

The draft **capital budget** has increased by $229,000 (171%) over the current year approved budget primarily due to the planned SSI office relocation, and increases in computer hardware costs.

DRAFT 2024/25 BUDGET - OVERVIEW

Planned Revenues:

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

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

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total $9.0M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 12.2% ($985,000). This amount is comprised of:

- A proposed average tax increase of 11.4% ($917,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.

- An anticipated 0.8% ($68,000) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on NMC factor as of August 2023, and will be updated when new information is available in December 2023.

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

The BIM tax requisition is calculated at approximately $406,000 in the draft budget. This is a total increase over last year's budget of 17.5% ($60,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 16.5% ($57,000) from the existing tax base; plus
- An estimated 1.0% ($3,400) generated from new tax base associated with NMC factors. This figure is based on NMC factor as of July 2023 and will be updated when new information is available in December 2023.

<u>Special Tax Requisitions:</u>

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.

<u>Grant Revenues:</u>

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

- The annual unrestricted provincial grant has been budgeted at historical levels of $180,000 (2023/24- $180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province, however as this project has not moved forward, no new information is available to support amending the value of this revenue stream.
- A restricted multi-year federal grant has been awarded to ITC for work related to Species at Risk in the Trust Area. This grant was originally signed in October 2020, and extended in May 2022. Of the total funding awarded, $220,000 relates to work to be performed in fiscal 2024/25. This amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending.
- A restricted provincial grant of $150,000 was received in fiscal 2023-24. Of this amount, $30,000 is expected to be spent in 2024-25 and as such, has been recognised as grant revenue in the draft 2024-25 budget.
- A restricted provincial grant of $38,000, received under the Local Government Climate Action program.
- A restricted provincial Complete Communities grant of $150,000 for the Salt Spring Island Local Trust Committee.
- A line for contingent grant income is included in the budget with a nominal $1. This line serves as a placeholder to ensure unanticipated grants awarded in the year can be captured as required.

<u>Other Revenue Sources:</u>

- Fees from applications is set at $227,000 (2023/24 - $192,000) based on an estimate calculated using anticipated application volumes, by type and LTC, multiplied by application fees.
- Interest income is budgeted at $190,000 (2023/24- $133,000) based on estimated investment returns on the investment of 2024/25 property tax funds, and assumes interest rates will remain high.

Surplus Funding:

The proposed budget shortfall of $246,500 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of $210,000 is included in the draft budget, all of which is allocated to the SSI office relocation.
- A draw from the LTC project specific reserve fund (LTCPSRF) of $36,500 is included in the draft budget to offset total LTC project costs.

Staff have used approved 2023/24 budget figures to estimate the balance that may remain the GRSF and the LTCPSRF at the end of the current fiscal year to be $1.8M and $18,000 respectively. These balances have been taken into account when determining amounts to draw from surplus and reserve in the draft budget.

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

Planned Expenditures:

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

Department	Functions	Base FTE	New FTE	Total FTE	Budget ($)	% Salaries
Executive Office	Office of CAO, Legislative Services	4.0		**4.0**	$ 573,377	9%
Trust Area Services	Communications, Government Relations, Grants	6.4		**6.4**	692,335	10%
Islands Trust Conservancy	Land Management and Acquisition	7.8	1.0	**8.8**	858,281	13%
Planning & Bylaw Services	Land use Planning, Bylaw Enforcement	33.3		**33.3**	3,359,264	51%
Administrative Services	Finance, Human Resources, Info Technology	9.1	1.0	**10.1**	1,148,584	17%
Total		60.6	2.0	**62.6**	$ 6,631,841	100%

Note: Islands Trust Conservancy and Planning Services include a 0.3 FTE each.

Factors influencing this expenditure line item include:

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

- Staff salaries and benefits have been adjusted from previous years for the following factors:
  - A 3.0% wage increase for all BCGEU staff members, effective April 1, 2024. This amount is based on the BCGEU agreement which indicates a possible increase between 2% and 3% for next fiscal year, dependent on inflation. Staff use the higher percentage increase as inflation is currently above that point.

- An adjustment for 25 BCGEU staff who will move up ‘steps’ in their range in the fiscal year (3.0% per step per person).
- An effective up-to 2.75% wage increase (i.e.: a 3.0% increase four months into the fiscal year) for excluded staff members to anticipate potential increases from PSA received in the fiscal year.
- A small overtime budget of $8,000 is included in the draft budget, which reflects only time worked that is paid out to staff. Time that is banked and taken as additional time off in the year does not add to salaries cost and as such does not require a budget. Historical analysis of staff overtime was completed a few years ago but requires update. Staff will update this analysis and revise estimated overtime budget needs in future versions of the budget.
- Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1.3M (2023/24- $1.3M). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff. The actual rate for next fiscal year will be received by PSA later in the budget cycle and will updated in the budget draft when received.
- An allowance of $170,000 for staff turnover has been made in the 2024/25 draft budget acknowledging that vacancies contribute to salaries underspending each year. This amount represents 2.5% of the overall salaries budget which is in line with historical average salaries underspending against budget.

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

- An anticipated 5.5% increase to base remuneration to adjust for CPI changes, based on recently reported annual inflation figures for the Victoria area. This rate will be adjusted for to reflect final Statistics Canada inflation rates at the end of the calendar year, in line with policy.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Adjustments for the number of folios by LTA as provided by BC Assessment.
- Inclusion of employer CPP contributions at the new rate of 5.95% at January 1, 2025.
- Extended benefit premiums have been increased to reflect the cost of enrolling trustees in the UBCM enhanced benefit plan, and account for the rate increase received effective October 1, 2023.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of $150/meeting for Committee Chairs and $100/meeting for Committee members. Six meetings for each of RPC, TPC, FPC and the Governance Committee have been budgeted for, reflecting historical meeting frequencies.

Trust Council meeting expenses have been budgeted under the assumption that all four meetings of Trust Council will be held in-person special. This approach will be adjusted if Trust Council resolves to take an alternate approach. Current planned spending for Trust Council meetings in the draft budget is $110,000 (2023/24 – $123,000), which represents $27,500 per in-person meeting. Based on the cost of the first two Trust Council meetings of the current year, staff believe this amount will need to be increased in future iterations of the budget as it is not reflective of what is currently being spent on these in-person meetings.

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

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

LTC-direct expenses amount to $74,000 (2023/24- $44,000), which is higher than previous budget years. The increase is due to increased costs for Executive Committee members traveling to chair LTC meetings. Due to the home location of EC members, the related ferry schedules require overnight stays to attend and Chair LTC meetings as Chair. These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs, and costs of taking meeting minutes.

LTC project expenses are budgeted at $303,500 (2023/24- $286,000) for LTC projects which includes an allowance for upcoming, currently unknown LTC projects ($36,500). A breakdown of LTC project funding requests is as follows:

DE: Housing Review	$	15,000
GB: OCP/LUB Project	$	25,000
MA: Housing Options	$	10,000
NP: Housing Access and Affordability	$	15,000
HO: First Nations	$	19,500
SS: OCP and LUB Review	$	96,000
SS: Ganges (Shiya’hwt/SYOW T) Village Area Plan	$	86,500
TOTAL LTC PROJECT REQUESTS	**$**	**267,000**

In recent history, LTC projects have been funded from monies in the Special Purpose LTC Project Reserve fund (LTCPSRF). The amount estimated to be available in the LTCPSRF to fund these projects in the 2024/25 budget is approximately $18,000 which is not enough to cover the planned projects. A transfer from the GRSF of $20,000 to the LTCPSRF is planned for fiscal 2025 to increase the available balance to $38,000. This amount has been included in the budget as a draw from reserve to partially pay for LTC projects.

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

Islands Trust Conservancy expenses, (excluding ITC staff salaries and benefits of $858,000), amount to $302,000 in the 2024/25 draft budget (2023/24- $297,000).

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

Office leases and associated costs amount to $488,000 (2023/24- $475,000). Main staff office spaces remain in Victoria, and on Gabriola Island and on Salt Spring Island. A smaller on-island office lease remains in use on Galiano Island historically used by trustees and planning staff for meetings with members of the public. Staff will review the value of this office space with Galiano trustees and will provide updates in future budget versions for FPC’s consideration.

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

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

Recruitment & Labour Relations has a budget of $18,000 (2023/24 – $21,000) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency.

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

Insurance costs have once again risen and are budgeted at $220,000 (2023/24- $208,000), based on quoted renewal amounts with our existing insurer for the current fiscal year. Almost all of this increase relates to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees. The premium for this insurance plan continues to increase due to continued hardened insurance markets and a history of ongoing and new legal claims at Islands Trust. Staff are currently engaged in a project to determine if insurance coverage with the Municipal Insurance Agency of BC is a more reasonable insurance approach for Islands Trust, and is investigating self-insurance. Neither of these projects has reached completion at this stage and as such, the budget draft includes amounts based on the current provider.

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

- Legal General is budgeted at $96,000, which is higher than 2023/24 budget but is in line with historical spending norms in this area. The legal general budget pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files. Management intends to increase rigor around spending in this area, but acknowledges the new Council trend to lean into legal opinions quite frequently.
- Legal for Bylaw Enforcement has been budgeted at $76,000, consistent with the 2023/24 budget, which reflects existing levels of enforcement on the islands. Increased enforcement directed by new LTCs may result in higher legal fees in this area.
- Legal Litigation is budgeted at $77,000 (2023/24 - $72,000) which is an estimate of legal fees associated with existing legal claims. If new claims are incurred in the year, or existing claims see more activity than anticipated, this budget area may need to be increased. Average actual spending in this budget over the most recent three years is $123,000. Legal litigation is a difficult item to budget for and while consideration for known claims can be made, there is no way to know what may come forward in the year. An alternative approach to an increased budget would be to budget for a lower expense in this area, and draw on additional surplus funds should more funds be required in the year for increased litigation. This puts extra pressures on the surplus fund however, and may put minimum surplus balances at risk.

Software Support and Licensing expenses are budgeted at $194,000 (2023/24- $150,000), which includes costs for the many software systems used by the Trust in their everyday work. Significant drivers of the increase to this budget line include:

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

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

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

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

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $230,000 (2023/24- $149,000), broken down in the following list:

• Reconciliation Action Plan*	$ 25,000
• Policy Statement Amendment	$ 35,000
• Stewardship Education Program	$ 15,000
• Secretariat Services	$ 15,000
• Housing Needs Assessment North/South Gulf Islands	$ 110,000
• Housing Strategy and Housing Options Toolkit	$ 30,000

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

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

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

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

ATTACHMENT(S):

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

FOLLOW-UP:

As directed.

Prepared By: Director, Administrative Services
Reviewed By:

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2024/25

		2022/23	2023/24	**2024/25**	Budget-Budget Comparisons		Budget-Actual Comparisons	
				(0)				
		ACTUALS *elections*	BUDGET	**Draft BUDGET**	Budget Change $	Budget Change %	*Draft budget vs 2023 actuals*	*Draft Budget to 2023 actuals % change*
	REVENUE							
	Fees & Sales	199,570	192,000	**227,000**	35,000	18%	*27,430*	*14%*
	Provincial Grant - Unrestricted	228,000	180,000	**180,000**	-	0%	*(48,000)*	*-21%*
	Provincial Grant - FN Engagement	-	-	**30,000**	30,000	0%	*30,000*	*0%*
	Provincial Grant - LG Climate Action Funds	38,082	-	**38,082**				
	Provincial Grant - Complete Communities (SSI LTA)	-	-	**150,000**				
	Provincial Grant - LG Development Applications	193,857	147,795	**-**	(147,795)	-100%	*(193,857)*	*-100%*
	Provincial Grant - Restricted (HWI/IWI)	3,851	22,000	**-**	(22,000)	-100%	*(3,851)*	*-100%*
	Provincial Grant - Restricted (ITC Conserv. Stimulus)	2,121	-	**-**	-	0%	*(2,121)*	*-100%*
	Federal Grant - Restricted (ITC SAR)	238,500	220,000	**220,000**	-	0%	*(18,500)*	*-8%*
	Contingent Grants - Projects	7,314	1	**1**	-	0%	*(7,313)*	*-100%*
	Property Tax Levy - LTA Base	7,309,863	7,309,863	**8,046,025**	736,162	10%	*736,162*	*10%*
11.4%	Property Tax Levy - LTA General Increase		150,642	**917,247**	766,605	509%	*917,247*	*0%*
0.8%	Property Tax Levy - LTA NMC Increase		585,520	**67,847**	(517,673)	-88%	*67,847*	*0%*
	Special Tax Requisition - SSI LTA (SSIWPA)	60,000	43,500	**-**	(43,500)	-100%	*(60,000)*	*-100%*
	Property Tax Levy - Bowen Base	323,769	323,769	**345,989**	22,220	7%	*22,219*	*7%*
16.5%	Property Tax Levy - Bowen General Increase		980	**56,664**	55,683	5679%	*56,664*	*0%*
1.0%	Property Tax Levy - Bowen NMC Increase		21,239	**3,391**	(17,849)	-84%	*3,391*	*0%*
	Interest Income	168,943	133,000	**190,000**	57,000	43%	*21,057*	*12%*
	Other income	450	-	**-**	-	0%	*(450)*	*-100%*
	Transfer from General Revenue Surplus Fund			**-**	-	0%	*-*	*0%*
	Transfer from LTC Specific Reserve Fund			**-**	-	0%	*-*	*0%*
	Transfer from SSIWPA Reserve Fund			**-**	-	0%	*-*	*0%*
	Total Revenue	8,774,320	9,330,309	**10,472,245**	953,853	10%	*1,697,925*	*19%*
	EXPENSES							
	Amortization expense	177,337	178,000	**178,000**	-	0%	*663*	*0%*
	Applications sponsored by EC	5,950	15,000	**15,000**	-	0%	*9,050*	*152%*
	Gain/Loss on Disposal	(5,712)	-	**-**	-	0%	*5,712*	*-100%*
	NAPTEP Applications sponsored by EC	-	1,000	**1,000**	-	0%	*1,000*	*0%*
	History and Heritage Funding Grants-in-Aid	6,000	-	**10,000**	10,000	0%	*4,000*	*67%*
	Audit	20,660	21,000	**22,000**	1,000	5%	*1,340*	*6%*
	Bank Charges & Interest	2,376	3,500	**3,000**	(500)	-14%	*624*	*26%*
	Board of Variance	1,332	1,200	**1,200**	-	0%	*(132)*	*-10%*
	Carbon Offset Purchases	-	-	**-**	-	0%	*-*	*0%*
	Committee Meeting Expense - FPC	78	-	**-**	-	0%	*(78)*	*-100%*
	Committee Meeting Expense - RPC	452	1,000	**2,800**	1,800	180%	*2,348*	*520%*
	Committee Meeting Expense - TPC	3,709	2,000	**3,700**	1,700	85%	*(9)*	*0%*
	Committee Meeting Expense - Governance	-	3,000	**-**	(3,000)	-100%	*-*	*0%*
	Committee Meeting Expense - Accessibility*	-	2,500	**-**	(2,500)	-100%	*-*	*0%*
	Cultural Working Group	-	-	**-**	-	0%	*-*	*0%*
	Communications and ITC Fundraising	44,128	73,500	**73,500**	-	0%	*29,372*	*67%*
	FN Protocol Funds	225	-	**-**	-	0%	*(225)*	*-100%*
	SW Support and Licensing	92,806	150,200	**194,100**	43,900	29%	*101,294*	*109%*
	Internet	46,991	46,300	**47,000**	700	2%	*9*	*0%*
	Technical Support	79,029	60,000	**95,000**	35,000	58%	*15,971*	*20%*
	Meeting Streaming Services	17,172	15,000	**15,000**	-	0%	*(2,172)*	*-13%*
	Contingency	-	5,000	**5,000**	-	0%	*5,000*	*0%*
	Contracted Temporary Staffing	90,339	2,500	**-**	(2,500)	-100%	*(90,339)*	*-100%*
	Elections - General	157,631	-	**-**	-	0%	*(157,631)*	*-100%*
	Elections - By-elections	-	7,000	**7,000**	-	0%	*7,000*	*0%*
	Insurance	198,517	208,150	**220,410**	12,260	6%	*21,893*	*11%*
	ITC - Board Honoraria	6,350	7,000	**7,000**	-	0%	*650*	*10%*
	ITC - Board Meeting Expense	2,867	1,425	**2,850**	1,425	100%	*(17)*	*-1%*
	ITC - Board Training & Conferences	1,484	1,600	**1,600**	-	0%	*117*	*8%*
	ITC - Property Management	119,106	159,930	**166,140**	6,210	4%	*47,034*	*39%*
	ITC - Conservation Planning & Land Securement	21,697	26,550	**26,550**	-	0%	*4,853*	*22%*
	ITC - Ecosystem Mapping	-	18,000	**18,000**	-	0%	*18,000*	*0%*
	Land Title Registrations	3,412	3,900	**4,780**	880	23%	*1,368*	*40%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2024/25

