Islands Trust

Financial Planning Committee

Revised Agenda

Date: Wednesday, November 13, 2024

Time: 10:00 am - 3:00 pm

Location: Electronic Zoom Meeting

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8. **BUSINESS - OTHER**

8.1 Draft Public Survey on 2025/26 Budget - Briefing 145 - 172

9. BUSINESS - NEW

10. WORK PROGRAM 173 - 175

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

11. NEXT MEETING

Wednesday, January 22, 2025 from 10:00 a.m. to 3:00 p.m.

12. CLOSED MEETING

If desired:

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

13. RISE AND REPORT

If desired.

14. ADJOURNMENT

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

Financial Planning Committee
Minutes of a Regular Meeting

Date of Meeting: **October 23, 2024**
Location: **Electronic Meeting**

Members Present:
Joe Bernardo, Local Trustee (Chair)
Mairead Boland, Local Trustee (Vice Chair)
Alex Allen, Trust Programs Committee Representative
Tobi Elliott, Executive Committee Representative
Judith Gedye, Governance Committee Representative
David Graham, Local Trustee
Peter Luckham, Executive Committee Representative
David Maude, Executive Committee Representative
Laura Patrick, Regional Planning Committee Representative
Tim Peterson, Executive Committee Representative
Susan Yates, Islands Trust Conservancy Board Representative

Staff Present:
Julia Mobbs, Interim Chief Administrative Officer (ICAO)
Stefan Cermak, Director, Planning Services
Clare Frater, Director, Trust Programs Services
Nancy Roggers, Finance Officer
Robert Barlow, Legislative Services Clerk/Recorder

1. CALL TO ORDER

Chair Bernardo called the meeting to order at 10:01 a.m.

2. AGENDA

2.1 Review of the Agenda

No changes to the agenda were requested.

2.2 Approval of the Agenda

By general consent the Committee approved the agenda as presented.

3. PUBLIC COMMENT PERIOD

No member of the public was present.

4. DELEGATIONS

None.

5. CORRESPONDENCE

None.

6. ADMINISTRATIVE COORDINATION

6.1 Draft Minutes of Previous Meetings

6.1.1 Financial Planning Committee Regular Meeting draft minutes of August 28, 2024

By general consent the Committee approved the minutes as presented.

6.2 Resolution Without Meeting

6.2.1 FPC RWM 2024-02 - Reschedule FPC meeting of October 16, 2024 to October 23, 2024

The Resolution Without Meeting was received for information.

6.3 Follow up Action List

The Follow-up Action List was received for information.

7. BUSINESS - WORK PROGRAM ITEMS

7.1 Budget Overview - Briefing

Interim Chief Administrative Officer (ICAO) Mobbs introduced the Briefing. Discussion included:

- Some Trust Council Committees have not provided all of their budget requests.
- Executive Committee has not reviewed all potential submissions.
- The Bowen Island Municipality current funding arrangement that identifies their contribution needs review.

Trustee Boland left the meeting at 10:26 a.m.

- Trust Council may undertake review of application processing fees in future.

FPC-2024-034
It was MOVED and SECONDED,
that Financial Planning Committee recommend to Trust Council to hold at least one meeting electronically for the next year.

DEFEATED

FPC-2024-035
It was MOVED and SECONDED,

that Financial Planning Committee recommend to Trust Council to explore new venues/locations for future Trust Council meetings for the purposes of achieving potential significant cost savings.

CARRIED

Trustee Boland rejoined the Committee at 11:30 a.m.

7.2 Budget Funding Requests

Committee discussion included:

- whether a logo and other graphics created by an Indigenous artist for Truth and Reconciliation Day should proceed, given the $4,000 cost
- that in future, staff could separate Trust Area-wide and local trust committee specific activities in Communications and in Reconciliation Action Plan Implementation activities
- that there is significant expense and staff time needed to support the Policy Statement Amendment Project (PSAP) in-person public engagement activities to individual local trust committees (LTCs) and Bowen Island Municipality on their referral responses to Trust Council
- the value of involving the public in discussing potential amendments to the Policy Statement

The Committee recessed at noon and resumed at 12:10 p.m.

Committee discussion continued:

- public engagement methods for the PSAP could be reviewed (surveys/meetings/webinars/communication materials)
- the value achieved by public engagement in regards to local trust committee/island municipalities referral responses to Trust Council on the Policy Statement needs to be assessed
- in-person public engagement may result in a need to hire an additional staff person for Trust Area Services to sustain regular work programs
- the $20,000 budget for in-person public engagement may be insufficient if all Trust bodies want in-person engagement
- Stewardship Education Program needs to broaden the reach of public engagement beyond webinars

The Committee then addressed agenda item 8.1

8.1 Appointments to the Audit Committee – Request For Decision

FPC-2024-036
It was MOVED and SECONDED,
that Financial Planning Committee appoint Trustee Gedye and Trustee Allen to the Audit Committee for the remainder of the 2022 to 2026 term.

CARRIED

The Committee returned to agenda item 7.2

7.2 Budget Funding Requests

FPC-2024-037
It was MOVED and SECONDED,
that Financial Planning Committee recommend to Executive Committee that it carefully re-consider the Policy Statement Amendment Project's proposed public engagement phase 4 activities and associated costs in light of concerns raised in the October 23, 2024 Financial Planning Committee meeting.

CARRIED

Trustee Allen and Trustee Gedye left the meeting at 12:56 p.m.
The Committee recessed at 12:58 p.m. and resumed at 1:30 p.m.

Committee discussion continued:

- The Lasqueti Island Official Community Plan (OCP)/Land Use Bylaw (LUB) Review is not a new project but rather a continuation of one already in play.
- There currently are two planning staff on temporary assignment outside of Islands Trust.

FPC-2024-038
It was MOVED and SECONDED,
that Financial Planning Committee request that the Regional Planning Committee review and provide comments to the Financial Planning Committee on the Planning Services – Project Feasibility Assessment report (Agenda Item 7.2.3.2) and include consideration of the feasibility of completing the projects this term.

CARRIED

- There is a desire by some trustees to explore better ways of planning for OCP and LUB reviews.
- Some OCPs and LUBS need to be reviewed and amended as a result of Provincial Government changes in legislation.
- The Islands Trust Conservancy Board budget request includes a new safety device with a monthly monitoring cost.

8. BUSINESS - OTHER

8.1 Proposed FPC Meeting Dates for 2025/26 – Request For Decision

FPC-2024-039
It was MOVED and SECONDED,
that Financial Planning Committee adopt the proposed meeting dates of:

- January 22, 2025
- February 19, 2025
- May 28, 2025
- August 20, 2025
- October 22, 2025

- November 12, 2025
- January 21, 2026
- February 18, 2026

CARRIED

FPC-2024-040
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to schedule all adopted Financial Planning Committee meeting dates as electronic meetings.

CARRIED

8.2 2025/26 Islands Trust Property Tax Notice Insert - Briefing

Director Frater spoke to the Briefing. Committee discussion included the possibility of adding to the next Property Tax Notice Insert:

- a description of the structure of Islands Trust,
- if possible, adding the actual tax impact to the average homeowner in local trust areas in dollar amounts along with percentages for the average property value.

It was noted that staff are working on providing information to Bowen Island Municipality for their property tax notice.

9. BUSINESS - NEW

None

10. NEXT MEETING

Wednesday, November 13, 2024, from 10:00 a.m. to 3:00 p.m.

11. CLOSED MEETING

The meeting was not closed.

12. RISE AND REPORT

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

13. ADJOURNMENT

By general consent the meeting adjourned at 2:45 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.

Print Date: November 5, 2024

Follow Up Action Report

Financial Planning Committee

12-Oct-2022

Progress		Activity	Responsibility	Dates	Status
0%	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: 19-Mar-2025	In Progress

23-Oct-2024

Progress		Activity	Responsibility	Dates	Status
50%	1	that Financial Planning Committee recommend to Trust Council to hold at least one meeting electronically for the next year.	Alexandra Trifonidis Julia Mobbs	Target: 03-Dec-2024	In Progress
50%	2	that Financial Planning Committee recommend to Trust Council to explore new venues/locations for future Trust Council meetings for the purposes of achieving potential significant cost savings.	Julia Mobbs Lori Foster	Target: 03-Dec-2024	In Progress

Print Date: November 5, 2024

Follow Up Action Report

Financial Planning Committee

23-Oct-2024

Progress		Activity	Responsibility	Dates	Status
100%	3	Financial Planning Committee recommends to Executive Committee that it carefully re-consider the Policy Statement Amendment Project's proposed public engagement phase 4 activities and associated costs in light of concerns raised in the October 23, 2024 Financial Planning Committee meeting. Those concerns, as captured in the FPC minutes are: - the role of individual Trustees and each LTC with PSAP public engagement needs to be clarified - public engagement methods for the PSAP could be reviewed (surveys/meetings/communication materials) - the value achieved by public engagement in regards to LTC referral responses needs to be assessed - in-person public engagement may result in a need to hire an additional staff person - the budget for public in-person engagement may be insufficient if all Trust bodies want in-person engagement	Clare Frater	Target: 13-Nov-2024	Completed
50%	4	that Financial Planning Committee request that the Regional Planning Committee review and provide comments to the Financial Planning Committee on the Planning Services - Project Feasibility Assessment report (Agenda Item 7.2.3.2) and include consideration of the feasibility of completing the projects this term.	Rob Kroeker Stefan Cermak	Target: 13-Nov-2024	In Progress

Islands Trust

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	November 13, 2024
From:	Administrative Services - Finance	**Date Prepared:**	November 4, 2024

SUBJECT: **SEPTEMBER 30, 2024 FINANCIAL REPORT**

RECOMMENDATION:
That Financial Planning Committee forward the September 30, 2024 Financial Report to Trust Council for approval.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The second quarter financial report indicates that Islands Trust is generally following the financial plan for 2024/25.

1 PURPOSE:
To summarize the findings of the September 30, 2024 second quarter financial report.

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

Financial Report Findings

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

As at September 30, 2024 Islands Trust has consumed a net 46% of the annual approved budget, slightly below benchmark for this time of year. Individual areas may experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 50% benchmark (where significance is determined as more or less than 10%, and more or less than $5,000) are discussed in this report.

Revenues

Total Revenue is higher than the benchmark by $4,410,319 (43%) due to the following:

~ *Fees* are lower than benchmark by $55,000 (20%). This is due primarily to the implementation of the new accounting standard impacting the timing of revenue recognition associated with application fees. Specifically, fees revenue is recorded when milestones in processing applications are completed, as opposed to when fees are received by Islands Trust. The amount of fees revenue received in the first and second quarter that has not yet been recognised is $68,000, accounting for the amount below the quarter two benchmark.

~ *Provincial Grant - Unrestricted* is higher than benchmark due to the full value of the unrestricted operating grant received in the first quarter of the year.

- ~ *Federal and Provincial Grants – Restricted* is below benchmark by $100,000 (15%) due to projects funded by these grants taking time to ramp up in the first and second quarter of the fiscal year. Projects funded by these grants include: Islands Trust Conservancy (ITC) Species at Risk programming, Salt Spring Island OCP/LUB Update, Trust Area Housing Needs Assessments, First Nations Engagement, and the hiring of temporary Registered Professional Biologist to staff.