(0)

	2022/23	2023/24	**2024/25**	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
	ACTUALS *elections*	BUDGET	**Draft BUDGET**	Budget Change $	Budget Change %	*Draft budget vs 2023 actuals*	*Draft Budget to 2023 actuals % change*
Legal - general	88,071	69,998	**96,095**	26,096	37%	*8,024*	*9%*
Legal - bylaw enforcement litigation	65,859	80,000	**75,700**	(4,300)	-5%	*9,841*	*15%*
Legal - litigation defence	188,814	72,356	**76,720**	4,364	6%	*(112,094)*	*-59%*
LTC "Trustee Expenses"	1,889	4,500	**2,600**	(1,900)	-42%	*711*	*38%*
LTC "Executive Expense on LTC's"	15,914	12,000	**38,900**	26,900	224%	*22,986*	*144%*
LTC Meeting Expenses	29,652	13,000	**19,105**	6,105	47%	*(10,547)*	*-36%*
LTC Local Exp APC Meeting Expenses	3,723	4,860	**6,665**	1,805	37%	*2,942*	*79%*
LTC Local Exp Communications	4,988	5,000	**6,434**	1,434	29%	*1,446*	*29%*
LTC Local Exp Special Projects	242	4,750	**-**	(4,750)	-100%	*(242)*	*-100%*
Meeting Expense	82,117	122,975	**121,900**	(1,075)	-1%	*39,783*	*48%*
Memberships	15,306	16,440	**18,700**	2,260	14%	*3,394*	*22%*
Notices - Statutory & Non-Statutory	16,167	17,850	**17,850**	-	0%	*1,683*	*10%*
FOI & Records Management*	-	10,000	**15,000**	5,000	50%	*15,000*	*0%*
Office - Lease costs	426,537	421,800	**428,600**	6,800	2%	*2,063*	*0%*
Office - outside services	54,241	53,500	**59,100**	5,600	10%	*4,859*	*9%*
Postage, Courier & Delivery	6,812	9,050	**7,760**	(1,290)	-14%	*948*	*14%*
Recruitment & Labour Relations	16,820	21,000	**18,000**	(3,000)	-14%	*1,180*	*7%*
Payroll Processing*	-	19,500	**20,700**	1,200	6%	*20,700*	*0%*
Safety	4,840	5,000	**5,100**	100	2%	*260*	*5%*
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,246,658	2,642,038	**2,876,509**	234,471	9%	*629,851*	*28%*
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	570,058	671,078	**730,633**	59,556	9%	*160,575*	*28%*
Sal & Ben - Salaries - Planners & RPMs	1,240,487	1,519,311	**1,593,274**	73,963	5%	*352,786*	*28%*
Sal & Ben - Benefits - Planners & RPMs	313,071	385,905	**404,692**	18,787	5%	*91,621*	*29%*
Sal & Ben - Salaries - Planning Support	427,850	499,616	**497,792**	(1,824)	0%	*69,942*	*16%*
Sal & Ben - Benefits - Planning Support	108,267	126,902	**126,439**	(463)	0%	*18,173*	*17%*
Sal & Ben - Salaries - Bylaw	251,140	306,518	**320,827**	14,309	5%	*69,686*	*28%*
Sal & Ben - Benefits - Bylaw	64,285	77,855	**81,490**	3,635	5%	*17,205*	*27%*
Stationery & Supplies	41,580	29,020	**42,051**	13,031	45%	*471*	*1%*
Subscriptions	5,288	5,360	**7,900**	2,540	47%	*2,612*	*49%*
Telephone	14,011	18,100	**13,100**	(5,000)	-28%	*(911)*	*-7%*
Mobile Devices	25,755	29,240	**25,070**	(4,170)	-14%	*(685)*	*-3%*
Training - Organization-wide	3,006	5,000	**3,200**	(1,800)	-36%	*194*	*6%*
Training - staff recognition & meetings	11,516	15,800	**11,200**	(4,600)	-29%	*(316)*	*-3%*
Training & Conferences	32,699	47,800	**42,075**	(5,725)	-12%	*9,376*	*29%*
Travel for Training	19,901	17,950	**19,950**	2,000	11%	*49*	*0%*
Travel	71,255	63,475	**76,725**	13,250	21%	*5,470*	*8%*
Trustee Remuneration	555,215	589,978	**621,045**	31,066	5%	*65,829*	*12%*
Trustee Remuneration - CPP Expense	22,132	20,778	**22,033**	1,255	6%	*(99)*	*0%*
Trustee Remuneration - Health/Dental benefits	47,727	76,550	**65,870**	(10,680)	-14%	*18,143*	*38%*
Trustee Remuneration - Pay in Lieu of benefits	667	-	-	-	0%	*(667)*	*-100%*
Trustee Remuneration - Employer Health Tax	10,895	11,505	**12,110**	606	5%	*1,215*	*11%*
Trustee Remuneration - Executive on LTCs	-	-	**-**	-	0%	*-*	*0%*
				-	0%	*-*	*0%*
Operating Budget Subtotal	8,199,392	9,137,613	**9,749,544**	611,931	7%	*1,550,152*	*19%*
Amortization budget adjustment (not taxed for)		(178,000)	**(178,000)**	-	0%	*(178,000)*	*0%*
Net Operating Budget Subtotal	8,199,392	8,959,613	**9,571,544**	611,931	7%	*1,372,152*	*17%*
PROJECTS							
LTA Projects:							
LTA Work Funded by Special requisition (SWIPPA)	59,599	43,500	**-**	(43,500)	-100%	*(59,599)*	*-100%*
LTC Projects, partially funded by LTC reserve fund	110,430	286,000	**303,500**	17,500	6%	*193,070*	*175%*
LTC Projects funded by Special Requisition Surplus Fund	57,294	-	**-**	-	0%	*(57,294)*	*-100%*
LTC Projects Funded by Approved Grants (590) - SSI LTA	3,851	-	**150,000**	150,000	0%	*146,149*	*3795%*
LTC Projects Funded by Contingent Grants (590)		1	**1**	-	0%	*1*	*0%*
Strategic Plan Projects							
Reconciliation Action Plan implementation	7,219	30,000	**25,000**	(5,000)	-17%	*17,781*	*246%*
Policy Statement Amendment	67,430	30,000	**35,000**	5,000	17%	*(32,430)*	*-48%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2024/25

	2022/23	2023/24	(0) **2024/25**	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
	ACTUALS *elections*	BUDGET	**Draft BUDGET**	Budget Change $	Budget Change %	*Draft budget vs 2023 actuals*	*Draft Budget to 2023 actuals % change*
Stewardship Education Program	10,398	15,000	**15,000**	-	0%	*4,602*	*44%*
Secretariat Services	12,513	12,000	**15,000**	3,000	25%	*2,487*	*20%*
Housing Needs Assessment: North/South Gulf Islands		30,000	**110,000**	80,000	267%	*110,000*	*0%*
Housing Strategy and Housing Options Toolkit		10,000	**30,000**	20,000	200%	*30,000*	*0%*
Heritage Overlay Mapping		-	**-**	-	0%	-	*0%*
Indigenous Watersheds Initiative		22,000	**-**	(22,000)	-100%	-	*0%*
Governance Review Projects		-	**-**	-	0%	-	*0%*
Website Design/Functionality updates		-	**-**	-	0%	-	*0%*
Freshwater Sustainability Strategy		-	**-**	-	0%	-	*0%*
Broadcast Public Meetings		-	**-**	-	0%	-	*0%*
Housing Initiatives	5,000	-	**-**	-	0%	*(5,000)*	*-100%*
Groundwater Recharge Mapping	72,915	-	**-**	-	0%	*(72,915)*	*-100%*
Eelgrass Mapping		-	**-**	-	0%	-	*0%*
				-	0%	-	*0%*
Operational Projects				-	0%	-	*0%*
Electronic Records Management Improvement Project			**-**	(15,000)	-100%	-	*0%*
Cityview: Bylaw Portal		-	**90,000**	90,000	0%	*90,000*	*0%*
Building Footprint: Data Update		-	**10,000**	10,000	0%	*10,000*	*0%*
Accessibility Plan Development		-	**-**	-	0%	-	*0%*
LG Development Approvals Program: PS	193,857	147,795	**-**	(147,795)	-100%	*(193,857)*	*-100%*
LG Development Approvals Program: ITC		-	**-**	-	0%	-	*0%*
* Expense Claim System Upgrades		15,000	**-**	(15,000)	-100%	-	*0%*
Digitizing Paper Records		-	**-**	-	0%	-	*0%*
							0%
				-	0%	-	*0%*
Projects Total	540,906	651,296	**783,501**	132,205	20%	*242,595*	*45%*
CAPITAL							
Computer H/W & S/W	5,000	129,300	**148,700**	19,400	15%	*143,700*	*2874%*
Computer HW for new trustees	-	-	**-**	-	0%	-	*0%*
Software - separate from Hardware for 2021	4,054	-	**-**	-	0%	*(4,054)*	*-100%*
Office - Equipment & Furniture	2,333	5,000	**5,000**	-	0%	*2,667*	*114%*
Office - Relocation			**210,000**	210,000	0%	*210,000*	*0%*
Office - Renovations		-	-	-	0%	-	*0%*
Total Capital Spending	11,387	134,300	**363,700**	229,400	171%	*352,313*	*3094%*
Total Cash Operating, Projects, Capital Budget	8,751,684	9,745,209	**10,718,745**	973,536	10%	*1,967,060*	*22%*
Net Surplus (Shortfall)	22,636	(414,900)	**(246,500)**	168,400	-41%	*(269,136)*	*-1189%*
Surplus (deficit)	22,636	(414,900)	**(246,500)**	168,400	-41%	*(269,136)*	*-1189%*
Funded by:							
Change in Amounts invested in Tangible Capital Assets	75,719	0	-				
Transfer from (to) General Revenue Surplus Fund	(98,764)	231,000	**210,000**				
Transfer from (to) LTC Project Specific Reserve Fund	3,116	183,900	**36,500**				
Transfer (to) from Special Tax Requisition Fund	56,892	0	-				
Net Balance	59,599	0	**(0)**				

Islands Trust
Proposed Strategic Plan Projects
Fiscal Year 2024/25

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

Islands Trust
Proposed Operational Projects
Fiscal Year 2024/25

	DESCRIPTION	AMOUNT	*Funding Source*
OPERATIONAL INITIATIVES			
	Cityview: Bylaw Portal	90,000	*taxes*
	Building Footprint: Data Update	10,000	*taxes*
	SSI Office Relocation	210,000	*surplus*
	MS 365 Upgrade	34,000	*taxes*
Total Operational Initiatives		**344,000**	
TOTAL STRATEGIC AND OPERATING PROJECTS		**574,000**	

Islands Trust
Proposed Staffing Changes
Fiscal Year 2024/25

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STAFFING, Permanent (P)			
	New ITC STAFF *(FT, estimated start date Aug 1), funded by taxes*		
	Salary	85,900	
	Benefits	21,800	
	Travel	-	
	Mobile Phone	-	
	Computer - Laptop	1,500	
	Training	1,500	
		110,700	*Taxes*
	New GIS staff *(FT, estimated start date Aug 1), funded by taxes*		
	Salary	65,500	
	Benefits	16,600	
	Travel	9,000	
	Mobile Phone	-	
	Computer - Laptop	1,500	
	Training	2,000	
		94,600	*Taxes*
	Total New Staff (P) Costs	**205,300**	
STAFFING, Temporary (T)			
	Freshwater Co-op Student *(FT, 4 months), funded by taxes*		
	Salary	17,600	
	Benefits	4,500	
	Pacific Leaders Tuition Grant	-	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total FW Co-op Student	**22,100**	*Taxes*
	Planning Services Co-op Student *(FT, 4 months), funded by taxes*		
	Salary	17,600	
	Benefits	4,500	
	Pacific Leaders Tuition Grant	-	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total FW Co-op Student	**22,100**	*Taxes*
	ITC Species at Risk Co-op Student *(FT, 4 months), funded by grants*		
	Salary	16,300	
	Benefits	3,800	
	Pacific Leaders Tuition Grant	2,800	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total FW Co-op Student	**22,900**	*Grant*
	Total New Staff (T) Costs	**67,100**	

ISLANDS TRUST
Fiscal Year 2024/25
PROPOSEED LTC PROJECTS

ITEM	AMOUNT	TOTAL
Specific Projects >$5000:		
DE: Housing Review	$ 15,000	
GAB:OCP and LUB Comprehensive Review	$ 25,000	
MA: Housing Options	$ 10,000	
NP:Housing Access and Affordability	$ 15,000	
HO:First Nations	$ 19,500	
SSI:OCP and LUB Review	$ 96,000	
SSI: Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan	$ 86,500	**$ 267,000**
Minor Projects:		
Pool for Allocation to LTCs in Year		**36,500**
Total LTC Projects in General budget		**303,500**

Islands Trust 2024/25 Business Case Summaries

Local Trust Committee Initiatives

Denman Island Housing Review Project – Stage 2 – Phase 2 (cont'd)
Amount: *$15,000*
Sponsor: Denman Island Local Trust Committee

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

Gabriola Island Official Community Plan and Land Use Bylaw Comprehensive Review – phase 2 (cont'd)
Amount: *$77,000*
Sponsor: Gabriola Island Local Trust Committee

This project funding will support a consultant-led engagement with First Nations and the public about a comprehensive review of the Gabriola Official Community Plan and Land Use Bylaw. The funding will be used to hire an engagement consultant, capacity funding to assist First Nations with early and meaningful engagement, develop public engagement and communications materials, produce water assessment maps, and host public engagement events.