- ~ All revenues from taxation *(General Property Tax Levy, Special Property Tax Requisition, and Bowen Tax Levy)* report at 100% due to the full value of all of them being received in the first quarter of the year.

- ~ *Investment Income* is lower than the benchmark by $17,000 (7%) due to the draw down of surplus funds to pay for first quarter operations in advance of receipt of the 2024/25 property taxes. Investment increases later in the year when property taxes are received and invested.

Expenses by Service Area

Council Services

Council Services expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus an allocation of general administrative expenses. Inclusive of the general admin allocation, these expenses report at $784,000 (46% of budget) which is lower than the 50% benchmark by $76,000 (4%).

- ~ Executive Committee spending is $9,000 (6%) above benchmark due primarily to higher costs associated with registration, travel and accommodation fees for UBCM.

- ~ Trust Area Services spending is $17,000 (4%) below benchmark due primarily to staff vacancies, lower costs for programming for Stewardship education and secretariat services, and the policy statement review project which are planned for later in the fiscal year. Staff vacancies have been as follows: Senior Indigenous Relations Advisor (1 month), Senior Policy Advisor (1 week), and Program Coordinator (6 months) which was partially offset by spending for a temporary contract worker into this position.

Local Trust Committee (LTC) Services

LTC Services expenses include costs related to five main areas: Local Trust Committees (LTCs); planning services projects; planning services staff; facilities; and bylaw enforcement; as well as an allocation of general administrative expenses. Inclusive of the general admin allocation, these expenses report at $3.7M (47% of budget) which is lower than benchmark by 277,000 (3%). Individual expense lines within LTC services that deviate from benchmark are as follows:

- **Local Trust Committees (LTC) costs** are comprised of rent, phone, internet and office service for on-island trustee offices, the trustee portion of insurance costs, general legal costs, bylaw enforcement legal costs, legal litigation costs, statutory notices, EC travel expenses to chair LTC meetings; trustee-incurred expenses, LTC and APC meeting expenses, LTC communications, special project expenses, LTC statutory notices and the LTC portion of trustee remuneration and benefits. Total LTC spending to September 30, 2024 is $515,000 (62% of budget), higher than benchmark by $99,000 (12%), due primarily to increased legal costs associated with the following:

  - ~ Bylaw Enforcement legal costs are over benchmark by $37,000 (49%) due to three files, one each on North Pender, Thetis Island, and Salt Spring Island. Trust Council's approved budget intentionally approved reduced legal budgets with the understanding that overages would be funded by surplus. This was a move to reduce tax increases in the Trust Area.
  - ~ Litigation costs are over benchmark by $97,000 (237%) due primarily to two significant legal files, one on Gabriola Island and the other on Galiano Island. Trust Council's approved budget intentionally

approved reduced legal budgets with the understanding that overages would be funded by surplus. This was a move to reduce tax increases in the Trust Area.

- **Planning Projects** costs are comprised of all LTC and Regional Planning Committee projects, including the housing strategy, housing needs assessments and building footprint data updates, as well as coordination and project work undertaken by the Salt Spring Island Watershed Protection Alliance (SSIWPA). Planning projects report at $139,000 (19% of budget), which is less than benchmark by $228,000 (31%). Straight-line benchmarking is less appropriate for project work as project plans often see work advancing in uneven portions throughout the years. Underspending on planning projects is due primarily to a combination of the following:

  ~ **LTC Major and Minor Projects**: Spending on LTC major and minor projects is less than benchmark by $213,000 (38%). This is primarily due to the following:
    - Denman Island LTC Housing Review – very limited spending on this $15,000 project in the first half of the fiscal year. A review of project milestones by the LTC delayed the project moving forward, however the bulk of the funds will be spent on a capacity work agreement which is currently under negotiation with First Nations.
    - Gabriola Island LTC OCP/LUB – A significant portion (65%) of this project's $77,000 budget is allocated to a water study for which a request for proposal was issued and contract award is pending. The remainder is expected to be spent by the end of the fiscal period.
    - Hornby Island LTC First Nations Relationship Building– this budget ($31,500) was reallocated by the LTC to the Hornby OCP/LUB during quarter two. The Hornby OCP/LUB is therefore underspent to the end of quarter two due to a reevaluation of work and priorities by the LTC during the first half of the fiscal year. The total budget for this work is $33,000 due to budget from a minor project that was also reallocated here.
    - Mayne Island Housing – no spending on this project in the first half of the fiscal year. The majority of the $10,000 approved budget for this work will be spent on First Nations engagement and legal review later in the fiscal year.
    - North Pender Housing Access & Affordability – very limited spending on this project in the first half of the fiscal year. The majority of the $15,000 approved budget for this work will be spent on legal review later in the fiscal year.
    - Salt Spring OCP/LUB Review – the budget of $222,000 reports at 27% spent to the end of second quarter. The complete communities assessment portion of this project is underway and expected to be complete this fiscal year. A lack of staff resources in the Salt Spring Island office has slowed progress and the full budget is not expected to be spent this fiscal year.
    - Salt Spring Ganges Village Area Planning – no spending against the $86,500 project budget in the first half of the fiscal year. The SSI LTC has decided to forgo work on this project this fiscal and instead has directed staff to reallocate the $86,500 from this approved project to enhance the work on the SSI OCP/LUB review project.
    - SSIWPA Plan Coordination – no spending against the $55,000 budget for SSIWPA coordination has taken place in the first half of the fiscal year. This work has not advanced due to lack of staff capacity in the Salt Spring Island office.
    - Salt Spring Island Groundwater Sustainability Strategy – no spending against the $16,500 budget for SSIWPA coordination has taken place in the first half of the fiscal year. This work has not advanced due to lack of staff capacity in the Salt Spring Island office.

  ~ **Other projects –** Underspending on other planning projects is less than benchmark by $227,000 (31%). Underspending on other projects is as indicated below:
    - Housing Strategy – the budget of $30,000 reports at zero spent to the end of the second quarter. Development of a strategy to undertake this project has been completed by the

Regional Planning Committee and work will take place in the last half of the fiscal year on the tiny homes project.
    - Housing Needs Assessments – the budget of $127,000 reports at zero spent to the end of the second quarter. Work is underway and will be completed by the end of quarter three.
    - Building Footprint: Data Update – the budget of $10,000 reports at zero spent to the end of the second quarter. This project has not advanced yet.
    - This underspending is offset by unanticipated spending that took place on the following pieces of work: Regional Freshwater Management ($16,000) and the LTC Development Approvals Program (53,000) totaling $69,000.

- **Planning Staff** costs include planning staff salaries, benefits, training and travel costs, as well as any contracted human resources associated with planning work. Spending to September 30, 2024 reports at $1.6M (51% of budget) which is slightly above benchmark by 34,000 (1%).
  Both the southern and northern office planning teams were fully staffed in the first half of the fiscal year. The Salt Spring planning team was understaffed due to partial vacancies in the Island Planner (3.5 months and Office Administrative Assistant positions (2 months). Savings from planning staff vacancies are offset due to overtime incurred relating to the Cityview implementation and training that took place in quarter one as well as by other work on projects.

- **LPS Facilities** include operational costs for all three Planning Services offices including internet, land title registrations, memberships, office lease costs and associated office services, postage and courier, any costs for office moves or renovations, safety, office supplies, telephone and mobile devises. Spending to September 30, 2024 reports at $205,000 (36), which is lower than benchmark by $82,000 (14%). This is primarily due to underspending for the Salt Spring Island office move and renovation where costs are expected to occur later in the year.

- **Bylaw Enforcement** costs include staff salaries and benefits, training, mobile devices, travel costs and the Cityview Bylaw Portal project. Spending to September 30, 2024 reports at $230,000 (43% of budget), which is lower than benchmark by $35,000 (7%). This is due primarily to no spending in quarter one and quarter two on the Cityview Bylaw Portal project, which is planned for later in the fiscal year.

<u>Islands Trust Conservancy Services</u>

Total ITC expenses include costs related to three main areas: Board expenses; Operations expenses; and Property management expenses; as well as an allocation of administrative expenses. Inclusive of the general admin allocation, these expenses were lower than benchmark by $108,000 (7%). Individual expense lines within ITC services that deviate from benchmark are as follows:

~ **Property Management** costs include ITC property management expenses, ITC conservation planning and land securement expenses, First Nations engagement planning, and legal costs. Property management expenses report at $43,000 (20% of budget), lower than benchmark by $63,000 (30%). This is due primarily to the following:
    - Property Management – Lack of staff capacity limited the ability to advance property management contracts during quarter one. With many contracts issued during quarter two for this work. It is expected that some of the budget will remain unspent at the end of the fiscal year.
    - Conservation Planning & Land Securement – The ITC Board is taking a cautious approach to new land securement projects, due to new conservation acquisitions and covenants requiring individual Ministerial approval, and due to the limited capacity of property management staff to take on new work. There are currently three covenant projects and one land acquisition project underway, however these await landowner completion of various items to proceed. Expenditures will be incurred later in the fiscal period related to this work.

- First Nations Engagement Plan - In early 2024, the Minister directed ITC to undertake further First Nations Engagement for the required ITC Five Year Plan and Trust Council approved funding to assist in this engagement. Due to staff capacity issues. The temporary/acting manager situation and capacity issues continue to limit the ability to begin this project. It is expected that the project will be initiated in the fall/winter 2024-25.

General Administration

Total general administrative expenditures include costs related to six main areas: Executive office; Administrative services; Office Operations; Information systems; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three service areas of the Trust (Council, LTC, and ITC) based on their relative dollar magnitudes for the period. In aggregate these expenses are reported at $1.3M (46% of budget), which is lower than benchmark by $109,000 (4%). This is due primarily to the following:

~ **Senior Management** costs include corporate memberships, FOI and records management cost, recruitment and labour relations cost that are directly associated with hiring of the CAO, staff salaries, benefits, training, and travel costs. These costs report at $359,000 (58%), which is higher than benchmark by $52,000 (8%). This is primarily due to higher than anticipated expenditures to the end of the second quarter for recruitment and labour relations related to the hiring of the new CAO and to higher than anticipated expenditures for salaries and benefits where the departing CAO was on still on payroll for a period of time that overlapped with payment to the Interim CAO..

~ **Admin Services** costs include contractors hired to take on work displaced by staff vacancies, staff salaries, benefits, training, and travel costs. These costs report at $227,000 (35% of budget), which is lower than benchmark by $98,000 (15%) primarily due to delayed hiring of the new Manager of Finance and Accounting position and vacancy in the Director of Administrative Services position.

Consolidated Expenses by Object

Public Sector Accounting Standards determine that financial reporting for government entities be reported "by function" (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses "by object" (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results, December 31, 2022 expenses by object are shown as follows:

Object	6 months ending September 30, 2023	2024/25 Approved Budget	6 months ending September 30, 2024	% of Budget Consumed
Staff Salaries and benefits	2,888,189	6,652,424	3,299,544	50%
Office Operations	581,450	1,377,327	632,577	46%
Council and trustee costs	518,594	1,089,218	540,383	50%
Programs	127,414	1,345,277	237,834	18%
Legal - General	72,021	96,101	19,366	20%
Legal - Bylaw Enforcement	81,107	75,701	75,238	99%
Legal - Litigation	61,660	41,801	117,006	280%
Legal - Statutory Notices	9,134	17,000	4,152	24%
Travel/training and recruitment	111,235	284,370	159,008	56%
Subtotal	4,450,802	10,979,219	5,085,108	46%
Amortization	86,415	224,000	55,675	25%
Total Expenses	4,537,218	11,203,219	5,140,783	46%

Staff salaries and benefits costs are tracking as planned.

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

Council and trustee costs are tracking as planned.

Programs costs are less than the benchmark due primarily to project costs planned for later in the fiscal year, and in some instances projects not advancing as planned.

Total Legal expenses for general, bylaw, litigation, and statutory notices are at 94% of budget spent to the end of the first quarter, 45% above benchmark, due primarily to increase legal costs incurred for bylaw enforcement and litigation.

Traveling/training and recruitment costs are tracking above benchmark due primarily to increased costs for the UBCM convention and higher than expected costs for ITC property management and bylaw enforcement travel.

Amortization expense is tracking as expected.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.
FINANCIAL: None. Expenditures to September 30, 2024 are within the overall Islands Trust annual approved budget.
POLICY: None.
IMPLEMENTATION/COMMUNICATIONS: None. Managing staff will continue to receive financial reporting on their respective areas of oversight throughout the year.
FIRST NATIONS: None.
OTHER: None.

4 RELEVANT POLICY(S):
Islands Trust Policy 2.3.1 Council Committee System
Bylaw 193 Islands Trust Financial Plan Bylaw, 2024-2025

5 ATTACHMENT(S):
September 30, 2024 Financial Report

RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee forward the September 30, 2024 Financial Report to Trust Council for approval.

Alternative: None.

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

Islands Trust
Detailed Statement of Operations
For The 6 Months Ending September 30, 2024

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

	Description	6 months ending September 30, 2023	2024/25 Approved Annual Budget	6 months ending September 30, 2024	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
REVENUE:						
	Fees & Sales	135,871	275,500	82,501	*30%*	*192,999*
	Provincial Grant - Unrestricted	180,000	180,000	180,000	*100%*	-
	Federal and Provincial Grants - Restricted	194,571	653,919	226,700	*35%*	*427,219*
	General Property Tax Levy - All LTAs	8,046,628	8,555,040	8,555,040	*100%*	-
	Special Property Tax Requisition - SSI LTA	43,500	-	-	*0%*	-
	Municipal Property Tax Levy - Bowen Island Municipality	345,989	391,260	391,260	*100%*	-
	Investment Income	142,267	260,000	132,677	*51%*	*127,323*
Total Revenue		9,088,825	10,315,719	9,568,178	*93%*	*747,541*
EXPENSES:						
Trust Council Services						
	Trust Council	227,952	432,309	212,990	*49%*	*219,319*
	Executive Committee	56,037	138,171	77,611	*56%*	*60,560*
	Trust Area Services	270,127	714,456	293,595	*41%*	*420,861*
	General Admin Allocation - 15%	182,938	434,408	199,757	*46%*	*234,651*
Total Council Expenses		737,054	1,719,344	783,953	*46%*	*935,391*
Local Planning Services						
	Local Trust Committees	501,428	830,937	514,834	*62%*	*316,103*
	Projects - **Note 1**	60,612	733,837	139,157	*19%*	*594,680*
	Planning Staff	1,407,147	3,270,446	1,668,909	*51%*	*1,601,537*
	LPS Facilities	188,622	574,518	205,240	*36%*	*369,278*
	Bylaw Enforcement	224,443	529,432	229,866	*43%*	*299,566*
	General Admin Allocation - 71%	775,859	2,017,442	943,057	*47%*	*1,074,385*
Total Local Planning Services Expenses		3,158,110	7,956,612	3,701,062	*47%*	*4,255,550*
Trust Conservancy Services						
	Board	2,565	11,450	3,865	*34%*	*7,585*
	Conservancy Staff and Associated Costs	432,718	916,120	441,569	*48%*	*474,551*
	Property Management	49,202	212,690	43,240	*20%*	*169,450*
	General Admin Allocation - 14%	157,568	387,003	167,095	*43%*	*219,908*
Total Trust Conservancy Expenses		642,053	1,527,263	655,768	*43%*	*871,495*
General Administration Services						
	Senior Management	227,022	614,239	359,312	*58%*	*254,927*
	Admin Services	249,459	649,529	226,930	*35%*	*422,599*
	Office Operations	138,875	329,450	155,953	*47%*	*173,497*
	Information Systems	334,604	834,935	414,197	*50%*	*420,738*
	Computer/Furniture & Equipment	79,989	186,700	97,842	*52%*	*88,858*
	Amortization Expense	86,415	224,000	55,675	*25%*	*168,326*
	General Admin Recovery	(1,116,365)	(2,838,853)	(1,309,909)	*46%*	*(1,528,944)*
Total General Administration Expenses		0	-	(0)		
Total Expenses		4,537,218	11,203,219	5,140,783	*46%*	*6,062,436*
YTD Surplus (Shortfall)		4,551,607	(887,500)	4,427,395		
Amortization Adjustment		n/a	(224,000)	n/a		
Capital adjustment		79,989	n/a	97,842		
Adjusted surplus (shortfall)		$ 4,631,596	$ (663,500)	$ 4,525,238		
Funded by:						
Transfer from (to) General Revenue Surplus Fund		(4,652,446)	371,500	(4,595,275)		
Transfer from (to) LTC Project Reserve Fund		20,850	219,000	70,037		
Transfer from (to) Special Tax Requisition Fund		-	73,000	-		
Net Unfunded Balance		(0)	-	0		

Description	6 months ending September 30, 2023	2024/25 Approved Annual Budget	6 months ending September 30, 2024	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
Note 1: LTC & Planning Services Project Spending					
LTC Projects					
LTC Projects funded by Reserve Fund	-	1,001	-	*0%*	*1,001*
Denman Housing Review	363	15,000	47	*0%*	*14,953*
Denman Farming Regulations Review	-	500	-	*0%*	*500*
Denman TUP Review	-	2,500	-	*0%*	*2,500*
Gabriola OCP/LUB	446	77,000	786	*1%*	*76,214*
Gabriola Ecological Protection Zone	-	2,000	-	*0%*	*2,000*
Galiano Groundwater Strategy Implementation	434	1,500	621	*41%*	*879*
Gambier OCP/LUB	16,000	-	-	*0%*	-
Gambier Keats Island Shoreline Protection Review	1,680	5,000	4,976	*100%*	*24*
Hornby OCP/LUB	260	-	-	*0%*	-
Hornby Community Heritage Register	-	1,500	-	*0%*	*1,500*
Hornby First Nations Relationship Building	-	31,500	-	*0%*	*31,500*
Lasqueti OCP/LUB	-	4,000	-	*0%*	*4,000*
Mayne Island Housing	274	10,000	-	*0%*	*10,000*
Mayne LUB Minor Amendments	-	2,000	1,241	*62%*	*759*
North Pender OCP/LUB	1,392	-	-	*0%*	-
North Pender Raptor Nest DPA update	-	5,000	-	*0%*	*5,000*
North Pender Housing Access & Affordability	-	15,000	868	*6%*	*14,132*
Salt Spring OCP/LUB	-	222,000	60,175	*27%*	*161,825*
Salt Spring Ganges Village Area Planning	-	86,500	-	*0%*	*86,500*
SSIWPA Events & Communications Expense	650	-	-	*0%*	-
Salt Spring Housing Action Program	201	5,000	-	*0%*	*5,000*
SSIWPA Plan Coordination	-	55,000	-	*0%*	*55,000*
Salt Spring Groundwater Sustainability Strategy	-	16,500	-	*0%*	*16,500*
Salt Spring Proof of Water - Subdivision	-	1,500	-	*0%*	*1,500*
Saturna Minor Housing Review	-	2,000	250	*13%*	*1,750*
South Pender LUB Minor Amendments	-	3,500	1,073	*31%*	*2,427*
Thetis Unzoned Marine Area LUB Amendment	-	1,000	-	*0%*	*1,000*
	21,701	566,501	70,037	*12%*	*(496,464)*
Regional Freshwater Management	7,161	-	15,900	*0%*	*(15,900)*
Housing Strategy	17,908	30,000	-	*0%*	*30,000*
Groundwater Recharge Mapping	721	-	-	*0%*	-
Cityview Planning Portal (LGDAP)	13,120	-	53,220	*0%*	*(53,220)*
Housing Needs Assessments	-	127,336	-	*0%*	*127,336*
Building Footprint: Data Update	-	10,000	-	*0%*	*10,000*
Total All LTC Projects	60,612	733,837	139,157	*19%*	*(594,680)*

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 13, 2024
From:	Administrative Services - Finance	**Date Prepared:**	November 6, 2024
SUBJECT:	**FINANCIAL FORECAST AS AT SEPTEMBER 30, 2024**		

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

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

BACKGROUND:
The forecasted financial results for March 31, 2025 have been prepared based on actual financial performance to September 30, 2024 plus estimates of forecasted spending for the remainder of the fiscal year.

DESCRIPTION	Approved Annual 2024/25 Budget	6 months to September 30, 2024	Forecast to March 31, 2025	*Forecast Over (Under) Budget*
TOTAL REVENUE	10,315,719	9,568,178	10,301,000	*(14,719)*
Operating Expenses	9,873,682	4,860,313	10,017,000	*143,318*
Capital Expenses	346,700	98,980	403,000	*56,300*
Project Expenses	982,837	181,489	807,000	*(175,837)*
TOTAL EXPENDITURES	11,203,219	5,140,782	11,227,000	*23,781*
SURPLUS (SHORTFALL)	**(887,500)**	**4,427,396**	**(926,000)**	**(38,500)**
Funded by:				
Changes in amounts invested in TCA	224,000	43,306	215,000	*(9,000)*
Transfer from (to) Gen Rev Surplus Fund	371,500	(4,540,739)	511,000	*139,500*
Transfer from (to) LTC Project Reserve Fund	219,000	70,037	200,000	*(19,000)*
Transfer from (to) Special Property Tax Reserve Fund	73,000	-	-	*(73,000)*
Net unfunded	**(0)**	**-**	**-**	**0**

SUMMARY:

The forecast to March 31, 2025 reflects a projected annual shortfall of $926,000 which is higher than the approved budgeted shortfall of $887,500.

Total revenue is forecasted lower than budget primarily due to decreased application fee revenue and lower than expected investment income. Application fees are lower primarily due to implementation of the new accounting standard impacting the timing of revenue recognition associated with application fees. Specifically, fees revenue is recorded when milestones in processing applications are completed, as opposed to when fees are received by Islands Trust. Investment income is lower due due to decreases in interest rates. These decreases are partially offset by increases in the following areas:

~ The Complete Communities grant to the Salt Spring Island (SSI) Local Trust Committee (LTC) was budgeted at less than the full amount of the grant as approximately $25,000 of the grant and related expenditures was expected to occur in the prior fiscal year;
~ A newly awarded provincial grant of $8,000 to fund local government advancement of biodiversity conservation on private land.