Mayne Island Housing Options Project – Phase 2 (cont'd)
Amount: *$10,000*
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*
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*
Sponsor: Salt Spring Island Local Trust Committee

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

Salt Spring Island Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan (cont'd)
Amount: *$86,500*
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)
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)
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: *$35,000* (BIM contributes)
Sponsor: Executive Committee

The Policy Statement Amendment Project is a multi-year project to develop a new Islands Trust Policy Statement, with updates primarily for reconciliation, climate change, and affordable housing. To date there have been three phases of public engagement, two phases of early and meaningful engagement with First Nations, substantial review and analysis by Trust Programs Committee and Executive Committee, and periodic Trust Council discussion. The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, and third reading by Trust Council, approval by the Minister of Municipal Affairs, and final adoption by Trust Council. The next phase of the project in 2024/25 will see consideration of a revised draft, and further engagement and referrals. The funding will be used to implement a communications strategy, support public engagement by local trust committees/Bowen Island Municipality as desired, and legal review of Draft 2 of the revised Policy Statement.

Regional Planning Committee – Housing Needs Reports

Amount: *$110,000* (BIM contributes)
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.

<u>Regional Planning Committee – Housing Strategy and Housing Options Toolkit</u>
Amount: *$30,000* (BIM contributes)
Sponsor: Regional Planning Committee

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

Islands Trust Conservancy Board Initiatives

<u>Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project</u>
Amount: *$18,000* (BIM contributes)
Sponsor: Islands Trust Conservancy Board

This project funding will support the Islands Trust Conservancy Board in providing capacity funding to First Nations to support their engagement in the early development of the 2026-2030 Islands Trust Conservancy Plan. The Islands Trust Conservancy Plan is a requirement of the *Islands Trust Act* and must be developed at least every five years for approval by the Minister of Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets. Providing capacity funding to assist First Nations with early and meaningful engagement in development of the Islands Trust Conservancy Plan will put the Islands Trust Conservancy Reconciliation Declaration into practice.

Staffing Requests

<u>Geographical Information Systems (GIS) Coordinator – 1.0 FTE</u>
Amount: *$84,291* (BIM contributes)
Sponsor: Executive Committee

Description TBA

<u>Additional staff capacity (business case still in development)</u>

Amount: ~*$105,000* (BIM contributes)
Sponsor: Islands Trust Conservancy Board

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

Operational Initiatives

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

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

<u>Microsoft360 Purchase and Implementation</u>

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

Description TBA

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2023
From:	**Executive Committee**	**Date Prepared:**	October 11, 2023
SUBJECT:	**2024/25 Executive Committee project budget requests**		

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

BACKGROUND:

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

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

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

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

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

ATTACHMENT(S):

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

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

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

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

Budget Funding Request
Short-Form Business Case

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

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

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

■ Other – please describe: ____________________

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

Policy Statement Amendment Project (PSAP)</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year)

FY24/25 $35,000

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

Total: $48,000 plus FY26/27 TBD

Over $280,000 has been spent since the project's inception in 2019 on public engagement, First Nations engagement, and other project related expenses, in addition to considerable staff hours.</td></tr>
<tr><td>Date of Submission to Finance:
October 5, 2023</td><td>Funding Required for (date range):
April 1, 2024 – March 31, 2025</td></tr>
</table>

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

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

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

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

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

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

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

ISSUE/OPPORTUNITY:

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

The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, third, and fourth reading by Trust Council and final adoption by the Minister of Municipal Affairs. More detailed project information is available on the Islands 2050 webpage.

Current Project Status:

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

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

PROJECTED RESULTS/DELIVERABLES:

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

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

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

RISK ASSESSMENT:

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

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

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

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

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

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

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

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

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

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

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

ALTERNATIVES CONSIDERED:

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

Description of activities in 2024/25

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

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

Risks – as noted above

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

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

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

Other implications- None.

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

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

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

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

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

- All elements of Option 1, i.e.

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

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

Other implications - None.

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

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

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

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

Financial implications – $65,000 requested would go to:
- All elements of Option 1, i.e.
  - Communications - $10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
  - Legal - $5,000 - to support the legal aspects of the project as needed
  - Public engagement - $20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Trust-wide Survey - $20,000 - $18,000 for survey design and analysis by contractor, with $2,000 for printing, distribution and return mail costs for print copies of the survey.
- Virtual Community Workshop - $10,000 – designed and delivered by contractor, with Islands Trust staff attending as subject matter experts

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

Other implications- None.

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

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

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

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

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

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

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

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

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

Benefits – Staff and financial resources available for other work.

Risks –The risks of not proceeding include the following:

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

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

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

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

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

Financial implications – Funds available for other initiatives.

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

Other implications- None.

Optional add-on to Options 1-4: 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.)

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

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

Resource requirements – Staff time to hire and supervise.

Other implications- None.

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

CRITICAL SUCCESS FACTORS:

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

RECOMMENDED OPTION:

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

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
Comparative regional growth strategy/official community plan update processes in BC local governments have notably higher budgets and cover smaller geographic areas.

Qualitative Analysis:
Amending the Islands Trust Policy Statement will enable Trust Council to more effectively carry out its mandate to preserve and protect the unique amenities and environment of the Trust Area. It will also help to fulfill Trust Council's commitments to address reconciliation, climate change, and housing.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Procurement Policy 6.5.3.

PROPOSED IMPLEMENTATION STRATEGY:
As outlined above and as per the Policy Statement Amendment Project Charter and Communications Plan.

STAFF RESOURCING

In FY 2024-25, the project is estimated to require the following staff time:

- 0.25 FTE - TAS Director
- 1.0 FTE - Senior Policy Advisor
- 0.5 FTE - Program Coordinator
- 0.15 FTE - Senior Indigenous Relations Advisor
- 0.15 FTE – Communications Specialist
- 0.1 FTE - Legislative Services Clerk (or other clerks as available)
- Will also require support from staff across the organization.

Without additional staff resources, Trust Area Service's (TAS) regular workload will need to be reduced. During critical periods, a certain amount of overtime is expected to fulfil project needs.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management will be undertaken via proposed updated to the approved project charter.

Communications are guided by a communications plan.

This project will be managed by the Executive Committee with involvement by Trust Programs Committee as appropriate. Staff anticipate that Trust Programs Committee will be deeply involved in developing recommendations for amendment.

First Nations are providing comment on the staff draft in Fall 2024 and will receive the document for comment after First Reading. Staff have, through work with First Nations to date, heard an interest for the Policy Statement amendment process, including timelines, to be co-designed with participating First Nations, and that this multi-year project is not currently being delivered in a manner that reflects this. Staff have advised that if there is a desire for fundamental change the model of project delivery there is a need for it to be discussed between Islands Trust and First Nations' leadership.

Requested by: Executive Committee

Prepared by: Clare Frater, Director, Trust Area Services

Reviewed by: Russ Hotsenpiller, CAO

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):

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

Date of Submission to Finance: August 28, 2023

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

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

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

Islands Trust Council's Strategic Plan includes Strategy 4.3 *create a stewardship education program for the public, industry, and stakeholders in the Trust Area*. 4.4.7.
ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)* Since 2017, Trust Programs Committee has implemented a Stewardship Education Program for the Islands Trust Council. This included: 17/18 : six on-island well owner education workshops (~$7,000) 18/19: six on-island sea level rise workshops in (~$4,250) 20/21: three climate action webinars in (~$3,000), 21/22: a "Living in the Trust Area" mailing program to new land purchasers in FY (~$13,000) 22/23: continued mailings to new land purchasers in (~$6,000). In 2023/24 TPC intends to offer continued mailings (~$10,000) and a speaker series (~$5,000). The details of previous programming since 2020 is available on the Stewardship Education webpage. The Policy Statement states that "The assistance and cooperation of property owners, residents and visitors is vital to the preservation and protection of the environment and amenities of the Trust Area and the implementation of the Policy Statement." and "The task of protecting the Trust Area is particularly challenging because ecosystems do not stop at political boundaries. Cooperative management programs are required to coordinate the actions of all stakeholders. Government, property owners, residents and visitors share responsibility for the preservation and protection of the Trust Area ecosystems."
PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*) The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2024/25 is expected to assist community members to be more informed stewards. Audiences may include *the public, industry, and interested and affected parties (stakeholders) in the Trust Area.* This initiative will help the Trust fulfil the vision set out the Islands Trust Act that the Trust preserve and protect in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.
RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)* The risk exists that incorrect information will be inadvertently provided. Staff will mitigate this risk by engaging expert speakers where possible, and requesting expert review of staff-produced publications (where applicable).
ALTERNATIVES CONSIDERED: (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*) Each fiscal year, Trust Programs Committee considers the financial support it wishes to request from Trust Council and, once the budget is approved, the Committee considers the methods by which it will deliver the Stewardship Education Program. For this reason, it is not practical to assess all alternatives considered. In Fall 2023 Trust Programs Committee will undertake a public survey to seek view on which stewardship education topics should be addressed in the future via webinars.

Option 1: Do not offer the program.

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

Option 2: A larger budget for the Stewardship Education Program

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

Option 3: A smaller budget for the Stewardship Education Program

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

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

Critical success factors include:

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

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

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

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

<u>Quantitative:</u>

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

Qualitative:

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

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

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

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

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

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

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

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

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

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

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

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

Reviewed by: Clare Frater, August 21, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* Trust Programs Committee **Department:** Trust Area Services **Name of Request:** Secretariat Services Program **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):* $15,000	**Budget Source** (select all that apply): ■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Date of Submission to Finance: August 28, 2023	**Funding Required for (date range):** Fiscal Year 2024/25

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

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

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

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

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

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

Over the years, coordinating bodies and trustees have raised concern regarding the lack of funding for the administrative needs (e.g. meeting logistics, agenda preparation, minutes, facilitation, website hosting/posting, shared document drive) for some of the coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators. In 2021, Trust Programs Committee sought the feedback of coordination groups receiving secretariat services on the impact/benefits of those services, and heard that the funding was helpful and promoted better coordination, among other benefits.

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

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

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

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

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

No risks identified.

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

Option 1: Do not offer the program.

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

Option 2: A larger budget for the Secretariat Services Program

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

Option 3: A smaller budget for the Stewardship Education Program

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

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

Critical success factors include:

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

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

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

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

<u>Quantitative:</u>

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

Qualitative:

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

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

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

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

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

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

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

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

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

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

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

Requested by: Trust Programs Committee,

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

Reviewed by: Clare Frater, August 21, 2023

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by:
Regional Planning Committee

Department:
Planning Services

Name of Request:

Northern Region and Southern Gulf Islands Housing Needs Reports

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

2024/25: $110,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ________________

☐ **Other – please describe:** ____________________

Date of Submission to Finance:
RPC approved Sept. 6, 2023

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ALTERNATIVES CONSIDERED: (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option 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)
- Financial implications – Cost effective.
- Resource requirements – Standard. Staff drafting of Request for Proposal and contract management.
- Other implications- This option excludes consideration of addressing any qualitative assessments such as understanding employer needs, the quality of housing, or getting a more accurate assessment of rental accommodations and hidden homelessness.

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

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

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

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

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*
Option 3.

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

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

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

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

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

Standard resourcing for contract management.

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

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

Requested by: Regional Planning Committee

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

Budget Funding Request
Short-Form Business Case

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.)*

<u>Quantitative:</u>
$30,000

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

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

As per Procurement policies.