Operating expenses are forecasted higher than budgeted due primarily to overspending on legal costs. Trust Council's approved budget intentionally approved reduced legal budgets with the understanding that overages would be funded by surplus. This was a move to reduce tax increases in the Trust Area.

Capital spending is forecasted higher than budgeted due primarily to Executive Committee approval to provide an additional $56,000 in funding for the Salt Spring Island office renovation.

Project spending is forecasted lower than budget due primarily to staff vacancies in the Salt Spring Island office where projects have been unable to advance as quickly as expected.

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

REVENUES:

Total revenues are forecasted to land at $15,000 lower than budgeted due to:

- Application Fees – forecasted at $110,000 (40%) lower than budget due to implementation of the new accounting standard impacting the timing of revenue recognition associated with application fees. Specifically, fees revenue is recorded when milestones in processing applications are completed, as opposed to when fees are received by Islands Trust.

- The Complete Communities grant to the Salt Spring Island (SSI) Local Trust Committee (LTC) was budgeted at less than the full amount of the grant as approximately $25,000 of the total grant and related expenditures was expected to occur in the prior fiscal year but did not.

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

- Provincial Grant Income for the Local Government Development Approvals Program forecasted to be $53,000 (100%) higher than budget as eligible grant spending relating to the completion of this project did not take place until the beginning of this fiscal year where it was originally budgeted and forecasted for completion in the prior fiscal year.

- Provincial Grant Income for the Healthy Watersheds initiative forecasted to be $16,000 (100%) higher than budget as eligible grant spending relating to the completion of this project did not take place until this fiscal year.

- Contingent grants – Projects relates to a new grant approved and received in the fiscal year, not contemplated as part of the approved budget. Forecasted grant revenue from this new grant is $8,000 for the fiscal year

EXPENDITURES:

Total expenditures are forecasted to be $24,000 higher than budget.

Significant areas of underspending and overspending by expense type include:

- Contracted Temporary Staffing – forecasted overspending of $7,000 (35%). This budget line is intended to record spending on contracted human resources to backfill staff positions. Forecasted spending consists of the following:
  - $5,000 for temporary policy advisor that did work earlier this fiscal year.
  - $20,000 for a hired consultant to implement the ITC property management software.
  - $2,000 for a hired consultant to assist with the hiring competition for the Senior Technical Analyst (IS Manager).
- Professional Consultant Fees – forecasted overspending of $8,000 (100%). This is for the contractor who led the strategic planning session for Trust Council and was not included in the TC meeting budget.

- Property Management – forecasted underspending of $16,000 (10%) where some property management work will not be completed due to lack of staff capacity.

- Conservation Planning & Land Securement – forecasted underspending of $12,000 (44%) where there has been a reduction in the number of property donations and required covenants and where ITC is not currently pursuing any land acquisitions that would require funds for securement.

- ITC Ecosystem Mapping - forecasted overspending of $13,000 (100%) for mapping software work that was originally anticipated to be done by staff, but for which a contractor was necessary.

- Legal – the total forecasted overspending for all legal expense categories $208,000 (98%), including spending on general legal advice, bylaw enforcement litigation, and litigation defense. Trust Council's approved budget intentionally approved reduced legal budgets with the understanding that overages would be funded by surplus. This was a move to reduce tax increases in the Trust Area. A breakdown of the forecasted spending by category is as follows:

  ~ General Legal expense – forecasted to come in under budget by $28,000 (29%) primarily due to anticipated underspending by LTCs for legal opinions.

  ~ Bylaw Enforcement Litigation – forecasted overspending of $145,000 (192%) primarily due to unanticipated legal costs for ongoing cases on Salt Spring Island and a court ordered property clean up on Thetis Island.

  ~ Litigation Defence – forecasted overspending of $91,000 (218%) primarily due to unanticipated legal costs for ongoing cases on Gabriola Island, Galiano Island and Salt Spring Island.

- Salaries and Benefits – forecasted underspending totaling $43,000 (2%) due to the following staff vacancies:

- Program Coordinator – forecasted vacant for 9 months ($53,000)
- Islands Trust Conservancy Manager of Property Management – forecasted vacant for 9.5 months ($37,000)
- Island Planner, Salt Spring office – forecasted vacant for 5.5 months ($60,000)
- Office Administrative Assistant, Salt Spring office – forecasted vacant for 3 months ($11,000)
- Biologist reporting to the Director of Planning – forecasted vacant for 9 month ($24,000)
- Director of Administrative Services – forecasted vacant for 5 months ($62,000)
- Manager of Accounting and Finance – forecasted vacant for 9 months ($83,000)
- Senior Technical Analyst – forecasted vacant for 3.5 months ($22,000)

Forecasted vacancies are partially offset by higher costs for:

- Information Services staff overtime, GIS staff working in higher-paid position than budgeted, IS staff not using vacation entitlements($20,000)
- Bylaw Enforcement staff overtime ($15,000)
- Planners in Victoria office staff overtime ($18,000)
- Higher than budget salary for the Executive Administrative Assistant and Executive Coordinator positions. ($21,000)
- one additional part-time temporary Island Planner working for the Victoria office and Regional Planning Committee ($37,000)
- Chief Administrative Officer where new CAO salary is higher than the outgoing CAO ($32,000)
- Excluded staff increases at higher than budget and unused vacation payouts ($43,000)

- Travel – forecasted overspending of $9,000 (22%) due to higher than anticipated costs of water taxis and accommodations for Islands Trust Conservancy property management and bylaw enforcement staff travel.

- Salt Spring Island Office Move overspending of $56,000 (35%) where Executive Committee has passed a resolution approving additional funding for this project.

- Projects - forecasted underspending totals $175,000 (18%) for all projects, is broken down as follows:

  - Governance Committee projects – forecasted underspending of $3,000 (100%) due to no projects being undertaken this fiscal year.
  - Mayne Island Housing – forecasted underspending of $7,000 (70%) as to date no First Nations have responded expressing an interest in engagement.
  - North Pender Housing Access & Affordability – forecasted underspending of $12,000 (80%) due to First Nations not undertaking engagement.
  - SSI Water Protection Authority (SSIWPA) Coordination, Groundwater Stability Strategy and Salt Spring Proof of Water (subdivision) are all forecasted to be underspent by a total of $73,000 (100%) due to the SSI LTC not engaging in watershed coordination activities in the fiscal year and staff vacancies in the Salt Spring Island Office.
  - SSI OCP Review – Due to the transfer of the budget of $87,000 from the SSI Ganges Village Area Planning project, by resolution of the Salt Spring Island LTC, the total forecasted underspending for this project is $129,000 (42%). This amount will be budgeted for in Fiscal 2025/26. This underspending is primarily due to staff vacancies in the Salt Spring Island Office.
  - Minor LTC Projects – forecasted underspending of $32,000, due to delayed First Nations consultation, and changing priorities of LTCs.

  Forecasted project underspending is partially offset by unanticipated spending that took place on the following pieces of work: Regional Freshwater Management ($16,000) and the LTC Development Approvals Program (53,000) totaling $69,000

Other variances are not significant for the purposes of reporting.

CONCLUSIONS:

The approved budget expected revenues of $10.32M. The forecast estimates revenues at $10.30M, which is approximately $15,000 (0.1%) less than budgeted.

The approved budget approved spending of $11.20M. The forecast estimates spending for the year at $11.23M, exceeding the annual budget by approximately $24,000 (0.2%).

Due to forecasted reduced revenues coupled with forecasted increased spending, the following draws from surplus and reserves are forecasted:

~ The approved budget planned for a transfer from the general surplus fund of $371,500. The forecast estimates a transfer from surplus fund of approximately $511,000, which is an additional $139,500 from the surplus above planned

~ The approved budget planned for a transfer from the LTC reserve fund of $219,000 The forecast estimates a transfer from the LTC reserve fund of approximately $200,000, which is less than planned by $19,000.

~ The approved budget planned for a transfer from the SSI special reserve fund of $73,000 The forecast estimates no transfer needed from this special reserve fund.

ATTACHMENT(S):

September 30, 2024 Financial Forecast

FOLLOW-UP: Forward to Trust Council for information.

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

ISLANDS TRUST
Q2 Forecast to March 31, 2025
As at September 30, 2024

Description	**Annual Budget**	**YTD Actuals at September 30, 2024**	**FORECAST TO MARCH 31, 2025**	Forecast Over (Under) budget $	Forecast Over (Under) budget %
Fees & Sales	275,500	82,501	165,000	*(110,500)*	*-40%*
Federal Grant Income R - SAR	220,000	98,412	220,000	-	*0%*
Federal Grant - Restricted - ECCC	65,500	-	66,000	*500*	*0%*
Provincial Grant - Unrestricted	180,000	180,000	180,000	-	*0%*
Provincial Grant Income R on LTC projects:			-	-	*0%*
Provincial Grant R- SSI Complete Communities	126,000	59,500	150,000	*24,000*	*19%*
Provincial Grant R - First Nations Engagement	77,000	-	77,000	-	*0%*
Provincial Grant Income - Loc Gov Climate Action	38,082	-	38,000	*(82)*	*0%*
Provincial Grant Income R LGDAP	-	53,220	53,000	*53,000*	*100%*
Provincial Grant - Restricted - Housing Initiatives	127,336		127,000	*(336)*	*0%*
Provincial Grant Income R Healthy Watersheds	-	15,568	16,000	*16,000*	*100%*
Property Tax Levy General	8,555,040	8,555,040	8,555,000	*(40)*	*0%*
Property Tax Levy - BIM	391,260	391,260	391,000	*(260)*	*0%*
Special Levy Property Tax Requisition			-	-	*0%*
Interest Income and Other Income	260,000	132,677	255,000	*(5,000)*	*-2%*
Contingent Grants - Projects	1	-	8,000	*7,999*	*100%*
Total Revenue	10,315,719	9,568,178	10,301,000	*(14,719)*	*-0.14%*
Amortization Expense	224,000	55,675	187,000	*(37,000)*	*-17%*
Applications Sponsored by EC	15,000	8,115	15,000	-	*0%*
NAPTEP Applications Sponsored by EC	1,000	-	1,000	-	*0%*
History and Heritage Funding Grants in Aid	-	-	-	-	*0%*
Audit	22,000	1,215	22,000	-	*0%*
Bank Charges & Interest	3,500	2,380	5,000	*1,500*	*43%*
Moneris Fees	-	1,182	2,000	*2,000*	*0%*
Board of Variance	1,200	135	1,000	*(200)*	*-17%*
Committee Expense - FPC	-	-	-	-	*0%*
Committee Expense - RPC	-	-	-	-	*0%*
Committee Expense - TPC	3,700	-	-	*(3,700)*	*-100%*
Committee Expense - CAOHC	-	739	1,000	*1,000*	*100%*
Committee Meeting Expense - Governance	-	-	-	-	*0%*
Committee Meeting Expense - Accessibility*	-	-	-	-	*0%*
Communications and ITC Fundraising	73,000	6,456	67,000	*(6,000)*	*-8%*
SW Support and Licensing	203,600	84,627	204,000	*400*	*0%*
Internet	46,700	24,075	48,000	*1,300*	*3%*
Technical Support	100,000	41,817	100,000	-	*0%*
Meeting Streaming Services	15,000	6,966	15,000	-	*0%*
Contracted Temporary Staffing	20,000	15,228	27,000	*7,000*	*35%*
Professional Consultant Fees	-	8,100	8,000	*8,000*	*100%*
Elections - By-elections	-	-	-	-	*0%*
Insurance	198,300	99,402	199,000	*700*	*0%*
ITC "Board Honoraria"	7,000	2,400	5,000	*(2,000)*	*-29%*
ITC "Board Meeting Expense"	2,850	827	3,000	*150*	*5%*
ITC "Board Training & Conferences"	1,600	638	2,000	*400*	*25%*
ITC "Property Management"	166,140	41,976	150,000	*(16,140)*	*-10%*
Conservation Planning & Land Securement	26,550	1,264	15,000	*(11,550)*	*-44%*
ITC "Ecosystem Mapping"	-	8,156	13,000	*13,000*	*100%*
Land Title Registrations	4,750	1,556	3,000	*(1,750)*	*-37%*
Legal "General"	96,100	19,366	68,000	*(28,100)*	*-29%*
Legal "Bylaw Enforcement Litigation"	75,700	75,238	221,000	*145,300*	*192%*
Legal "Litigation Defence"	41,800	117,006	133,000	*91,200*	*218%*
LTC - Trustee Expense	4,430	3,599	8,000	*3,570*	*81%*
LTC "Executive Expense on LTC's"	36,900	14,168	37,000	*100*	*0%*
LTC Local Exp LTC Meeting Expenses	36,260	15,054	39,000	*2,740*	*8%*