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

April 1, 2024 – March 31, 2025

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

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

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

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

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

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

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

Islands Trust
Proposed Operational Projects
Fiscal Year 2024/25

DESCRIPTION	AMOUNT	*Funding Source*
<u>OPERATIONAL INITIATIVES</u>		
Cityview: Bylaw Portal	90,000	*taxes*
Building Footprint: Data Update	10,000	*taxes*
SSI Office Relocation	210,000	*surplus*
MS 365 Upgrade	34,000	*taxes*
Total Operational Initiatives	**344,000**	
TOTAL STRATEGIC AND OPERATING PROJECTS	**574,000**	

Islands Trust
Proposed Staffing Changes
Fiscal Year 2024/25

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STAFFING, Permanent (P)			
	New ITC STAFF *(FT, estimated start date Aug 1), funded by taxes*		
	Salary	85,900	
	Benefits	21,800	
	Travel	-	
	Mobile Phone	-	
	Computer - Laptop	1,500	
	Training	1,500	
		110,700	*Taxes*
	New GIS staff *(FT, estimated start date Aug 1), funded by taxes*		
	Salary	65,500	
	Benefits	16,600	
	Travel	9,000	
	Mobile Phone	-	
	Computer - Laptop	1,500	
	Training	2,000	
		94,600	*Taxes*
	Total New Staff (P) Costs	**205,300**	
STAFFING, Temporary (T)			
	Freshwater Co-op Student *(FT, 4 months), funded by taxes*		
	Salary	17,600	
	Benefits	4,500	
	Pacific Leaders Tuition Grant	-	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total FW Co-op Student	**22,100**	*Taxes*
	Planning Services Co-op Student *(FT, 4 months), funded by taxes*		
	Salary	17,600	
	Benefits	4,500	
	Pacific Leaders Tuition Grant	-	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total FW Co-op Student	**22,100**	*Taxes*
	ITC Species at Risk Co-op Student *(FT, 4 months), funded by grants*		
	Salary	16,300	
	Benefits	3,800	
	Pacific Leaders Tuition Grant	2,800	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total FW Co-op Student	**22,900**	*Grant*
	Total New Staff (T) Costs	**67,100**	

Islands Trust

Budget Funding Request
Short-Form Business Case

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

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

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

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

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

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

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

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

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

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

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

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

PROJECTED RESULTS/DELIVERABLES:

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

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

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

Data-Driven Decision-Making

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

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

RISK ASSESSMENT:

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

ALTERNATIVES CONSIDERED:

Option 1 – Do nothing:

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

Option 2 – In-House Interpretation

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

Option 3 – Contracted Interpretation Services

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

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

CRITICAL SUCCESS FACTORS:

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

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

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

RECOMMENDED OPTION:

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

This recommendation is based on several factors:

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

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

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

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

COST/BENEFIT ANALYSIS:

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

Quantitative Considerations

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

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

Qualitative Considerations

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

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

PURCHASING PROCEDURE:

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

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

Advertising the RFP

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

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

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

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

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

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

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

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

PROPOSED IMPLEMENTATION STRATEGY:

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

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

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

STAFF RESOURCING:

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

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

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

Total Estimated Staff Hours: 20 - 40 hours.

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

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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

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

July 24, 2023

Initiator Name, Title

Date

R Hotsenpiller, for

September 29, 2023

Reviewed by Department Lead: Stefan Cermak, Director Planning Services

Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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

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

ISSUE/OPPORTUNITY:

The Islands Trust currently utilizes a legacy in house developed web application referred to as Trust Area Property Information System (TAPIS). TAPIS serves as the sole repository and management console for all Islands Trust land use information, including Bylaw records. The Islands Trust first developed the software in 2003, with ongoing updates continuing till this day. This application, although central to Islands Trust information management, represents a series of technological challenges and limitations, including but not limited to; no online transaction capacity, no online application status tracking, limited integration of mapping, no online access from the field, and limited reporting capacity.

In 2022 the Islands Trust was awarded a Government of British Columbia "Local Government Development Approvals Program" (LGDAP) grant to assist in improving public service delivery. For the Islands Trust the grant will assist in improving Islands Trust Regional Planning service delivery through the implementation of CityView software, transitioning from the legacy TAPIS application to an industry standard software suite in support of development application approvals.

Bylaw was originally included in the planned transition from TAPIS to CityView, but due to LGDAP grant restrictions this portion of the information system development application improvements project was dropped. **This proposal would fund the transition of Bylaw over to CityView, including a new information system and public accessible portal, resolving the technological challenges and limitations posed by TAPIS.**

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

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

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

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

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

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

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

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

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

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

Future Needs:

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

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

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

PROJECTED RESULTS/DELIVERABLES:

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

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

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

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

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

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

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

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

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

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

RISK ASSESSMENT:

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

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

ALTERNATIVES CONSIDERED:

Option 1: Status Quo (Do Nothing)

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

Option 2: Incremental Upgrade of TAPIS

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

Option 3: Full System Replacement with CityView Bylaw Module

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

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

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

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

CRITICAL SUCCESS FACTORS:

Related Factors Identified:

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

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

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

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

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

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

Outcomes if Critical Success Factors are Not Met:

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

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

Reduced Efficiency

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

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

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

RECOMMENDED OPTION:

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

Option 3: Full System Replacement with CityView Bylaw Module

Summary of Reasons for Choosing Option 3

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

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

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

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

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

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

COST/BENEFIT ANALYSIS:
Quantitative Considerations

Financial Costs

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

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

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

Training	**$7,500**

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

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

Financial Benefits (Savings)

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

Qualitative Considerations

Non-Quantifiable Costs

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

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

Non-Quantifiable Benefits

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

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

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

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

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

PURCHASING PROCEDURE:

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

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

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

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

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

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

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

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

PROPOSED IMPLEMENTATION STRATEGY:

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

Phase 1: Project Planning and Preparation

- Define project scope, objectives, and deliverables.
- Appoint a project team and project manager.
- Initiate contract negotiations with the selected vendor.

Phase 2: Workflow Review and Optimization:

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

Phase 3: System Configuration and Customization

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

Phase 4: Training and User Acceptance Testing

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

Phase 5: Pilot Implementation

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

Phase 6: Full System Deployment

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

Phase 7: Post-Implementation Support and Optimization

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

Timeline and Anticipated Date of Completion

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

STAFF RESOURCING:
Staff Resources Needed for the Initiative

Project Manager (Senior Management Level)

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

Business Analyst (Mid-Level Staff)

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

IT Team (Technical Staff)

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

User Representatives (End Users)

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

Total Estimated Staff Hours: 55 - 90 hours.

Assessment of Expected Staff Hours

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

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Concerns and Mitigation Strategies

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

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

Communication and Collaboration Strategies

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

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

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

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

Identification of Other Stakeholders

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

IT Department

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

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

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

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

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

BRIEFING

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

PURPOSE

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

BACKGROUND

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

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

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

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

The Islands Trust Governance Review, 2022

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

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

Workforce Trends

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

Office Options

Staff considered various office options including:

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

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

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

Timing

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

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

ATTACHMENT(S):

1. Salt Spring Island Office Relocation business case

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

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

Islands Trust

Budget Funding Request
Short-Form Business Case

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

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):*

FY 2024/25 - $210,000

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:
October 4, 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.*

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

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

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

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

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

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

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

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

Further risks are identified in the options listed below.

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

Option 1: Do nothing

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

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

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

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

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

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

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

Safe and effective relocation of the Salt Spring office.

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

Option 2.

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

Quantitative:

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

Total: $210,000

Qualitative:

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

Minimum office needs include the following:

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

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

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

As per procurement policies.

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

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

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

Relocating the Salt Spring office will require help from numerous sources:

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

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

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

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

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

Requested by: Executive Committee

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

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

Islands Trust

BRIEFING

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

PURPOSE:

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

BACKGROUND AND ANALYSIS:

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

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

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

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

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

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

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

CONCLUSION:

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

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

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 **Name of Request:** GIS Coordinator – 1.0 FTE Salary range $ 85, 000	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☒ **Permanent** ☐ **Temporary** Temp Duration: ____________________ ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: 6/21/2023	**Funding Required for (date range): From April 2024 onwards we are requesting an additional $70,000 - $80,000 per year for annual salary.**

ISSUE/OPPORTUNITY:

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

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

GIS Technician:

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

GIS Coordinator:

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

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

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

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

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

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

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

How We Got Here:

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

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

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

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

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

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

ITC Project Demands: A move to in-house property monitoring, both the monitoring of current properties and the Expansion of ITC protected areas and increased needs from other ITC programs (e.g. conservation modelling, expanding natural area datasets, introduction of a Species at Risk Program, etc.) has led to increased GIS project demands, amplifying the strain on existing GIS resources. See Appendix A for a more detailed description of emerging GIS needs.

Increased Development Applications: The 2021 peak in development applications nearly doubled the previous 10-year average, intensifying the need for robust GIS support, at a time when GIS resources were being cut (i.e. GIS Coop Funding) or refocused (i.e. IS Project Demands).

Staff Growth: Since 2008, the staff count has increased from 52 to 70 in 2023. The steady growth in staff numbers within the organization has resulted in an increased demand for IS support. Consequently, this growth has placed additional strain on available GIS resources by limiting the availability of Senior Technical Analyst GIS support.

GIS Technician Backfilling: The backfilling strategy undertaken by the GIS Technician has enabled the successful implementation of GIS infrastructure upgrades. However, it is important to acknowledge that this approach, while providing temporary relief, serves as a short-term and intermittent band-aid solution. It does not adequately address the underlying issue of limited resources nor does it offer a sustainable solution to effectively meet the growing demand for GIS services.

Demand for Higher Level Services: The increasing GIS administration requirements, coupled with growing GIS project demands, have placed a significant burden on the GIS Technician. In addition to their primary responsibilities as a GIS Technician, they are now also supporting a rising demand for higher-level GIS administrative and analyst service requests. It is evident that this dual role arrangement is not sustainable and has adverse effects on both the technician's well-being and the overall quality of GIS services provided.

PROJECTED RESULTS/DELIVERABLES:

Adding resourcing to the IS team in the form of a GIS Coordinator will result in the following benefits:

Reduced Risk of Burnout: An additional FTE will address the identified issue of overwhelming demand for GIS services and the burden it has placed on the GIS Technician.

Enhanced GIS data quality and reliability: Appointment of a dedicated GIS Coordinator will allow the GIS Technician to focus on their primary responsibilities, resulting in expanded attention to detail and better service delivery outcomes.

Streamlined GIS service requests and support: The GIS Coordinator will establish efficient workflows and systems to handle GIS service requests from staff across the organization. This will reduce response times, provide timely assistance, and ensure that GIS support is effectively provided to meet the needs of different business units.

Improved GIS project management: The GIS Coordinator will bring a project management focus to GIS initiatives, ensuring that projects are well-planned, executed, and monitored. This will result in more effective and efficient project delivery, with improved timelines, resource allocation, and stakeholder communication.

Strengthened GIS data governance and quality control: The GIS Coordinator will implement robust data governance practices, including data validation, documentation, and version control. This will ensure the integrity of GIS data, minimize errors, and improve overall data quality and consistency.

Enhanced GIS capacity: With more time, GIS staff will have the opportunity to prioritize GIS skill development, fostering a more capable GIS team. This will enable them to effectively address GIS-related challenges and provide comprehensive support for the organization's GIS needs.

Improved coordination of GIS activities: The GIS Coordinator will serve as a central point of contact for GIS-related matters, facilitating collaboration and coordination among different teams and stakeholders. This will foster efficient information sharing, promote interdisciplinary collaboration, and ensure that GIS activities align with organizational objectives.

RISK ASSESSMENT:

Hiring a new GIS Coordinator to support the GIS team comes with minimal risk to the organization. The main risk lies in not adequately addressing the growing demands for GIS services. Potential risks associated with hiring a new GIS Coordinator include challenges typically associated with recruitment, such as difficulties in finding or retaining suitable candidates.

Overall, while there are some inherent risks associated with the recruitment, the potential benefits of hiring a GIS Coordinator outweigh these risks. Adequate measures can be taken to mitigate these risks and ensure the successful integration of the new role into the GIS team and IS Group.

ALTERNATIVES CONSIDERED:

Option 1: Do not hire the proposed 1.0 FTE (Status Quo)
Benefits: None.
Risks: Without hiring a GIS Coordinator, the organization will continue to face limitations in effectively managing GIS resources and addressing GIS-related challenges. This includes insufficient support for GIS projects and services, lower quality deliverables, and missed opportunities for leveraging GIS capabilities. The organization may experience inefficiencies, reduced GIS effectiveness, and hindered decision-making.
Financial implications: No immediate financial implications, but the organization will continue to face resource limitations and potential costs associated with inadequate GIS support.
Resource requirements: None - the organization will rely on existing staff and intermittent solutions, resulting in ongoing strain on resources and limited GIS capabilities.

Option 2: Reallocate IS Coordinator resource following staff members Retirement
Benefits: Reallocating the IS Coordinator resource to GIS would result in an increase in GIS staff resources without adding an additional staff member to the IS Group. This reallocation would provide immediate support to the growing demands for GIS services and projects within the organization.
Risks: By reallocating the IS Coordinator resource to GIS, there is a potential risk of diminished IS capacity. This could result in reduced support for information systems, infrastructure maintenance, and overall IT management. The organization may need to rely more heavily on third-party contracted support, such as Blackman Support Services, which can lead to increased costs and potential challenges in maintaining consistent service levels.

Financial implications: The financial implications of this option would depend on the specific arrangements made with Blackman Support Services or any other third-party contractor. It may result in increased costs for IT support and services.
Resource requirements: None - the organization will rely on existing staff and third party contactors.