LTC Local Exp APC Meeting Expenses	9,500	2,233	9,000	(500)	-5%
LTC Local Exp Communications	6,850	2,627	8,000	1,150	17%
Meeting Expense	137,400	69,292	139,000	1,600	1%
Memberships	19,000	9,077	19,000	-	0%
Notices Statutory & Non Statutory	17,000	4,152	15,000	(2,000)	-12%
FOI & Records Management	5,000	2,254	5,000	-	0%
Office Rent	455,400	224,621	455,000	(400)	0%
Office Services	59,100	27,159	59,000	(100)	0%
Postage & Courier	7,800	4,331	9,000	1,200	15%
Recruitment & Labour Relations	96,000	60,663	96,000	-	0%
Payroll Processing	19,500	10,806	22,000	2,500	13%
Safety	7,040	4,306	7,000	(40)	-1%
Salaries - Admin Staff	2,877,108	1,355,736			
Benefits - Admin Staff	730,785	343,354			
Salaries - Planners & RPMs	1,593,281	844,111			
Benefits Planners & RPMs	404,693	213,943	6,589,000	(43,419)	-2%
Salaries Planning Support	497,794	250,290			
Benefits Planning Support	126,440	63,417			
Salaries Bylaw	320,828	170,338			
Benefits Bylaw	81,490	43,127			
Stationary & Supplies	21,300	9,887	18,000	(3,300)	-15%
Tech Supplies	9,300	7,821	9,000	(300)	-3%
Subscriptions	7,900	3,657	7,000	(900)	-11%
Telephone	16,100	8,059	16,000	(100)	-1%
Mobile Devices	21,300	12,769	26,000	4,700	22%
Training "Organization Wide"	5,000	945	5,000	-	0%
Staff Meetings and Recognition	10,000	9,906	12,000	2,000	20%
Training & Conferences	61,150	16,816	60,000	(1,150)	-2%
Travel for Training	32,850	20,813	36,000	3,150	10%
Travel	79,370	49,865	88,000	8,630	11%
Trustee Remuneration	610,870	303,884	608,000	(2,870)	0%
Trustee Remuneration "CPP Expense"	21,670	13,611	22,000	330	2%
Trustee Remuneration Health/Dental Benefits	65,870	33,268	67,000	1,130	2%
Trustee Remuneration Pay In Lieu of Benefits	-		-	-	0%
Trustee Remuneration "Employer Health Tax"	11,912	5,815	12,000	88	1%
Trustee Remuneration "Executive on LTC's"	-		-	-	0%
Operating Expenses Subtotal	9,873,682	4,860,313	10,017,000	143,318	1.45%
Computer H/W & S/W	181,700	96,249	182,000	300	0%
Furniture and Equipment	5,000	1,593	5,000	-	0%
Salt Spring Island Office Move	160,000	1,138	216,000	56,000	35%
Capital Subtotal	346,700	98,980	403,000	56,300	16%
LTC Projects Funded by LTC Reserve Fund	493,500	70,037	328,000	(165,500)	-34%
LTC Projects Funded by Special Requisition Surplus	73,000	-	-	(73,000)	0%
LTA Work Funded by Special Requisition (SSIWPA)	-	-	-	-	0%
LTC Projects Funded by Contingent Grants	1	-	8,000	7,999	799900%
Strategic Plan Projects	316,336	58,232	308,000	(8,336)	0%
Operational Projects	100,000	53,220	163,000	63,000	63%
Projects Subtotal	982,837	181,489	807,000	(175,837)	-18%
Total Expenditures	11,203,219	5,140,782	11,227,000	23,781	0.2%
Surplus (shortfall)	**(887,500)**	**4,427,396**	**(926,000)**	**(38,500)**	4.3%
Funded by:					
Changes in amounts invested in TCA	224,000	43,306	215,000	(9,000)	-4%
Transfer (to) from General Revenue Surplus Fund	371,500	(4,540,739)	511,000	139,500	38%
Transfer (to) from LTC Project Specific Reserve Fund	219,000	70,037	200,000	(19,000)	-9%
Transfer (to) from Special Tax Requisition Fund	73,000	-	-	(73,000)	-100%
Net Surplus (Shortfall)	**(0)**	-	-	0	

December 2024 Islands Trust Council

2025/26 Proposed Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's draft 2025/26 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive direction for amendments as needed;
- To provide an opportunity for questions, comments, and direction from Trust Council on the draft budget in advance of Trust Council's budget approval in March.

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

WHAT	WHO
Introduction *(4 minutes)*	Chair, FPC

1. 2024/25 Proposed Budget Overview *(up to 15 minutes)*
Document References
• Draft Budget Overview
• Draft Budget Detail
• Funding Requests Summary
    o Strategic Plan Initiatives
    o Operational Initiatives
    o Committee/Board Projects
	Director, Administrative Services – general overview
	
	Senior Management Team – specific funding requests

Questions, Comments, Debate, Direction for Change *(remainder, up to 2 hours, 30 mins)*	Trustees

NEXT STEPS:

- Staff will update the draft budget for changes directed by Trust Council.
- FPC will review the draft budget in January and February, and forward their recommended budget to Trust Council.
- Trust Council will approve a budget and direct staff to prepare the 5-year financial plan bylaw (March TC meeting)
- Trust Council will approve the 5-year financial plan bylaw (March TC meeting)
- Staff will forward the financial plan bylaw with an accompanying report to the Minister of Municipal Affairs by March 31.
- Upon receipt of Ministerial approval of the financial plan bylaw, Trust Council will adopt the bylaw by RWM.

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 13, 2024
From:	Administrative Services – Finance	**Date Prepared:**	October 30, 2024
SUBJECT:	**Draft 2025/26 Budget Overview**		

PURPOSE: To provide Financial Planning Committee (FPC) with the draft 2025/26 budget for their review, comment and direction.

BACKGROUND:

The Budget Assumptions, Principles, and Guidelines or the 2025/26 budget cycle were reviewed by Financial Planning Committee at their August 2024 meeting, and by Trust Council at their September 2024 meeting. The document has been used as a guide in putting together the draft 2025/26 budget as much as possible.

To date, the following activities have taken place to support the current draft of the 2025/26 budget:

BODY	ACTIVITY
Executive Committee (EC)	EC reviewed their budget needs in September 2024 and has submitted requests for operational and programming functions. Business cases for projects (Policy Statement Amendment Project) has not yet been reviewed by EC, but is included in FPC's agenda for consideration. EC will review this business case at their next meeting. The proposed amount for continued work on the Policy Statement Amendment Project has been included in this draft budget as this is a project approved in Trust Council's strategic plan.
Governance Committee (GC)	GC has not yet submitted requests for funding in next fiscal year. They will review draft business cases for three proposed initiatives at their next meeting and advance funding requests to FPC as needed for their November meeting. No amounts for these initiatives have been included in the draft budget.
Islands Trust Conservancy Board (ITCB)	The ITCB has discussed its budget needs for next fiscal year and has advanced their request to FPC.

Regional Planning Committee (RPC)	RPC has reviewed the business case submissions of LTCs, all of which are included in the budget and this agenda for FPC's review. RPC has reviewed the project feasibility assessment. RPC has not submitted funding requests for Strategic Plan work associated with Trust Council's Housing Strategy and Freshwater Sustainability and Housing Strategies.
Trust Programs Committee (TPC)	TPC has reviewed all their funding requests for the next fiscal year. 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 2025/26 budget that is presented in this agenda.

SUMMARY OF DRAFT BUDGET RESULTS

The draft 2025/26 budget contains the following:

- Total proposed planned spending of $10.8M:
    - Operating budget $10.9M (excluding amortization expense)
    - Projects budget $490,000
    - Capital budget $165,000
- A proposed 6.8% general tax increase to local trust areas (exclusive of NMC)
- An estimated 17.8% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of $70,000.
- A proposed draw from the LTC Project Reserve Fund of $128,000.

SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS

Comparison to the most recently completed fiscal year actual spending (2023/24) – 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 (2024/25) – A comparison to the most recently completed fiscal year budget can also be helpful to inform real spending trends, only in instances where actual financial performance tracks with the budget for that same year. At the end of quarter two, Islands Trust spending was 4% ($461,000) below budget.

The draft **operating budget** has increased by $606,000 (6%) over the current year approved budget and increased 19% ($1.5M) over fiscal 2023/24 actual spending. The largest factors contributing to this increase are as follows:

Expense	**Increase (decrease) over 2023-24 Actual spending**	**Increase (decrease) over 2024-25 Approved Budget**
Applications sponsored by EC	9,000	10,000
History and Heritage Funding Grants	6,000	6,000
Audit	(4,000)	3,000
Moneris Fees	6,000	6,000
Contacted Temporary Staffing	(5,000)	5,000
Professional Consultant Fees	19,000	19,000
ITC Conservation Planning & Land Securement	24,000	10,000
ITC Ecosystem Mapping	6,000	9,000
Legal – general	15,000	9,000
Meeting Expense	11,000	10,000
FOI & Records Management	6,000	5,000
Office – outside services	12,000	13,000
Insurance	7,000	20,000
Safety	13,000	10,000
Salaries and Benefits	1.2M	492,000
Stationary & Supplies	2,000	4,000
Subscriptions	0	4,000
Tech Supplies	600	4,000
Mobile Devices	573	6,000
Training and related Travel	38,000	15,000
Travel	8,000	6,000
Trustee Remuneration	39,000	18,000

The draft **projects budget** has decreased by $569,000 (58%) over the current year approved budget due primarily due to large projects funded in 2024/25 that will be completed before the year's end including Housing Needs Assessments, LG Development Approval Program, and Expense Claim Upgrades. 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 decreased by $183,000 (53%) over the current year approved budget primarily due to the prior year including amounts for the SSI office relocation and renovation.

DRAFT 2025/26 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 $9.1M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 7.3% ($623,000,000). This amount is comprised of:

- A proposed average tax increase of 6.8.0% ($583,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.5% ($39,000) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on NMC factor from the previously approved budget, and will be updated for more current amounts in future iterations of the budget.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition calculates at approximately $530,000 in the draft budget. This is a total increase over last year's budget of 18.9% ($74,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 17.8% ($70,000) from the existing tax base; plus
- An estimated 1.1% ($4,000) generated from new tax base associated with NMC factors. This figure is based on NMC factor from the previously approved budget, and will be updated for more current amounts in future iterations of the budget.

Increases to the Bowen Island Municipal taxy levy are driving primarily by: Increases in budgets for Trust Council work, Islands Trust Conservancy work, Legislative & Information Services work, and Administrative Services work, an increase in the administrative allocation rate, and reductions in amounts drawn from Islands Trust surplus funds which partially offset the calculated levy.

Special Tax Requisitions:

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

Grant Revenues:

Total grant revenues in the draft budget amount to $561,000, 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 2026. Of the total funding awarded, $220,000 relates to work to be performed in fiscal 2025/26. 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 federal grant of $200,000 was received from Environment and Climate Change Canada in fiscal 2024-25. Of this amount, $135,000,000 is expected to be spent in 2025-26 and as such, has been recognised as grant revenue in the draft 2025-26 budget. As per approval by Trust Council these funds are being used to bring a temporary biologist on staff.
- A restricted provincial grant of $150,000 was received from the Ministry of Municipal Affairs for First Nations engagement funding in fiscal 2023-24. Of this amount, $26,000 is expected to be spent in fiscal 2025-26.
- A line for contingent grant income is included in the budget with a nominal $1. This line serves as a placeholder to ensure unanticipated grants awarded in the year can be captured as required.

Other Revenue Sources:

- Fees from applications is set at $198,000 (2024/25 - $276,000) based on an estimate of fees to be recognized in the year in line with work completed in the fiscal year on applications. This amount is reduced from historical values as a result of the new accounting standard for fees, which only allow the recognition of fees revenue as work is completed on applications, rather than when fees are received.
- Interest income is budgeted at $239,000 (2024/25- $260,000) based on estimated investment returns on the investment of 2025/26 property tax funds, and assumes interest rates will be reduced over the next year.

Surplus Funding:

The proposed budget shortfall of $270,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of $70,000 is included in the draft budget, all of which is allocated to strategic plan projects.
- A draw from the LTC project specific reserve fund (LTCPSRF) of $128,000 is included in the draft budget to offset total LTC project costs. This reflects unspent amounts from the current fiscal year related to LTC work.
- A draw from the SSI Special Property Tax reserve fund of $71,500 in included in the draft budget.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $7.1M budget (2024/25- $6.6M), representing 65% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

Department	Functions	Base FTE	New FTE	Total FTE	Budget ($)	% of Salaries Cost
Executive Office	Office of CAO	3.0		**3.0**	$ 454,474	6%
Legislative and IS Services	Legislation, Policy, Risk & Records Management, Info Services	7.0		**7.0**	782,333	11%
Administrative Services	Finance & Accounting, Procurement Coordination, Human Resource	5.1		**5.1**	667,859	9%
Trust Area Services	Communications, Government Relations, Grants	5.4	1.0	**6.4**	749,937	11%
Islands Trust Conservancy	Land Management and Acquisition	8.8		**8.8**	903,913	13%
Planning & Bylaw Services	Land Use Planning, Bylaw Enforcement	34.3		**34.3**	3,570,887	50%
Total		**63.6**	**1.0**	**64.6**	$ 7,129,401	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:
    - An increase to the salary and benefits cost for the new Chief Administrative Officer ($40,000)
    - An additional five months of salary and benefits for the Islands Trust Conservancy Team Lead ($50,000). As this position was new in 2024/25 which required time to hire, only seven months was funded in the previous year.
    - An additional six months of salary and benefits for the Registered Professional Biologist ($46,000). As this position was new in 2024/25 which required time to hire, only six months was funded in the previous year.
    - An additional four months of salary and benefits for the GIS Coordinator ($32,000). As this position was new in 2024/25 which required time to hire, only eight months was funded in the previous year.
    - Addition of a temporary Policy Advisor for one year ($126,000) to carry on policy work during the completion of the policy statement review.

- Staff salaries and benefits have been adjusted from previous years for the following factors:
    - An estimated 3.0% wage increase for all BCGEU staff members, effective April 1, 2025. The actual increase for next fiscal is unknown at this juncture as collective agreement negotiations between the province and the BCGE Union have not yet concluded. The 3% estimate used in this draft is based on the prior year wage increase, and closely approximates recent Victoria CPI values. The budget will be updated once a new collective agreement has been ratified.
    - An adjustment for 26 BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% per step per person).
    - An effective up-to 2.25% wage increase (i.e.: a 3.0% increase four months into the fiscal year) for excluded staff members to anticipate potential increases from PSA received in the fiscal year.
    - An overtime budget of $39,000 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. This assessment will be evaluated in future iterations of the budget and may see a reduction.

- Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1.4M (2024/25- $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 $183,000 for staff turnover has been made in the 2025/26 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 $728,000 in the 2025/26 draft budget (2024/25- $710,000). Factors influencing this figure include the following:

- An anticipated 2.6% increase to base remuneration to adjust for CPI changes, based on September, 2024 reported annual inflation figures for the Victoria area. This rate will be adjusted 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.
- Amounts for the number of folios by LTA as provided by BC Assessment have been updated as of October 2024. These amounts will be updated to reflect December values when available, per policy.
- Inclusion of employer CPP contributions at the rate of 5.95% at January 1, 2026.
- 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, 2024.
- 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. 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 $135,000 (2024/25 – $126,000), which represents $33,700 per in-person meeting based on the average cost of the March 2024 and June 2024 Trust Council meetings. Last year, staff indicated that the cost for Trust Council meetings was increasing and future budgets would have to reflect this.

Executive Committee meeting expenses are budgeted at $6,200 (2024/25- $5,400) 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 $nil (2024/25 - $6,500) with the assumption that committees will meet electronically. In prior years Regional Planning Committee and Trust Programs Committee met in person once annually however no plans for this has come to the budget cycle at this juncture. The Governance Committee, Financial Planning Committee and Accessibility Committee will meet fully electronically.

LTC-direct expenses amount to $97,000 (2024/25- $94,000). Review of the budget that funds EC members while traveling to LTC meetings was undertaken and a revised budget of $36,000 for this function was approved by EC. This year, staff hope to involve LTCs directly in their budget setting and aim to provide draft figures to each LTC for their consideration and input later in the budget cycle. 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 $294,000 (2023/24- $566,500) 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:

ITEM	AMOUNT	TOTAL	*Funding Source*
Specific Projects >$5000:			
DE: Denman Island Housing Review - Phase 2	$ 12,000		*taxes*
GM:Gambier OCP/LUB Amendments Implementation	$ 10,000		*taxes*
GB:Gabriola OCP/LUB - Phase 3	$ 30,000		*taxes*
LA: OCP and LUB Review - Phase 1	$ 15,500		*taxes*
MA: Housing Options - Year 2	$ 8,000		*taxes*
NP:Housing Access and Affordability - Year 2	$ 8,000		*taxes*
SS:OCP/LUB - Year 2	$ 174,000		*reserve/taxes*
		$ 257,500	
Minor Projects Placeholder:			
Pool for Allocation to LTCs in Year		**$ 36,500**	*taxes*
Total Specific LTC Projects		**$ 294,000**	

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 $904,000), amount to $350,000 in the 2025/26 draft budget (2024/25- $324,000). The increase in budget is primarily due to the following:

- $10,000 increase to conservation planning and land securement
- $9,000 increase to ecosystem mapping
- $8,000 increase to legal costs
- $19,000 increase for professional services consisting of $8,000 for contracted First Nations liaison/advisor and $5,000 for contracted program evaluation
- $9,000 increase that consists of a $3,000 increase to each of board training and conferences, safety for GPS locator monitoring and $3,000 property management
- $20,000 decrease due to the removal of the First Nations Engagement project

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.

Office leases and associated costs amount to $544,000 (2024/25- $515,000,000). 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 staff who use it, and will provide updates in future budget versions for FPC's consideration.

The primary driver of increases in this area is typically 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. While this trend continues for the Gabriola Island and Victoria office spaces, a leasehold inducement of approximately $13,000 for the new Salt Spring Island office space means fewer months of lease costs next year related to this space. Without this leasehold inducement, this figure would be a higher budget amount.

FOI & Records Management is budgeted at $10,000 (2024/25 - $5,000). 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 $22,000 (2024/25 – $96,000) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency. The decrease over the previous year is due to the $75,000 amount budgeted in the prior year for CAO recruitment.

Payroll Processing is budgeted at $20,000 (2024/25 – $20,000) reflecting expenses paid to the public service agency for processing staff payroll.

Insurance costs will increase by no more than 10% over the prior year, per our insurance provider. Out of caution, budgets have been updated to reflect this full amount and reflect estimated costs of $218,000 (2023/24- $198,000. When actual increases are received from our insurer in January or February, this amount will be updated. The bulk of Islands Trust insurance costs relate to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees.

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of $227,000 (2024/25- $214,000).

- Legal General is budgeted at $106,000, which is higher than 2024/25 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 $78,000, consistent with the 2024/25 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 $43,000 (2024/25 - $42,000) consistent with the 2024/25 budget. This is a reduced amount over historical, reflecting Trust Council's decision last fiscal year to budget a lower amount and fund any overages from surplus funds in the year as needed. It should be noted that this approach puts extra pressures on the surplus fund, and may put minimum surplus balances at risk.

Software Support and Licensing expenses are budgeted at $189,000 (2024/25- $204,000), which includes costs for the many software systems used by the Trust in their everyday work. Amounts for this area are reduced over the prior year as MS license cost of $34,000 is being purchased in the current year. This offsets increases for other software systems.

Computer Hardware and Software expenses have been budgeted at $156,000 (2024/25- $182,000) which includes costs for the following:

- $ 75,000 for replacement of the storage network server
- $ 4,000 for the purchase of GPS locators for field work
- $ 7,000 for uninterruptible power supplies, and data sticks that need to be replaced,
- 5,000 for contingent hardware purchases
- $ 37,000 for the purchase of 16 new computers (11 Laptops, 5 Desktops. These computer purchases are part of our cyclical replacement program.
- $ 29,000 in contracted technical support to complete these projects

Contracted Temporary Staffing expenses have been budgeted at $25,000 (2024/25 $25,000). These are costs that will be incurred for contractors who are backfilling for staff vacancies throughout the year, and for planned hiring of temp agency workers for small initiatives.