<u>Option 4: Engage with independent contractors for project-related work</u>
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:** Senior Technical Analyst: 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. 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 (Senior Technical Analyst + 2 others): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist. **Post-hiring activities:** Senior Technical Analyst: 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 consideration and support. In the event that the position receives approval, appropriate internal communications will be conducted to inform staff about the upcoming hiring process. The competition will be advertised both internally within the organization and externally on platforms such as the BC PSA job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Accepted by Management:** ☐ **YES** ☐ **NO**

Next steps:

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

Appendix A: Islands Trust Conservancy Emerging GIS Needs

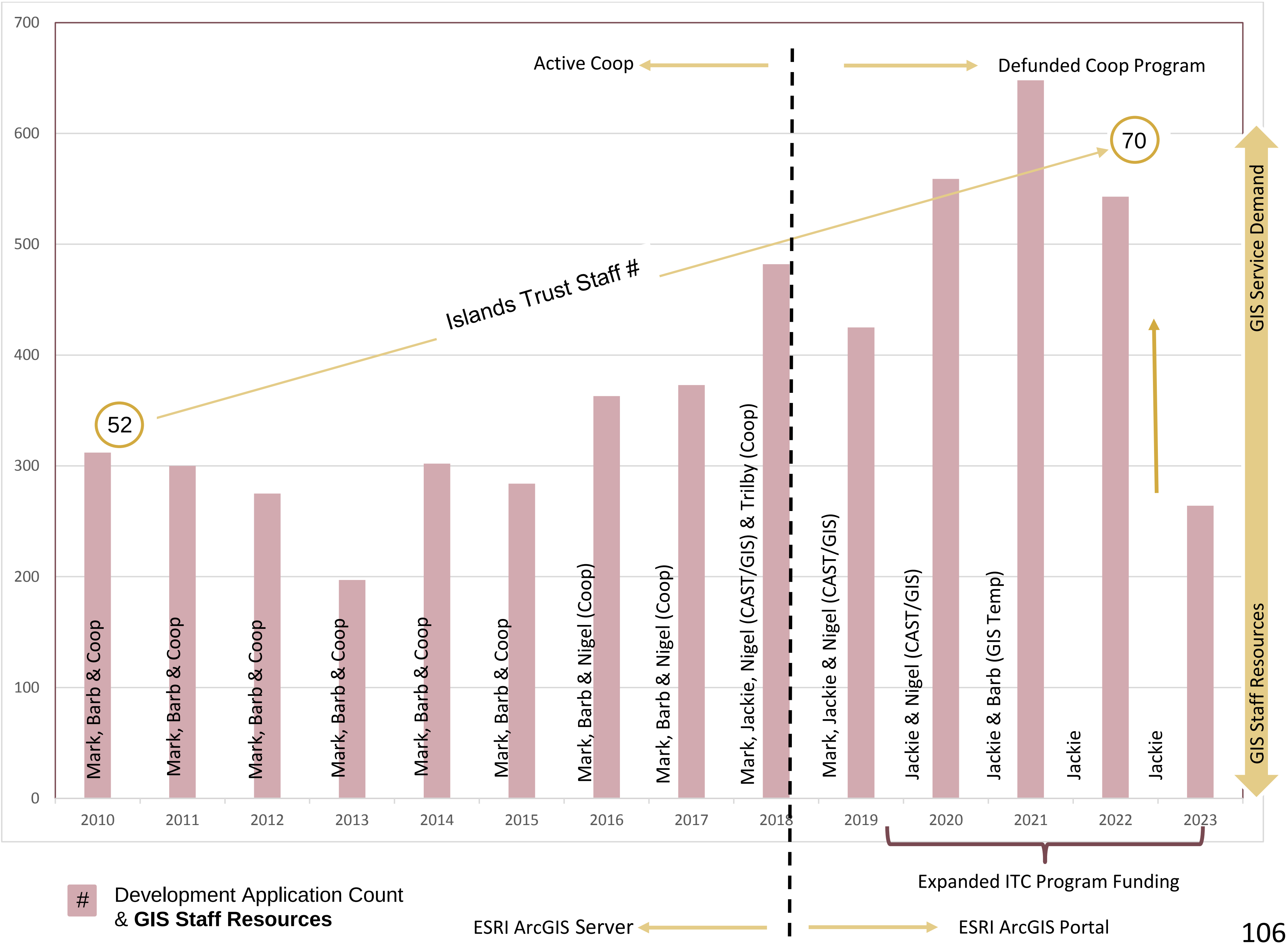
Islands Trust Conservancy (ITC) uses GIS resources to assist with conservation planning, communications products, grant reporting, annual reports and property management needs. As ITC responsibilities grow, due to increases in protected areas and expanding needs such as Climate Change, species at risk management and First Nations engagement, so have ITC's GIS needs. GIS support from Islands Trust Information Systems (IS) is integral to ITC's work and ITC increasingly leans on IS for technology solutions and day-to-day support for the following:

- Creation of mapping for communications and reporting
- review of new data and maintenance and updates of existing data, including Terrestrial Ecosystem Mapping, shoreline and marine mapping, species at risk occurrence mapping, and protected areas mapping
- Integration of Islands Trust Conservancy sourced data into internal mapping systems for use by staff (i.e. TAPIS)
- Data analysis for communications, conservation planning and property management
- Statistical information for annual reports and grant reports
- Business analysis to assist with sourcing new software and hardware for property management
- Training and support for safety devices that are used in the field
- Design, training and support of in-the-field tools that assist ITC staff and contractors to more effectively and efficiently collect data, including set up of GPS data collection and associated apps, syncing of in-the-field data collection apps and internal reporting systems
- Training and support for ArcPro, ArcGIS Online, and other mapping software, so that we can become more self-sufficient when it comes to creating maps

As ITC grows its protected areas and programs, it is clear that IS no longer has the resources to support ITCs increasing GIS needs. ITC is hopeful that solutions can be found to support service gaps that we are experiencing as the ITC work program grows.

-Kate Emmings
Manager, Islands Trust Conservancy

Appendix B: Contributing Factors to GIS Staff Resources Challenges



ISLANDS TRUST
Fiscal Year 2024/25
PROPOSEED LTC PROJECTS

ITEM	AMOUNT	TOTAL
Specific Projects >$5000:		
DE: Housing Review	$ 15,000	
GAB:OCP and LUB Comprehensive Review	$ 25,000	
MA: Housing Options	$ 10,000	
NP:Housing Access and Affordability	$ 15,000	
HO:First Nations	$ 19,500	
SSI:OCP and LUB Review	$ 96,000	
SSI: Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan	$ 86,500	**$ 267,000**
Minor Projects:		
Pool for Allocation to LTCs in Year		**36,500**
Total LTC Projects in General budget		**303,500**

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	**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
Department: Denman Island Local Trust Committee – LTC projects	
Name of Request: **DE LTC – Denman OCP and LUB Housing Review (Stage 2- Phase 2)**	☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* **$15,000**	■ **Other – please describe: ______________________** Honoraria for speakers/First Nations' for on-going meetings and participation, minute taking, technology support, mapping, facility rental, open-house meetings and material, , legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.
Date of Submission to Finance: **DE LTC resolution endorsing business case July 25th, 2023**	**Funding Required for (date range):** April, 2024 -March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

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

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

ISSUE/OPPORTUNITY:

The purpose of this business case is to support of the second phase of what was defined in the 2023/24 business case as Stage 2 of the Denman OCP and LUB Housing Policy Review. The report resulting from the Denman Housing Review Project Stage 1 and staff review of related reports and projects over the past 20 years indicated that there is much to be done to address housing need on Denman Island. The Denman Housing Review Project Stage 1, Phase 1 (Fiscal 2023/24) is contributing to prioritizing specific options for OCP and LUB Review. Phase 2 will focus on public review of options, legal review and bylaw amendment writing and review.

The Denman Housing Review Project Stage 2, Phase 2 (Fiscal 2024/25) bylaw amendments will provide the opportunity to advance Islands Trust Strategic Interests related to:

- First Nations Reconciliation - The project focusses on continuing the engagement process with First Nations that was initiated in Phase 1.
- Contributing to the development of model bylaws for housing – This project is intended to produce bylaws that may be replicable in other Local Trust Areas.
- Preservation of ecosystems – A key focus of the project is supporting housing while considering the Islands Trust preserve and protect mandate.
- Demonstrating the use of suitable land analysis – Suitable land analysis will be used to inform LTC decision making.
- Demonstrating the use of the Islands Trust's Housing Toolkit – A number of tools in the toolkit are being used by staff and being shared with the Housing Advisory Planning Commission and the LTC to inform amendments to the OCP and LUB.
- Development of a public engagement process that could help to inform other public engagement processes related to housing projects throughout the Trust Area

PROJECTED RESULTS/DELIVERABLES:

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

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TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):* **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 *(indicate by fiscal year and total if project is multi-year):* 2024-2025 - $27,000 (without water assessment) 2024-2025 - $77,000 (with water assessment)	
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 will involve hiring a First Nations engagement specialist.
- Addressing affordable and attainable housing- the project prioritizes housing.
- Preservation of ecosystems both terrestrial and marine – the project will involve reviewing DPAs. The work will begin with reviewing the suitable land analysis that is currently being developed. It will required. updated mapping and geospatial data.
- Advancing objectives of the Freshwater Sustainability Strategy related to freshwater sustainability and the health of the watershed- the project will consider work that has been done for Galiano and North Pender to create an aquifer protection DPA and update proof of water regulations
- Development of a process (including public engagement) and bylaws that could serve as a model for other LTC OCP/LUB reviews.

The OCP and LUB review process will be informed by the OCP and LUB Review (Phase 1). The first phase of the project involved:

- Early First Nations Engagement
- A community engagement process contributing development of draft Gabriola Vision 2050
- The allocation of $18,000

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

PROJECTED RESULTS/DELIVERABLES:

Vision and Values Document Completion		
Graphic Design for Gabriola Vision 2050 document	Spring 2024	$4,000
Public Consultation/Legal Review		
Series of CIMs on specific priorities	Spring/Fall/Winter 2024	$3000
Legal Review	Summer 2024	$4000
First Nations Engagement		
Indigenous consultant to assist with engagement process		$6000
Mapping/Data		
Data and mapping updates for updating DPAs		$10,000
Water Availability Assessment * *likely to be added to RPC budget request		$50,000
Project Total		
Without Water Availability Assessment		$27,000
With Water Availability Assessment		$77,0000

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team capacity to manage the project in 2024/2025 ;
- Capacity and available expertise to support mapping and data needs within the budget;
- Other staffs' capacity to provide support to the project 2024/2025;
- First Nation capacity and interest to engage may not align with project timelines;
- Ability to retain an Indigenous consultant to assist with FN engagement.

ALTERNATIVES CONSIDERED:

Alternative 1: No Visions Document
Benefit – reduced budget by $4000, some staff time reduced
Challenge-community will not have work celebrated, no model for future LTCs

Alternative 2: No hiring of Indigenous Consultant
Benefit – reduced budget by $3000
Challenge – engagement will not be as in depth, may not end up with effective engagement, will still need budget to support alternatives, alternatives unknown.

- Will require more staff time

Alternative 3: No Additional Data/ Mapping
Benefit – reduced budget by $10,000, reduced time for SFWS and Mapping
Challenge – will not be able to update DPAs in some cases

Alternative 4: Limited OCP/LUB review
Benefit – reduced budget by up to $10,000 (depending on focus, data and mapping needs would be reduced)
Challenge – a number of DPAs not updated, reduced time for SFWS and Mapping

- OCP/LUB timeline extended

Alternative 5: No Water Availability Assessment
Benefit – reduced budget by $50,000, reduced time for SFWS and Mapping
Challenge – incomplete suitable land analysis

- LTC will not be able to identify areas most vulnerable to increases in density and intensity of land use with respect to supporting housing options.

CRITICAL SUCCESS FACTORS:

- Allocation of staff time
- Effective First Nations Engagement
- Effective mapping and data collection

RECOMMENDED OPTION:

The present funding request is for $27,000 for fiscal 2024/25 (plus $50,000 for water availability mapping*) to allow the Gabriola Island OCP-LUB project to progress through Phase 2.

*may be added to business case developed by the regional planning committee to support the advancement of the Freshwater Sustainability Strategy (FWSS)

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

Quantitative:
$77,000 will support the needs of Phase 2 including a water availability assessment. If the water availability assessment prioritizing Gabriola is supported as a Trust Wide project only $27,000 will be required for this LTC project.

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

PURCHASING PROCEDURE:

- Appropriate procurement procedures will be followed.

PROPOSED IMPLEMENTATION STRATEGY:

See Project Results and Deliverables.

STAFF RESOURCING:

Estimation: 0.25 FTE Regional Planning Team Project Manager
0.10 FTE Regional Planning Team Support
0.20 Senior Freshwater Specialist (SFWS)
0.10 Mapping

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: N/A

Requested by (Committee or Business unit): GBILTC

Prepared by (name, title)/date: Narissa Chadwick, July 10th, 2023

Reviewed by (name, title)/date: Robert Kojima, July 12th, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Mayne Island Local Trust Committee

Department:

Planning Services

Name of Request:

Mayne Island Housing Options Project (Phase 2)

$ Value of Request*:*

$10,000

__Budget Source__ (select all that apply):

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

    Temp Duration: ___________________
- [x] **Other – please describe:** _legal review, community engagement, First Nations engagement, contingency_____________________

Date of Submission to Finance:

MILTC resolution to endorse business case July 31, 2023

Funding Required for (date range):

April 1, 2024 – March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

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

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

ISSUE/OPPORTUNITY: To address the need for an increase in variety in housing options the Mayne Island LTC has been engaged in a housing review project for the past four years. This request is to support the continuation of the Mayne Island housing project. The next phase will include First Nations and community consultation, and OCP and LUB updates to increase housing options.

The first phase of this project has supported the Islands Trust's Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area" by:

- Contributing to the creation of a Trust Wide Housing Toolkit
- Creating a model bylaw for flexible housing
- Demonstrating the value of suitable land analysis contributing to suitable land analysis being done for all Trust Area to contribute to their housing project

Phase 2 will support the Islands Trust's Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area" by:

- Utilizing the Islands Trust Housing Toolkit
- Contributing to the design of more model bylaws for housing
- Supporting the CRD's Gulf Islands Housing Strategy actions related to increasing housing options
- Demonstrating the value of partnership building with non profits and the Capital Regional District in the development of housing

PROJECTED RESULTS/DELIVERABLES: The project will include exploring and implementing LUB and OCP amendments to support actions identified in the Draft Housing Action Plan for the following:

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

RISK ASSESSMENT: There are several contingencies that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages
2. First Nations' capacity and timing may not align with project timelines
3. The LTC may choose to not proceed with amendments
4. Costs may exceed the budget due to consultation or other factors

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

Option 1: Status quo. Staff time and funding are not be allocated to the project and the work does not proceed this fiscal year.

Option 2: Reduced funding: This may limit First Nations consultation and legal review in this fiscal.

CRITICAL SUCCESS FACTORS: Near term success if relevant amendments to the OCP and LUB are adopted. Longer term success would be measured through improvements to housing options, accessibility and affordability.

RECOMMENDED OPTION: The recommended option is to fund the initiative as a Major LTC Project at the requested amount of $10,000 for the coming fiscal year. This provides sufficient funding for consultation and for project management by a Regional Planning Team planner.

COST/BENEFIT ANALYSIS:

Quantitative Analysis: $10,000 for fiscal 2024-25

- Consultation (APC, First Nations, partners, community, communications) - $8,000
- Contingency - $2,000

Qualitative Analysis: project would contribute to and benefit from efficiencies associated with similar projects in other LTAs. The existing momentum in the community would continue contributing to further efficiencies

PURCHASING PROCEDURE: *N/A*

PROPOSED IMPLEMENTATION STRATEGY:

LTC Option Review / Action Plan Finalization	April – July 2024
Bylaw Drafting	July – Oct. 2024
Public Engagement/ First Nations Consultation/Referrals/Legal Review	Oct 2024 – Jan 2025
Referrals, Community Information Meeting(s), revisions and first reading	March- May 2025
Second Reading/Third Reading/EC review	July – Sept. 2025
Ministry Approval of bylaws	TBD
Bylaw approval	TBD

STAFF RESOURCING:

Estimation:
0.25 FTE Regional Planning Team Project Manager
0.10 FTE Planning Team Support (RPM)
0.10 Admin support

Support from Senior Indigenous Relations Advisor, the Senior Freshwater Specialist, mapping and communications staff as needed.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *N/A*

Requested by (Committee or Business unit): Mayne Island Local Trust Committee

Prepared by (name, title)/date: Narissa Chadwick, July 13, 2023

Reviewed by (name, title)/date: Robert Kojima, August 31, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

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<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>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</td><td><u>Budget Source</u> (select all that apply):

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

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

■ Other – please describe: ______________________
For fiscal year 2024-25:
- Community consultation, First Nations consultation, support for advisory bodies, legal and contingency</td></tr>
<tr><td>Date of Submission to Finance:

NPILTC resolution endorsing Business Case July 29, 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 <u>Strategic Plan 2018-2022</u>. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, <u>Islands Trust Council amended the Strategic Plan</u> to:
• “Prioritize elements of the strategic plan that support land use decision making”, and
• “Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment.”</td></tr>
</table>

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 <u>Qualitative Analysis:</u> 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:

Budget Funding Request
Short-Form Business Case

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

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

Regional Planning Committee</td>
<td rowspan="4"><u>Budget Source</u> (select all that apply):

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

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

☒ Other – please describe: <u>existing First Nation Capacity Funding Program</u></td></tr>
<tr><td>Department:
Planning Services</td></tr>
<tr><td>Name of Request:
Hornby Island LTC – Relationship Building Actions with K’ómoks First Nation</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

2024/25: $31,5000</td></tr>
<tr><td>Date of Submission to Finance: October 6, 2023</td><td>Funding Required for (date range):
April 1, 2024 – March 31, 2025</td></tr>
</table>

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 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 or resources applied.

Risks –

- minimal resources applied to supporting Islands Trust trustees efforts on reconciliation does not support any of the IT guiding documents on reconciliation as referenced on page 1 of this business case.

Financial implications –

- none.

Resource requirements –

- none.

Other implications-

- lack of resources would cause staff to focus on other resourced projects/activities

Option 2: Limit Scope to 'Step 1' Relationship Building Actions: meetings, activities, joint events organized and/or supported by Hornby Island LTC with K'ómoks First Nation.

Benefits –

- Having a smaller scope means better chance of accomplishing actions within the fiscal year, less staff resources applied, and capacity to focus on building relationships and supporting Islands Trust trustees efforts on reconciliation.
- Leaves more funds available for other LTCs to access for this fiscal year.

Risks –

- May need multiple years with continued financial and staff resources to support.
- No clear Island Trust wide approach. Requires clarity from Islands Trust leadership
- Estimate staff resources may not be adequate and are unknown at this time since it hasn't been done before.

Financial implications –

- $14,000 estimate.
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of $150,000 over 5 years) and is the suggested source of funding for this project through TAS.
- Estimated budget may not be adequate and are unknown at this time since we don't know what actions are appropriate, how many.
- Scale and scope should be kept to activities and actions between the Hornby LTC and KFN Chief/Council in order to estimate budget but that has not been discussed with KFN to understand their interest.
- May be challenging to accomplish work within a specific budget versus a budget range.
- TAS reconciliation budget: Not available, not applicable.
- An implication to accessing the suggested funding source may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
- Will need input from Trust Area Services. The proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

Funding Request (FY24/25)	Est. Target Duration	Est. Cost
Budget Approval	2024 Q1	
On-going meetings between elected officials 'Council & LTC', i.e. once per quarter	**Start in 2024 Q2**	$2,000
Honoraria for First Nation participation (~80hrs)		$12,000**
Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)	**Start in 2024 Q3**	$8,000
Travel costs		TBD
	Total Hours ~TBD+	**Total $14,000 max.**

**When providing capacity support funding to First Nations, IT has been allotting $150 per hour to the Nation.

+ Estimated hours of 1 full-time staff time.

Resource requirements –

- Planning staff time (Island Planner or Planner 2), re: staff liaison to support LTC & KFN desired actions and discussions.

- Administration time to coordinate meetings, events, activities, take minutes, etc.
- Finance re: honorariums
- Communication staff time for preparing any external public communication materials, postings.
- Will ideally include briefing updates by LTC trustees, to share with TC and community.

Other implications-
- Discussions and direction for appropriate actions, activities will be led by LTC, supported by staff.
- Need to consider if K'ómoks First Nation is interested to participate, how much.
- Subject to interest by K'ómoks First Nation.
- No formal or established IT approach means 'learning by doing' approach. Thus the support is needed for IT to be solutions-oriented in this work.

Option 3: 'Step 1' from Option 2 & 'Step 2' to Establish an Agreement (i.e. MOU, Protocol Agreement, Friendship Accord)

Benefits –
- Improve communications with K'ómoks First Nation and Hornby Island LTC (Islands Trust).
- Improve communications with K'ómoks First Nation by setting up regular LTC/Chief and Council meetings to discuss a wide range of issues of mutual concern.
- Allows the greatest opportunity through resources and budget to support meaningful actions to building relationships with KFN and further supports Islands Trust trustees efforts on reconciliation.

Risks –
- May need multiple years with continued financial and staff resources to support.
- No clear Island Trust wide approach. Requires clarity from Islands Trust leadership
- Estimate staff resources may not be adequate and are unknown at this time since it hasn't been done before.

Financial implications –
- Estimated $31,500 budget
- May not be adequate and are unknown at this time since we don't know what actions are appropriate, how many.
- Scale and scope should be kept to activities and actions between the Hornby LTC and KFN Chief/Council in order to estimate budget but that has not been discussed with KFN to understand their interest.
- May be challenging to accomplish work within a specific budget versus a budget range.
- TAS reconciliation budget: Not available, not applicable.
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of $150,000 over 5 years) and is the suggested source of funding for this project through TAS. An implication to accessing this funding may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
  - Will need input from Trust Area Services. The proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

Funding Request (FY24/25)	Target Duration	Estimated Cost
Budget Approval	2024 Q1	
Step 1: On-going meetings between elected officials 'Council & LTC', i.e. once per quarter	**Start in 2024 Q2**	$2,000
Honoraria for First Nation participation in Step 1(~80hrs)		$12,000**
Step 1: Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)	**Start in 2024 Q3**	$8,000
Travel costs		TBD
Step 2: *Develop of an Agreement (i.e. protocol, MOU, Friendship Accord) – includes capacity funding to support KFN participation in this work, plus related costs for meetings	Start in 2024 Q3. Likely 6 months, possibly longer.*	~$7,500** + $2,000
Step 2: Legal Review	~3 months	~$2,000
Step 2: Finalize Agreement & Celebration	~1 month	~2,000

May need multiple fiscal years' budget & priority to support a protocol/MOU agreement.	~13 months (Q2 2024 – Q2 2025)	
	Total Hours ~600⁺	**Total ~$31,500**

*A Protocol/MOU Agreement may take more than one fiscal year, subject to interest and availability by K'ómoks First Nation.
**When providing capacity support funding to First Nations, IT has been allotting $150 per hour to the Nation.
⁺ Estimated hours of 1 full-time staff (i.e. Island Planner, Planner 2, and Manager) time.

Resource requirements –
- Planning staff time re: staff liaison to support LTC & KFN desired actions and discussions.
- Administration time to coordinate meetings, events, activities, take minutes, etc.
- Finance re: honorariums
- Communication staff time for preparing any external public communication materials, postings.
- Will ideally include briefing updates by LTC trustees, to share with TC and community.

Other implications-
- Discussions and direction for appropriate actions, activities will be led by LTC, supported by staff.
- Need to consider if K'ómoks First Nation is interested to participate, how much.
- Subject to interest by K'ómoks First Nation.
- LTC supports that the project accommodate time and budget to include discussions on setting up scheduled meetings and 'ways of working together' which could include an agreement, MOU, or Friendship Accord, for example.
- No formal or established IT approach means 'learning by doing' approach. Thus the support is needed for IT to be solutions-oriented in this work.

Option 4: Request LTC Project Funding for Steps 1 & 2
- 'Business as Usual' approach in regards to funding
- This would be a new discrete line item in the budget to fund this project.
- Avoids requesting accessing $150,000 grant until terms are established
- $31,500 estimate as per option 3

CRITICAL SUCCESS FACTORS: (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*
First Nation reconciliation efforts are advanced.
Dedicated resources and an agreed-upon approach will greatly contribute to the success of the project.
Ongoing, consistent, and positive efforts by LTC, supported by staff.
Interest from K'ómoks First Nation to initiate and engage in discussion with the LTC.

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

- Option 3.
- Accesses existing grant fund while progressively addressing First Nations reconciliation.

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

Quantitative:
$31,500

Funding Request (FY24/25)	Target Duration	Estimated Cost
Budget Approval	2024 Q1	
Step 1: On-going meetings between elected officials 'Council & LTC', i.e. once per quarter	**Start in 2024 Q2**	$2,000
Honoraria for First Nation participation in Step 1(~80hrs)		$12,000**
Step 1: Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)	**Start in 2024 Q3**	$8,000

Travel costs		TBD
Step 2: *Develop of an Agreement (i.e. protocol, MOU, Friendship Accord) – includes capacity funding to support KFN participation in this work, plus related costs for meetings	Start in 2024 Q3. Likely 6 months, possibly longer.*	~$7,500** + $2,000
Step 2: Legal Review	~3 months	~$2,000
Step 2: Finalize Agreement & Celebration	~1 month	~2,000
May need multiple fiscal years' budget & priority to support a protocol/MOU agreement.	~13 months (Q2 2024 – Q2 2025)	
	Total Hours ~600⁺	**Total ~$31,500**

*A Protocol/MOU Agreement may take more than one fiscal year, subject to interest and availability by K'ómoks First Nation.
**When providing capacity support funding to First Nations, IT has been allotting $150 per hour to the Nation.
⁺ Estimated hours of 1 full-time staff (i.e. Island Planner, Planner 2, and Manager) time.

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

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: Local 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):* $96,000	
Date of Submission to Finance: SSLTC endorsed: September 13, 2024	**Funding Required for (date range):** April 1 2024-March 31, 2025, $96,000 April 1 2025-March 31, 2026, $20,000

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

Addresses numerous Strategic Plan Goals and Objectives including: fostering preservation and protection of the Trust Area's ecosystems, sustaining island character and healthy communities, and effective, efficient and collaborative governance.

Implement project under the SS LTC work program per SS LTC's request. The Business case for the SS OCP/SS LUB project was approved for the FY2024/25 per the SS LTC resolution below:
SS-2022-119
It was MOVED and SECONDED,
That the Salt Spring Island Local Trust Committee amend the Business Case for the major amendment to the Salt Spring Island Local Trust Committee Official Community Plan shown in Appendix 1 of the staff report dated August 9, 2022 by

increasing the projected budget by $100,000 to include technical analysis and collaboration, and include the review of the Salt Spring Island Local Trust Committee Land Use Bylaw in the title of the project.
CARRIED

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

This business case involves the underspent project budgets for the 2023/2024 fiscal year (FY2023/24) that was approved by the Islands Trust Finance Committee to be carried over to the 2024/2025 budget cycle. Since the budget policy does not allow any unspent funds to be automatically "carried over" to the next fiscal cycle, a new request, in the same amount that was approved minus the amount projected to be expended by the end of FY2023/24, to the Islands Trust Finance Committee for the 2024-2025 (FY2024/5) budget consideration is required. The staff report requesting the SS LTC to endorse the request to submit the business case can be found here.

This business case involves funding support for a major amendment to the (SS OCP) and the (SS LUB), and the associated actions to inform policy development, such as early and ongoing consultation with 13 First Nations that have territorial interests in SSI, conduct of a robust public engagement process, and preparation of a comprehensive draft of the SS OCP amendment. The major amendment to SS OCP continues to advance the the Housing Action Program (HAP) and the Salt Spring Island Community Wildfire Resiliency Plan (which evolved out of, and now replaces, the Protection of Coastal Douglas-fir Zones and Associated Ecosystems (CDF) project).

Salt Spring Island Community Wildfire Resiliency Plan:
Salt Spring Island lies within a forested ecosystem and residents live near and amid these forests. The Capital Regional District has created Community Wildfire Resiliency Plan that examined wildfire risk in the area and provides expert opinions to help build a FireSmart community. The findings of this plan support the incorporation of wildfire protection policies and measures that can be achieved through and OCP.

Housing Action Program:
In late 2022, the Housing Action Program Task Force provided SS LTC with a summary of recommendations to the SS LTC, which included increase interagency collaboration and advocacy for affordable housing, support gentle and moderate density in appropriate areas, enable alternative housing types, reduce environmental impact through home plate, ecovillage, and flexible zoning, consider ecological building credits and transferring density closer to village centres, and decrease current and future housing supply loss due to short-term vacation rental activity. Some policies and bylaw updates have been implemented or are being considered to allow alternative housing types in rural and low-density areas of the island.

In order to advance Housing Action Plan initiatives that were recently adopted by the SS LTC, a major amendment to the Official Community Plan is necessary. This significant review and revision to the OCP will tackle a range of issues that impact the housing affordability, the types of housing options, and the environmental sustainability related to the locations, sizes, and designs of housing development. Issues such as water availability and the moratorium on new connections to the North Salt Spring Waterworks District service area, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, and archaeological significance will all be examined. Active and meaningful engagement with First Nations based on the Islands Trust First Nations Engagement Policy and ongoing collaboration with external agencies and local organizations as well as the public at large will also be part of this planning process.

The major amendment to SS OCP for the Community Wildfire Resiliency Plan is to develop policy and consider creation of a new development permit area through an amendment to the SS OCP to mitigate and reduce risks from interface wildfires. The major amendment to SS OCP for the Housing Action Program is to the OCP's content and its various elements and how these can be improved to ensure performance on OCP goals while mitigating the ongoing housing affordability and availability crisis.

The need to amend the OCP was identified in the Project Charters of both the HAP and Wildfire projects; this business case is to request funding to proceed with the last stage of the process for both projects. Staff will draft the revisions to the SS OCP; the consulting team will develop and facilitate a robust public engagement process and provide professional input to the draft OCP.

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

An updated SS OCP with modernized policies to address current issues on the island and the associated SS LUB to implement the policies changes are critical to the decision-making process for SS LTC.