Professional Consultant Fees are budgeted at $19,000 (2024/25 $0). This budget line reflects amounts to hire professionals to conduct work on behalf of Islands Trust. The amount in the budget reflects costs that will be incurred for a grant-required evaluation of the Species at Risk program, as well as First Nations perspectives on species at risk.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $144,000 (2024/25- $316,000), broken down in the following list:

• Reconciliation Action Plan	$ 50,000
• Policy Statement Amendment	$ 20,000
• Stewardship Education Program	$ 17,000
• Secretariat Services	$ 17,000
• Trustee Remuneration Review	$10,000
• Trust Council Policy Review	$10,000

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

Surplus balances: Excess surplus funds in the General Revenue Surplus Fund, over and above the policy required minimum, at the end of the current fiscal year (2024/25) are expected to be fully exhausted, based on the second quarter forecast. This results in no available excess surplus to draw on in next year's draft 2025/26 budget. Staff understand the history of Islands Trust whereby forecasts are optimistic in spending and are not realized. As such, a draw from general surplus has been included in the draft 2025/26 budget of $70,000 in anticipation that historical norms will unfold in the current year.

ATTACHMENT(S):

1. 2025/26 Numeric Budget Detail
2. Funding Requests from LTCs, Council Committees, ITC Board

FOLLOW-UP: As directed.

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

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2025/26

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	2023/24	2024/25		**2025/26**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*		*Budget-Actual Comparisons*	
	ACTUALS	Approved BUDGET	Forecast to March 31, 2025	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*	*Draft budget vs 2024 actuals*	*Draft Budget to 2024 actuals % change*
REVENUE										
Fees	*190,453*	275,500	165,000	**198,100**	*(77,400)*	*-28%*	*33,100*	*20%*	*7,647*	*4%*
Provincial Grant - Unrestricted	*180,000*	180,000	180,000	**180,000**	*-*	*0%*	*-*	*0%*	*-*	*0%*
Provincial Grant - FN Engagement	*40,000*	77,000	77,000	**26,000**	*(51,000)*	*-66%*	*(51,000)*	*-66%*	*(14,000)*	*-35%*
Provincial Grant - LG Climate Action Funds	*149,665*	38,082	38,000	**-**	*(38,082)*	*-100%*	*(38,000)*	*-100%*	*(149,665)*	*-100%*
Provincial Grant - Complete Communities (SSI LTA)	*-*	126,000	150,000	**-**	*(126,000)*	*-100%*	*(150,000)*	*-100%*	*-*	*0%*
Provincial Grant - LG Development Applications	*107,144*	-	53,000	**-**	*-*	*0%*	*(53,000)*	*-100%*	*(107,144)*	*-100%*
Provincial Grant - Restricted - Housing Initiatives		127,336	127,000	**-**	*(127,336)*	*-100%*	*(127,000)*	*-100%*	*-*	*0%*
Provincial Grant - Restricted (Freshwater Initiatives/Healthy Watershed)	*34,149*	-	16,000	**-**	*-*	*0%*	*(16,000)*	*-100%*	*(34,149)*	*-100%*
Federal Grant - Restricted (ITC SAR)	*220,000*	220,000	220,000	**220,000**	*-*	*0%*	*-*	*0%*	*-*	*0%*
Federal Grant - Restricted - ECCC	*-*	65,500	66,000	**134,930**	*69,430*	*106%*	*68,930*	*104%*	*134,930*	*0%*
Contingent Grants - Projects	*-*	1	8,000	**1**	*-*	*0%*	*(7,999)*	*-100%*	*1*	*0%*
Property Tax Levy - LTA Base	*8,046,628*	8,555,040	8,555,000	**8,555,040**	*-*	*0%*	*40*	*0%*	*508,412*	*6%*
Property Tax Levy - LTA General Increase		-	-	**583,450**	*583,450*	*0%*	*583,450*	*0%*	*583,450*	*0%*
Property Tax Levy - LTA NMC Increase		-	-	**39,050**	*39,050*	*0%*	*39,050*	*0%*	*39,050*	*0%*
Special Tax Requisition - SSI LTA (SSIWPA)	*43,500*	-	-	**-**	*-*	*0%*	*-*	*0%*	*(43,500)*	*-100%*
Property Tax Levy - Bowen Base	*345,989*	391,260	391,000	**391,260**	*-*	*0%*	*260*	*0%*	*45,271*	*13%*
Property Tax Levy - Bowen General Increase		-	-	**69,770**	*69,770*	*0%*	*69,770*	*#DIV/0!*	*69,770*	*0%*
Property Tax Levy - Bowen NMC Increase		-	-	**4,190**	*4,190*	*0%*	*4,190*	*0%*	*4,190*	*0%*
Investment Income	*319,327*	260,000	255,000	**239,000**	*(21,000)*	*-8%*	*(16,000)*	*-6%*	*(80,327)*	*-25%*
Total Revenue	*9,678,630*	10,315,719	10,301,000	**10,640,791**	*325,072*	*3%*	*339,791*	*#REF!*	*962,161*	*11%*
EXPENSES										
Amortization expense	*154,425*	224,000	187,000	**229,000**	*5,000*	*2%*	*42,000*	*22%*	*74,575*	*48%*
Applications sponsored by EC	*16,136*	15,000	15,000	**25,000**	*10,000*	*67%*	*10,000*	*67%*	*8,864*	*55%*
NAPTEP Applications sponsored by EC	*275*	1,000	1,000	**1,000**	*-*	*0%*	*-*	*0%*	*725*	*264%*
History and Heritage Funding Grants-in-Aid	*-*	-	-	**6,000**	*6,000*	*0%*	*6,000*	*0%*	*6,000*	*0%*
Audit	*29,173*	22,000	22,000	**25,000**	*3,000*	*14%*	*3,000*	*14%*	*(4,173)*	*-14%*
Bank Charges & Interest	*5,078*	3,500	5,000	**3,600**	*100*	*3%*	*(1,400)*	*-28%*	*(1,478)*	*-29%*
Moneris Fees	*264*	-	2,000	**6,000**	*6,000*	*0%*	*4,000*	*200%*	*5,736*	*2173%*
Board of Variance	*839*	1,200	1,000	**1,450**	*250*	*21%*	*450*	*45%*	*611*	*73%*
Committee Meeting Expense - FPC	*-*	-	-	**-**	*-*	*0%*	*-*	*0%*	*-*	*0%*
Committee Meeting Expense - RPC	*2,171*	-	-	**-**	*-*	*0%*	*-*	*0%*	*(2,171)*	*-100%*
Committee Meeting Expense - TPC	*1*	3,700	-	**-**	*(3,700)*	*-100%*	*-*	*0%*	*(1)*	*-100%*
Committee Meeting Expense - CAOHC	*32*	-	1,000	**-**	*-*	*0%*	*(1,000)*	*-100%*	*(32)*	*-100%*
Committee Meeting Expense - Governance	*219*	-	-	**-**	*-*	*0%*	*-*	*0%*	*(219)*	*-100%*
Committee Meeting Expense - Accessibility*	*-*	-	-	**-**	*-*	*0%*	*-*	*0%*	*-*	*0%*
Communications and ITC Fundraising	*64,003*	73,000	67,000	**60,000**	*(13,000)*	*-18%*	*(7,000)*	*-10%*	*(4,003)*	*-6%*
FN Protocol Funds	*-*	-	-	**-**	*-*	*0%*	*-*	*0%*	*-*	*0%*
SW Support and Licensing	*152,169*	203,600	204,000	**189,000**	*(14,600)*	*-7%*	*(15,000)*	*-7%*	*36,831*	*24%*
Internet	*47,949*	46,700	48,000	**47,100**	*400*	*1%*	*(900)*	*-2%*	*(849)*	*-2%*
Technical Support	*56,356*	100,000	100,000	**91,000**	*(9,000)*	*-9%*	*(9,000)*	*-9%*	*34,644*	*61%*
Meeting Streaming Services	*14,627*	15,000	15,000	**15,000**	*-*	*0%*	*-*	*0%*	*373*	*3%*
Contingency	*-*	-	-	**-**	*-*	*0%*	*-*	*0%*	*-*	*0%*
Contracted Temporary Staffing	*30,083*	20,000	27,000	**25,000**	*5,000*	*25%*	*(2,000)*	*-7%*	*(5,083)*	*-17%*
Professional Consultant Fees		-	8,000	**19,000**	*19,000*	*0%*	*11,000*	*138%*	*19,000*	*0%*
Elections - General	*-*	-	-	**-**	*-*	*0%*	*-*	*0%*	*-*	*0%*
Elections - By-elections	*-*	-	-	**-**	*-*	*0%*	*-*	*0%*	*-*	*0%*
Insurance	*211,514*	198,300	199,000	**218,130**	*19,830*	*10%*	*19,130*	*10%*	*6,616*	*3%*
ITC - Board Honoraria	*6,250*	7,000	5,000	**7,000**	*-*	*0%*	*2,000*	*40%*	*750*	*12%*
ITC - Board Meeting Expense	*2,525*	2,850	3,000	**2,850**	*-*	*0%*	*(150)*	*-5%*	*325*	*13%*
ITC - Board Training & Conferences	*961*	1,600	2,000	**4,600**	*3,000*	*188%*	*2,600*	*130%*	*3,639*	*378%*
ITC - Property Management	*135,926*	166,140	150,000	**168,460**	*2,320*	*1%*	*18,460*	*12%*	*32,534*	*24%*
ITC - Conservation Planning & Land Securement	*12,837*	26,550	15,000	**37,000**	*10,450*	*39%*	*22,000*	*147%*	*24,163*	*188%*
ITC - Ecosystem Mapping	*3,545*	-	13,000	**9,200**	*9,200*	*0%*	*(3,800)*	*-29%*	*5,655*	*160%*
Land Title Registrations	*3,079*	4,750	3,000	**4,750**	*-*	*0%*	*1,750*	*58%*	*1,671*	*54%*
Legal - general	*90,595*	96,100	68,000	**105,535**	*9,435*	*10%*	*37,535*	*55%*	*14,940*	*16%*
Legal - bylaw enforcement litigation	*127,570*	75,700	221,000	**77,970**	*2,270*	*3%*	*(143,030)*	*-65%*	*(49,600)*	*-39%*
Legal - litigation defence	*144,177*	41,800	133,000	**43,050**	*1,250*	*3%*	*(89,950)*	*-68%*	*(101,127)*	*-70%*
LTC "Trustee Expenses"	*2,028*	4,430	8,000	**4,900**	*470*	*11%*	*(3,100)*	*-39%*	*2,872*	*142%*
LTC "Executive Expense on LTC's"	*25,965*	36,900	37,000	**36,000**	*(900)*	*-2%*	*(1,000)*	*-3%*	*10,035*	*39%*
LTC Meeting Expenses	*42,351*	36,260	39,000	**39,000**	*2,740*	*8%*	*-*	*0%*	*(3,351)*	*-8%*
LTC Local Exp APC Meeting Expenses	*6,646*	9,500	9,000	**9,800**	*300*	*3%*	*800*	*9%*	*3,154*	*47%*
LTC Local Exp Communications	*5,749*	6,850	8,000	**7,000**	*150*	*2%*	*(1,000)*	*-13%*	*1,251*	*22%*
Meeting Expense	*136,495*	137,400	139,000	**147,200**	*9,800*	*7%*	*8,200*	*6%*	*10,705*	*8%*
Memberships	*16,871*	19,000	19,000	**19,480**	*480*	*3%*	*480*	*3%*	*2,609*	*15%*
Notices - Statutory & Non-Statutory	*16,371*	17,000	15,000	**17,500**	*500*	*3%*	*2,500*	*17%*	*1,129*	*7%*
FOI & Records Management*	*4,316*	5,000	5,000	**10,000**	*5,000*	*100%*	*5,000*	*100%*	*5,684*	*132%*
Office - Lease costs	*445,559*	455,400	455,000	**471,300**	*15,900*	*3%*	*16,300*	*4%*	*25,741*	*6%*
Office - Outside services	*60,445*	59,100	59,000	**72,200**	*13,100*	*22%*	*13,200*	*22%*	*11,755*	*19%*
Postage, Courier & Delivery	*7,428*	7,800	9,000	**8,050**	*250*	*3%*	*(950)*	*-11%*	*622*	*8%*
Recruitment & Labour Relations	*22,059*	96,000	96,000	**21,630**	*(74,370)*	*-77%*	*(74,370)*	*-77%*	*(429)*	*-2%*
Payroll Processing*	*20,864*	19,500	22,000	**20,090**	*590*	*3%*	*(1,910)*	*-9%*	*(774)*	*-4%*
Safety	*4,790*	7,040	7,000	**16,360**	*9,320*	*132%*	*9,360*	*134%*	*11,570*	*242%*
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	*2,445,810*	2,877,108	2,793,000	**3,188,707**	*311,599*	*11%*	*395,707*	*14%*	*742,897*	*30%*
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	*619,387*	730,785	709,000	**809,932**	*79,146*	*11%*	*100,932*	*14%*	*190,544*	*31%*
Sal & Ben - Salaries - Planners & RPMs	*1,502,765*	1,593,281	1,667,000	**1,656,403**	*63,123*	*4%*	*(10,597)*	*-1%*	*153,639*	*10%*
Sal & Ben - Benefits - Planners & RPMs	*379,972*	404,693	424,000	**420,726**	*16,033*	*4%*	*(3,274)*	*-1%*	*40,755*	*11%*
Sal & Ben - Salaries - Planning Support	*426,092*	497,794	459,000	**503,797**	*6,003*	*1%*	*44,797*	*10%*	*77,705*	*18%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2025/26