The funding request for FY24/25 is to cover costs associated with:

Description of Activities	Timelines	Budget	Projected expenditure by the end of 2024/25 FY
Early and ongoing consultation with 13 First Nations with territorial interests on SSI	Approximately 8 months and beyond	$26,000 (engagement funding)	$26,000
Consultant contract for public engagement program	Spring 2024 for six months	$59,000	
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications, facilities rental. Multiple virtual and/or in-person open houses and community engagement meetings	Over the remainder of 2024	$11,000	
	Total FY2024/25 Request	**$96,000**	($70k if the $26k consultation can be arranged before end of 2024/25FY)

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

Timelines – a major amendment to the SS OCP is unlikely to conclude in one year. The previous request stated that if funding was approved, a request to carry over unspent money will likely be required.

There has been no full review of the SS OCP since its adoption in 2008; the last amendment was an update to the industrial lands per Bylaw 488. The current document no longer reflects current issues, particularly on policies relating to climate change, First Nations reconciliation, infrastructure servicing, and various affordable housing related policies. This risk is mitigated by the concurrent OCP-LUB Review. Conducting these projects enables Islands Trust to merge engagement activities, technical review, and other project tasks to achieve efficiencies in the project work and consistency across both documents.

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

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

The benefit would be some saving in the Islands Trust budget, but it will, continue to impact existing staff resources and impact service levels, slow down the policy development and the associated SS LUB amendment process which impact adversely on the decision-making process. The financial implications may be saving some money in the budget but at the cost of not having an update SS OCP is significant. The resource requirement in this option will be a substantial amount of time and staff resources. Other implication include not able to bring the current SS OCP up to date to address issues related to housing crises, climate change, infrastructure servicing and First Nations Reconciliation which is missing in this 2008 version.

Option 2: Not pursue this amendment or take on smaller, ad hoc amendments over time, but this option would still require substantial elevation and analysis to prioritize amendments to ensure highest impact. This alternative would reduce annual expenditure in the short term while making small progress but the risks is making small and likely in effective progress, and continued non-compliance with the Trust Council's commitment to climate change declaration and First Nations Reconciliation. The financial implication is to save money in the budget but at the cost of having an increasingly outdated SS OCP. The resource requirement under this option is the staff time and resource not being utilized effectively. This would limit our ability to bring the current SS OCP up to date effectively to address issues related to housing crises, climate change, infrastructure servicing and First Nations Reconciliation which is missing in this 2008 version.

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

The support of skilled facilitation and innovative approaches and an unbiased, neutral third-party professional to assist in the process are critical. Best practice in OCP development and engagement fields are constantly evolving fields and specialists can offer considerable value to these process elements. While staff in the Salt Spring office and the Regional Planning Team can provide valuable input and support, relying solely on in-house staff resources would burden staff and take away from sustaining the ongoing administration of planning services (i.e. development inquiries, applications, and minor projects). The financial implications of contracting the service is outweighed by the advantages of specialist expertise and specific scopes of work.

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

Approve the request to secure the approved $96,000 to conduct a major amendment to the SS OCP to and SS LUB to advance the final stage of the work on the CDF and HAP LTC projects.

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

Quantitative:

- $59,000 for a contract with a consultant with experience in a public engagement program, from designing visuals, preparing the technical aspect, conducting the facilitation and outreach, to analysing, summarizing and presenting the outcome, and providing professional third-party review of the draft amendment.
- $26,000 for early and ongoing consultation with First Nations will result in $2,000 per nation (it is anticipated that this amount will be spent if the coordination with First Nations is successful before the end of 2023).
  *This budget was cut to half and merged with the Ganges Village Area Plan project, but the total amount of $26,000 is critical as this is by far the most important part of the project in strengthening the relationship with the 13 First Nations with territorial interests on the island.
- The cost of $11,000 is based mainly on the previous public engagement program; the cost of printing and distribution to the island is substantial but critical and effective, and facilities rental and technology support are estimates based on previous events.

Qualitative:

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

To undertake the major amendment to the SS OCP and the accompanied SS LUB will require significant funding support. Data collection and analysis has always been missing in the policy development work for recent bylaws and OCP amendments. In order to conduct a comprehensive review and update, consultation with expertise will be necessary. Furthermore, many efforts at the front end on the two projects had been undertaken. If the SS OCP is not updated to reflect the findings and recommendations, this work will not be put to productive use.

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

Public engagement must be done planned strategically to facilitate an open dialogue and to inspire collaborative development of a long-term vision and goals. Through use of skilled consultant to support engagement planning and execution, the achievement of sound, valid engagement outcomes can lead to successful outcomes. With local knowledge input from the SS LTC and community partners need to draw on the skill sets and experiences, as well as the models or techniques that a professional group can offer to better respond to the public participation needs unique to the Salt Spring community.

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

Per Islands Trust and BC procurement process for hiring consultants.

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

RFP in early 2024, consulting services in late spring, completion of public engagement by late summer, draft OCP by late full for first reading on draft SS OCP.

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

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs.

- RPM: 0.15 FTE
- Island Planner: 0.75 FTE
- Planner 2: 0.3 FTE
- Admin: 0.1 FTE
- Information Services (Mapping): 0.1 FTE

Standard service support will be needed from Administrative Services for Information Services, Finance Support. Trust Area Services will also contribute non-extraordinary advisory and role in supporting public engage. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

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

Staff will develop a detailed and phased work plan for LTC consideration that includes but is not limited to: external professional expertise required; project timeline; estimated cost; activities; interagency cooperation; key milestones and decision points; and deliverables.

To ensure the need for professional services is minimized and use of staff is optimized, a scope of work will be prepared by staff through the remainder of this Fiscal Year, and this will be reviewed with SS LTC prior to issuance of an RFP. The scope of work will be supported by sources that have informed policy since the last SS OCP was prepared, which include:

- A backgrounder of:
  - recent studies
  - landmark developments
  - major policy changes
  - identified needs
- A communications and engagement strategy to:
  - clarify the purpose and scope of public engagement in this project
  - establish high-level public engagement goals
  - identify available communications and engagement resources and limitations (software, human resources, travel)
  - Establish polices of engagement for the project through various forms of media

- List and analyse risk and management needs of interest holders.

The scope of work will serve to provide local context and ensure that submissions compete on matters that are relevant to developing suitable project proposals, deliverables, and milestones to be included in the eventual contract. Throughout the project's execution, the project manager will be responsible for identifying risk and potential consideration for substantial change from the contract, and put forward recommendations to SS LTC for possible actions to address this. Changes that exceed phase budgets or timing will be brought to SS LTC as early as possible with options for budget shifts, schedule changes, or other alternatives.

Requested by: the SS LTC

Prepared by Chris Hutton, RPM, September 7, 2023

Reviewed by (name, title)/date: Stefan Cermak, Director, Planning Services, [date]

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* Chris Hutton on behalf of Salt Spring Local Trust Committee (LTC) **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	<u>**Budget Source**</u> (select all that apply): ☐ **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe: ______________________**
Date of Submission to Finance: September 28, 2023	**Funding Required for (date range):** April 1 2024-March 31, 2025

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

Addresses numerous Strategic Plan Goals and Objectives including: ensuring that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems, 'sustaining island character and healthy communities, and effective, efficient and collaborative governance.

Implement project under the LTC work program per LTC's request. The Business case for the Ganges Village Area Plan project was approved for the FY24 per the LTC resolution below:
SS-2022-121
It was MOVED and SECONDED,
That the Salt Spring Island Local Trust Committee endorse the Business Case for the Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan shown in Appendix 2 of the staff report dated August 9, 2022 and forward it to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2023-2024 Islands Trust budget.
CARRIED

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

Background

This business case involves the underspent project budgets for the 2023/2024 fiscal year (FY24) that was approved by the Islands Trust Finance Committee to be carried over to the 2024/2025 budget cycle. Since the budget policy does not allow any unspent funds to be automatically "carried over" to the next fiscal cycle, a new request, in the same amount that was approved minus the amount projected to be expended by the end of FY24, to the Islands Trust Finance Committee for the 2024-2025 (FY25) budget consideration is required. The staff report requesting the LTC to endorse the request to submit the business case can be found here.

Ganges Village Planning:

On November 10, 2020, the LTC passed the resolutions adopting the Project Charter, budget and Engagement Plan for the Ganges Village Planning Project. Since then, a Ganges Village Planning Task Force (aka Special Project Advisory Planning Commission) was formed, meeting twice a month to explore issues, policies and visions, and offered recommendations to the LTC. A consulting team was retained to conduct a robust public engagement program, working in conjunction with the Task Force. The consulting team also facilitated a two-day workshop with the Task Force and a community Design Idea workshop. A comprehensive report summarizing the public engagement program by the consulting team is available on the project webpage. This budget request is for the final stage of the Ganges (Shiya'hwt/SYOW̱T) Village planning process to draft the Ganges (Shiya'hwt/SYOW̱T) Village Area Plan (Note that the title of the area plan was suggested by Lyackson First Nations).

Ganges Village is the urban core of the Islands Trust Area and faces unique demands on a scale and intensity not experienced elsewhere within the Islands Trust Area. Previous community engagement efforts in relation to Ganges Village Planning were undertaken in 1995 and again in 2006. Much has changed since then while much remains unresolved:

- Ganges is acknowledged as a First Nations village site,
- Parts of Ganges are subject to sea level rise and could face the most costly levels of social and economic impact from climate change in the Islands Trust Area,
- Ganges is the focal point of homelessness on Salt Spring Island, which and has the greatest per capita homeless population in the Capital Regional District,
- Ganges infrastructure is aging and being replaced or upgraded which requires consideration of growth patterns,
- Ganges falls within the service are of the North Salt Spring Waterworks District, (NSSWD), which has a moratorium restricting new connections to the community water system.
- Ganges is the service centre and economic driver for Salt Spring Island, and to large extent, the Islands Trust Area. There is development potential to revitalize properties, hotels, harbours, and institutional supports.

Policies to address these issues and opportunities are woefully outdated and do not reflect Trust Council's implementation of the First Nations Engagement Principles Policy, Trust Council's Reconciliation Declaration, and Trust Council's declaration of a Climate Emergency. To address these numerous issues, the SSI LTC requested staff to create a project charter that will deliver a Ganges Village Area Plan.

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

- *Mitigate and adapt to climate change impacts*
- *Improve community engagement and participation in Islands Trust work*
- *Strengthen housing affordability*

Strengthen relations with First Nations and to advance Trust Council's commitment to Reconciliation

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

A standalone Area Plan for the Ganges Village to guide future development growth and to build a sustainable village.

The funding request for FY2024/25 is to cover costs associated with:

Description of Activities	Timelines	Budget	Projected expenditure by the end of 2024/25 FY
Consultation and coordination between LTC and 13 First Nations	ongoing	$26,000	
Consultant selection process for drafting the area plan and the public consultation of the area plan	Spring 2024 for six months	$53,000 – consulting contract	
Technology (mapping, data analysis, etc.) and administrative support for public consultation process	Over the course of 2024	$2,500	
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	Over the course of 2024	$5,000	
	Total Request	**$86,500**	
Dovetail work with concurrent OCP-LUB Project to facilitate policy and regulatory consistency with key development documents.		$25,000	

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

Ganges Village is the Islands Trust's core economic and service centre, it is facing an immense demand for development. If suitable planning policies are not in place, the area will grow in the direction that deviates from the objectives set forth in the Trust Council Strategic Plan, which includes their commitment to First Nations Reconciliations, protection and preservation of the environment, and Climate Change without an area plan to provide specific guidelines for future development. This is the final stage of the Ganges Area Plan planning process, community has the expectation of an area plan being completed to guide the future of the core area. First Nations also anticipate being part of the process to address the future of Ganges Village as the area continue to grow and prospect with First Nations being part of the process.

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

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

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

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

CRITICAL SUCCESS FACTORS: (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*
With an unbiased, neutral third-party professional to draft the area plan (based on recommendations from the completed engagement program and the Ganges Village Planning Task Force), will help to address public opinions and the pre-conceived notion of the island Islands Trust's staff.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*
Approve the request for $86,500 as requested.

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

Quantitative Analysis:

- $53,000 for a contract for combined graphic design and policy writing. Professional consulting to write area plan usually cost over $100,000, but this usually includes public engagement. Since the engagement process has been completed, the cost should be substantially lower.
- $7,500 for technical support and educational material are estimates based on prior processes.
- $26,000 as capacity funding for First Nations is a low estimate. The LTC did not finalize a project charter for this project to pursue grant funding to inform this and other policy initiatives, and to focus on collaboration with First Nations. This commitment requires funding support; it is the same amount as in the SS OCP/SS LUB business case but this budget was cut to half and merged with the SS OCP/SS LUB project.
  *The total amount of $26,000 is required as this is by far the most critical part of the project in strengthening the relationship with the 13 First Nations with territorial interests on the island.

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

As per Islands Trust Council Policy 6.5.3 (Procurement). If the budget is approved, staff will prepare a more detailed scope of work within the budgeted amount for the LTC's consideration and proceed with procurement.

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

An approved Ganges Village Area Plan is expected to include an Implementation Plan with short, medium, and long-term policies and actions to achieve its vision and goals. Execution of these implementation items will be subject to Islands Trust Council Policy 6.2.1 (Priority Setting and Review Guidelines), including LTC projects. Additionally, as policy the plan's policy will form part of any review of issues, applications, or referrals that affect the Plan Area.

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

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs.

- RPM: 0.1 FTE
- Island Planner: 0.5 FTE
- Planners: 0.2 FTE
- Admin: 0.1 FTE
- Information Services (Mapping): 0.1 FTE

Standard service support will be needed from Administrative Services for Information Services, Finance Support. Trust Area Services will also contribute non-extraordinary advisory and role in supporting public engage. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

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

Staff will develop a detailed and phased work plan for LTC consideration that includes but is not limited to: external professional expertise required; project timeline; estimated cost; activities; interagency cooperation; key milestones and decision points; and deliverables.

Prior to procuring professional services, staff will prepare a scope of work that reflects input received to ensure that proposals compete on matters that are relevant to developing suitable project proposals, deliverables, and milestones to be included in the eventual contract. Throughout the project's execution, the project manager will be responsible for identifying risk and potential consideration for substantial change from the contract, and put forward recommendations to SS LTC for possible actions to address this. Changes that exceed phase budgets or timing will be brought to SS LTC as early as possible with options for budget shifts, schedule changes, or other alternatives.
A standard educational and informational online tools have been developed, and a general stakeholder groups was identified in the Ganges Village Public Engagement Program conducted by the consulting team which included a specific list of contacts of stakeholders, community groups, relevant agencies, and various First Nations communities.

Requested by: the Salt Spring LTC

Prepared by: Chris Hutton, Regional Planning Manager, September 7, 2023

Reviewed by : Stefan Cermak, Director, Planning Services, September 7, 2023

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2023
From:	**Stefan Cermak, Director, Planning Services**	**Date Prepared:**	October 12, 2023
SUBJECT:	**Planning Services – Projects Feasibility Assessment**		

PURPOSE

To provide the Financial Planning Committee with a feasibility assessment comparing Planning Services related budget case submissions for the next fiscal year (FY2024/25) to projected available staff resources.

SUMMARY

The Regional Planning Committee has submitted two business cases and six Local Trust Committees have submitted seven additional operations business cases requesting a total $471,000 for the 2024/25 fiscal year. The focus of most projects is addressing the housing crisis with an increased emphasis on First Nations engagement and capacity funding. Capacity funding for First Nations engagement and public engagement account for two-thirds of the funds requested by Local Trust Committees.

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

Efficiencies or cost savings might be found by Salt Spring Island Local Trust Committee consolidating their projects to reflect their receipt of a Complete Communities grant. Similarly, cost savings may be found by applying the First Nations Engagement grant received from the Ministry of Municipal Affairs to various LTC projects. Further assessment on the application of both grants would be required.

Staff estimate a total 4,750 hours of requested staff time based on business case submissions. The estimated annual availability of planning staff time on the Regional Planning Team time is 4,600 hours (this does not factor time for leave, administrative tasks, required training and staff events, etc). The difference of 150 hours is negligible. Staff's assessment is that there are sufficient staff resources to implement and manage the proposed projects.

BACKGROUND & ANALYSIS

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

Regional Planning Committee

Regional Planning Committee (RPC) undertakes projects to achieve actions in the Trust Council Strategic Plan and responsibilities as outlined in their terms of reference (Policy 2.3.1). RPC has submitted two business cases requesting a total $140,000 for the 2024/25 fiscal year (Table 1). Both business cases address housing. The Housing Needs Reports are legislatively required to be updated for all Local Trust Committees in the northern and southern regions. The general placeholder would aid in the advancement of the Housing Strategy and part 2 of the Housing Options Toolkit – both are designed to assist non-profit groups navigate Islands Trust regulatory requirements when developing affordable housing (see April 27, 2023 and September 6, 2023 RPC agendas for more detail).

Local Trust Committees

Major and Extraordinary Projects

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**	

Not shown in Table 1 is the Salt Spring Island Local Trust Committee's successful receipt of a $150,000 Complete Communities Grant in September 2023. The grant is currently being considered for assessing infrastructure capacity and to hire an Indigenous consultant to advise and/or lead indigenous consultation. Grant-funded deliverables must be received by August 2024. These deliverables will positively influence and advance the two Salt Spring LTC projects. The business cases note that receiving the grant may alter timelines and deliverables although no further assessment has been completed.

Minor Projects

Each LTC is permitted one minor active project (under $5,000). The Salt Spring Island Local Trust Committee may have up to three projects (combined major and minor - pending available resources). Each LTC now has one minor project with the exception of Ballenas-Winchelsea LTC. A total budget of $36,000 for these projects is captured in a separate line item in the proposed 2024/25 budget.

Minor projects are managed by the “Local Planning Team” which is a planning team consisting of senior planners assigned to undertake day-to-day planning functions of assigned local trust committees, including managing minor bylaw amendments, processing of major applications and referrals, responding to enquiries, and administering local trust committee meetings.

Funding Options

Trust Council may support all or some of the business cases as submitted. If Trust Council does not support the additional operations of LTCs as listed in Table 1, Trust Council special property tax requisitions (Policy 6.3.2) permit an individual LTC to request a special tax requisition. Special property tax requisitions are approved by Trust Council but only funded by the specific Local Trust Area requesting the funding and are not included in the general operations budget. This includes all associated islands within a Local Trust Area (e.g.: Piers Island and Prevost Island within the Salt Spring Island Local Trust Area).

Efficiencies

Trust Council policies were amended in 2022 to enhance the efficient and effective delivery of planning services. These policies include:

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

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

Staff has reviewed projects for consolidation where feasible as per Financial Planning Committee request made in August 2023:

- Salt Spring Island LTC projects could be consolidated for efficiencies including consideration of the Complete Communities grant project work.
- Funding First Nations engagement might be feasible using the $150,000 First Nations Engagement Grant received from the Ministry of Municipal Affairs. However, at time of drafting this report, there are no clear policies or procedures for applying the grant funding.
- The Housing Options toolkit created by the Regional Planning Team has been developed in tandem with, and applied to, various LTC projects.
- The proposed mapping of water availability on Gabriola Island advances the Freshwater Sustainability Strategy approved by Trust Council and will provide key evidence for decision making as per various tools in the Housing Options toolkit.

Available Staffing Resources

Long range planning projects requested by the RPC and LTCs with budgets over $5,000 will be undertaken by the Regional Planning Team. The Regional Planning Team consists of three Island Planners (senior planners), some support from the Senior Freshwater Specialist, support of a Regional Planning Manager and occasional support from other planners and administrative staff when feasible.

The Regional Planning Team yields an approximate total of 4,600 hours during the fiscal year (this does not factor time for leave, administrative tasks, required training and staff events, etc).

Staff estimate a total 4,750 hours of requested staff time based on business case submissions and using the same staff hour assumptions.

As the difference between 4,600 and 4,750 hours is negligible, staff conclude that there are sufficient staff resources to implement the business cases as proposed.

ATTACHMENT(S):

1. **None**

FOLLOW-UP:

Regional Planning Committee will be reviewing LTC and RPC projects for screening against a draft priority matrix at their November 15, 2023 regular business meeting.

Financial Planning Committee may seek feedback from the Salt Spring Island Local Trust Committee to consider consolidating projects or to adjust project timelines and deliverables to reflect the immediate focus on Complete Communities Grant deliverables.

Financial Planning Committee may also seek staff feedback on the feasible application of the $150,000 First Nations Engagement Grant received from the Ministry of Municipal Affairs.

Prepared By: Stefan Cermak, Director, Planning Services
Concurred By: Russ Hotsenpiller, CAO

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2023
From:	Islands Trust Conservancy Board	**Date Prepared:**	October 10, 2023

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.

<u>Property Management Capacity</u>

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 continues to grow its network of protected areas and is at the limit of property management staff capacity. Staff will conduct further analysis of property management needs and will return to the Board with options to address growing staff capacity limits. Staff have included ~ $105,000 in the draft budget as a placeholder amount which will be revised once the Board has reviewed options and made a made a financial request by resolution.

Table 1. Proposed Islands Trust Conservancy 2024/25 budget request (excludes salary, benefits and administrative costs). Does not include budget amount for additional property management staff capacity which will be provided following further ITC Board review.

	2023/24	2024/25			Increase/Decrease from 2023/24	
Description	**TOTAL BUDGET (Approved)**	**Islands Trust contribution (tax requisition)**	**SAR grant contribution**	**TOTAL BUDGET**	**$ Change**	**% Change**
Communications	18,000	12,500	5,500	**18,000**	0	0.0%
FOI & Records Management	2,500	5,000	0	**5,000**	2,500	100.0%
Subscriptions	400	400	0	**400**	0	0.0%
Memberships	1800	1,800	0	**1,800**	0	0.0%
Board Honoraria	7,000	7,000	0	**7,000**	0	0.0%
Board Meeting Expense	1,425	2,850	0	**2,850**	1,425	100.0%
Board Training and Conferences	1,600	1,600	0	**1,600**	0	0.0%
Property Management	159,930	111,140	55,000	**166,140**	6,210	6.1%
Safety		1,200	0	**1,200**	1,200	100.0%
Conservation Planning and Land Securement	26,550	11,550	15,000	**26,550**	0	0.0%
Ecosystem Mapping	18,000	13,800	4,200	**18,000**	0	0.0%
Legal	20,000	22,000	0	**22,000**	2,000	10.0%
Mobile Devices	3,290	3,290	0	**3,290**	0	0.0%
Training and Conferences	4,200	4,200	0	**4,200**	0	0.0%
Travel for Training	2,500	2,500	300	**2,800**	300	12.0%
Travel	20,000	15,000	6,500	**21,500**	1,500	10.0%
Project: ITC Plan First Nations Engagement	1,0000	10,000	8,000	**18,000**	8,000	80.0%
TOTAL Direct ITC Costs	**297,195**	**225,830**	**94,500**	**320,330**	**23,135**	**7.8%**

ATTACHMENT: Business case for Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project

FOLLOW-UP: Staff will follow-up as directed. Staff and the ITC representative to the Financial Planning Committee will convey the results of FPC deliberations to the ITC Board at its November 21, 2023 meeting.

Prepared By: Clare Frater, Director, Trust Area Services / October 13, 2023

Budget Funding Request
Short-Form Business Case

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

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

Islands Trust Conservancy Board</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: <u>_Capacity Funding: First Nations review and engagement, ITC Plan__</u></td></tr>
<tr><td>Business Area:

Islands Trust Conservancy</td></tr>
<tr><td>Name of Request:

Islands Trust Conservancy (ITC) Plan:
First Nations Engagement Project - $18,000 ($10,000 from Trust Council, $8,000 allocated from ITC Conservation Planning Budget)</td></tr>
<tr><td>Date of Funding Request Submission:

October 3, 2023</td><td>Funding Required for (date range):

April 1, 2024 – March 31, 2025</td></tr>
<tr><td colspan="2">ISSUE/OPPORTUNITY:

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 into practice.</td></tr>
</table>

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	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

Indigenous Relations and Reconciliation)	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 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 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) Shows meaningful commitment to the ITC Reconciliation Declaration; and,
2) Meets the second goal of the ITC Regional Conservation Plan, including satisfying objectives to amend policies, procedures and plans to include consideration of First Nations and to collaborate with Islands Trust to source funds and finance added capacity for First Nations collaboration

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
The recommended option will require a $10,000 budget commitment for 2023/24 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 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
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.

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2023
From:	Legislative Services	**Date Prepared:**	September 28, 2023

SUBJECT: **Proposed Financial Planning Committee 2024 Meeting Schedule**

RECOMMENDATION:

1. That Financial Planning Committee adopt the proposed meeting dates of January 24, February 21, May 29, August 28, October 16 and November 13 for the 2024 calendar year.

2. That Financial Planning Committee direct staff to schedule all 2024 FPC meeting dates as electronic meetings.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The proposed meeting dates allow for appropriate coordination of financial activities with Executive Committee and Trust Council meeting dates, and allows adequate time for staff and Committee members to perform their duties with appropriate care and due diligence.

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1 PURPOSE:

1 To determine the 2024 meeting schedule for the Financial Planning Committee (FPC); and
2 To make decisions around meeting formats (electronic or in-person).

2 BACKGROUND:

Meeting Dates

Near the end of each calendar year, Financial Planning Committee determines the meeting dates for the next calendar year by way of resolution. Proposed meetings dates for the 2024 calendar year are as follows:

PROPOSED FPC DATE (Year 2024)	ASSOCIATED EC DATE (Year 2024)	TRUST COUNCIL DATES (Year 2024)	MAIN FPC TASKS
Wednesday, January 24	NA	NA	Review Draft 2024/25 Budget. Approve Budget Public Consultation.
Wednesday, February 21	February 28 (agenda February 23)	March 12-14	Audit Committee meeting re: audit planning. Approve 2024/25 Budget Draft and send to Trust Council. Property Tax Insert Notice
Wednesday, May 29	June 5 (agenda May 31)	June 18-20	Audit Committee meeting. Review 2023/24 Audited Financial Statements

Wednesday, August 28	September 11 (agenda September 6)	September 24-26	Review Budget Assumptions and Principles. Review Allocated Financial Statements Review SOFI
Wednesday, October 16	NA	NA	Review 1st Draft of the 2025/26 Budget.
Wednesday, November 13	November 20 (agenda November 15)	December 3-5	Approve 1st Draft of the 2025/26 Budget to forward to Trust Council.

Meeting Format

Staff are requesting that FPC determine as early as possible if they wish to continue with electronic meetings for 2024. Early decision making in this regard will help staff with meeting logistics and will inform budget planning for this area.

Electronic meetings create time savings for trustees who do not have to travel, time savings for staff in terms of travel and catering arrangements, generates several thousands of dollars in cost savings to the organization annually, and reduces corporate greenhouse gas emissions in alignment with Islands Trust values. In addition, fully electronic meetings tend to generate higher quality meeting recordings for future public viewings.

Trust Council Bylaw 101 permits Council Committees to conduct fully electronic regular and special meetings. Section 11.11(a) states: *"A regular or special meeting of a Council committee or a special meeting of the Executive Committee may be conducted entirely by means of audio or audio and visual electronic communication facilities if a majority of the members of the committee have agreed by resolution that the meeting may be conducted in this way and provided the Secretary has received sufficient notice and can make the necessary arrangements."*

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Allows for appropriate coordination of financial activities with Executive Committee and Trust Council meeting dates, and allows adequate time for staff and Committee members to perform their duties with appropriate care and due diligence.

FINANCIAL:
No financial impact associated with setting meeting dates.
Selection of all electronic meetings for 2024 will generate a few thousand dollars in financial savings as well as reduced greenhouse gas emissions and time savings from reduced travel. The draft 2024/25 budget will be adjusted to reflect FPC decisions made related to this topic.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Communications with meeting administrative staff will circulate internally for purposes of planning.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:

Trust Council Bylaw 101

[Trust Council Policy 2.3.1 Council Committee System]

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendations:

1 That Financial Planning Committee adopt the proposed meeting dates of January 24, February 21, May 29, August 28, October 16 and November 13 for the 2024 calendar year.

2 That Financial Planning Committee direct staff to schedule all 2024 FPC meeting dates as electronic meetings.

Alternatives:

1. That Financial Planning Committee adopt the proposed meeting schedule for the 2024 calendar year with amendments [as directed].

2. That Financial Planning Committee direct staff to schedule only the 2024 FPC meeting dates of ________, ________, ________ as electronic meetings.

3. That Financial Planning Committee direct staff to schedule all the 2024 FPC meetings as in-person meetings.

Prepared By: Robert Barlow, Legislative Services Clerk

Reviewed By: Director, Administrative Services