				0						
	2023/24	2024/25		**2025/26**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*		*Budget-Actual Comparisons*	
	ACTUALS	Approved BUDGET	Forecast to March 31, 2025	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*	*Draft budget vs 2024 actuals*	*Draft Budget to 2024 actuals % change*
Sal & Ben - Benefits - Planning Support	*107,563*	126,440	116,000	**127,964**	*1,525*	*1%*	*11,964*	*10%*	*20,401*	*19%*
Sal & Ben - Salaries - Bylaw	*319,897*	320,828	336,000	**336,217**	*15,389*	*5%*	*217*	*0%*	*16,319*	*5%*
Sal & Ben - Benefits - Bylaw	*80,890*	81,490	85,000	**85,399**	*3,909*	*5%*	*399*	*0%*	*4,509*	*6%*
Stationery & Office Supplies	*22,797*	21,300	18,000	**25,240**	*3,940*	*18%*	*7,240*	*40%*	*2,443*	*11%*
Tech Supplies	*12,965*	9,300	9,000	**13,570**	*4,270*	*46%*	*4,570*	*51%*	*605*	*5%*
Subscriptions	*12,042*	7,900	7,000	**11,900**	*4,000*	*51%*	*4,900*	*70%*	*(142)*	*-1%*
Telephone	*13,535*	16,100	16,000	**16,100**	*-*	*0%*	*100*	*1%*	*2,565*	*19%*
Mobile Devices	*26,897*	21,300	26,000	**27,470**	*6,170*	*29%*	*1,470*	*6%*	*573*	*2%*
Training - Organization-wide	*3,130*	5,000	5,000	**5,000**	*-*	*0%*	*-*	*0%*	*1,870*	*60%*
Training - staff recognition & meetings	*9,623*	10,000	12,000	**10,280**	*280*	*3%*	*(1,720)*	*-14%*	*657*	*7%*
Training & Conferences	*43,980*	61,150	60,000	**53,000**	*(8,150)*	*-13%*	*(7,000)*	*-12%*	*9,020*	*21%*
Travel for Training	*29,229*	32,850	36,000	**28,150**	*(4,700)*	*-14%*	*(7,850)*	*-22%*	*(1,079)*	*-4%*
UBCM/AVICC Convention		-	-	**27,800**	*27,800*	*0%*	*27,800*	*0%*	*27,800*	*0%*
Travel	*77,892*	79,370	88,000	**86,475**	*7,105*	*9%*	*(1,525)*	*-2%*	*8,583*	*11%*
Trustee Remuneration	*587,528*	610,870	608,000	**626,241**	*15,371*	*3%*	*18,241*	*3%*	*38,713*	*7%*
Trustee Remuneration - CPP Expense	*26,725*	21,670	22,000	**22,218**	*547*	*3%*	*218*	*1%*	*(4,508)*	*-17%*
Trustee Remuneration - Health/Dental benefits	*63,837*	65,870	67,000	**67,683**	*1,813*	*3%*	*683*	*1%*	*3,846*	*6%*
Trustee Remuneration - Employer Health Tax	*11,567*	11,912	12,000	**12,212**	*300*	*3%*	*212*	*2%*	*645*	*6%*
Trustee Remuneration - Executive on LTCs		-	-	**-**	*-*	*0%*	*-*	*0%*	*-*	*0%*
Operating Budget Subtotal	***8,955,525***	9,873,682	10,017,000	**10,484,690**	*611,008*	*6%*	*467,690*	*#REF!*	*1,529,165*	*19%*
Amortization budget adjustment (not taxed for)		(224,000)		(229,000)	*(5,000)*	*2%*				
Net Operating Budget Subtotal	***8,955,525***	9,649,682	10,017,000	**10,255,690**	*606,008*	*6%*	***467,690***	***#REF!***	***1,529,165***	*19%*
PROJECTS										
LTA Projects:										
LTA Work Funded by Special requisition (SWIPPA)	*800*	-		**-**	*-*	*0%*	*-*	*0%*	*(800)*	*-100%*
LTC Projects funded by Special Requisition (SSWPA) Surplus Fund	*-*	73,000	-	**71,500**	*(1,500)*	*-2%*	*71,500*	*0%*	*71,500*	*0%*
LTC Projects, partially funded by LTC reserve fund	*71,114*	493,500	328,000	**294,000**	*(199,500)*	*-40%*	*(34,000)*	*-10%*	*222,886*	*313%*
LTC Projects Funded by Approved Grants (590) - SSI LTA	*-*	-	-	**-**	*-*	*0%*	*-*	*0%*	*-*	*0%*
LTC Projects Funded by Contingent Grants (590)		1	8,000	**1**	*-*	*0%*	*(7,999)*	*-100%*	*1*	*0%*
					-	*0%*	*-*	*0%*	*-*	*0%*
					-	*0%*	*-*	*0%*	*-*	*0%*
Strategic and Governance Projects					*-*	*0%*	*-*	*0%*	*-*	*0%*
Reconciliation Program	*17,925*	25,000	25,000	**50,000**	*25,000*	*100%*	*25,000*	*100%*	*32,075*	*179%*
Policy Statement Amendment	*12,213*	81,000	81,000	**20,000**	*(61,000)*	*-75%*	*(61,000)*	*-75%*	*7,787*	*64%*
Stewardship Education Program	*7,799*	15,000	14,000	**17,000**	*(8,000)*	*-53%*	*3,000*	*21%*	*9,201*	*118%*
Secretariat Services	*11,985*	15,000	15,000	**17,000**	*(64,000)*	*-427%*	*2,000*	*13%*	*5,015*	*42%*
Freshwater Sustainability Strategy				**-**						
Trustee Remuneration Review				**10,000**						
Trust Council Policy Review				**10,000**						
Housing Needs Assessments	*-*	127,336	127,000	**-**	*(15,000)*	*-12%*	*(127,000)*	*-100%*	*-*	*0%*
Housing Strategy	*26,779*	30,000	20,000	**-**	*(15,000)*	*-50%*	*(20,000)*	*-100%*	*(26,779)*	*-100%*
First Nations Engagement Plan	*-*	20,000	20,000	**-**	*(127,336)*	*-637%*	*(20,000)*	*-100%*	*-*	*0%*
Governance Committee Project Funds	*-*	3,000	-	**-**	*(3,000)*	*-100%*	*-*	*0%*	*-*	*0%*
					-	*0%*	*-*	*#DIV/0!*	*-*	*#DIV/0!*
Operational Projects					*-*	*0%*	*-*	*#DIV/0!*	*-*	*#DIV/0!*
LG Development Approvals Program: PS	*107,144*	-	53,000	**-**	*-*	*0%*	*(53,000)*	*-100%*	*(107,144)*	*-100%*
Cityview: Bylaw Portal		90,000	90,000	**-**	*(90,000)*	*0%*	*(90,000)*	*-100%*	*-*	*0%*
Building Footprint: Data Update		10,000	10,000	**-**	*(10,000)*	*0%*	*(10,000)*	*-100%*	*-*	*0%*
Projects Total	***290,993***	982,837	807,000	**489,501**	***(569,336)***	*-58%*	***(337,499)***	***#DIV/0!***	***178,508***	*61%*
									-	
Total Operating + Projects Expenditures	***9,246,517***	10,632,519	10,824,000	**10,974,191**	***41,672***	*0%*	***0***	***#DIV/0!***	***1,707,673***	*18%*
CAPITAL										
Coast Salish Art for Main Offices		-	-	**2,000**						
Computer H/W & S/W	*10,283*	181,700	182,000	**156,100**	*(25,600)*	*-14%*	*(25,900)*	*-14%*	*145,817*	*1418%*
Office - Equipment & Furniture	*2,883*	5,000	5,000	**7,000**	*2,000*	*40%*	*2,000*	*40%*	*4,117*	*143%*
Salt Spring Island Office Move	*4,754*	160,000	216,000	**-**	*(160,000)*	*-100%*	*(216,000)*	*-100%*	*(4,754)*	*-100%*
Trust Council Hardware Upgrrade		-	-	**-**	*-*	*0%*	*-*	*0%*	*-*	*0%*
Total Capital Spending	***17,920***	346,700	403,000	**165,100**	***(183,600)***	*-53%*	***(239,900)***	***(1)***	***145,180***	*810%*
Total Cash Operating, Projects, Capital Budget	***9,264,437***	10,979,219	11,227,000	**10,910,291**	***(146,928)***	*-1%*	***(109,709)***	*-1%*	***1,852,853***	*20%*
Net Surplus (Shortfall)	*414,193*	(663,500)	(926,000)	**(269,500)**	*394,000*	*-59%*	*656,500*	*-71%*	*(683,692)*	*-165%*
Less non cash amort										
Surplus (deficit)	***414,193***	(663,500)	(926,000)	**(269,500)**	***394,000***	*-59%*	***656,500***	***(1)***	***(683,692)***	***(2)***

Area	Project/Area	Prior Year Carryover $ - allocated from surplus	New $ allocated from surplus	Total Surplus Funding in 2025/26	Dept	*BIM Contrib Factor*	$ Credit to BIM	
	Allocation of Funding Transferred from General Revenue Surplus Funds:							
Strat	Reconciliation Program	-	50,000	**50,000**	TC	*100%*	50,000	
Strat	Policy Statement Amendment	-	20,000	**20,000**	TC	*100%*	20,000	
Prog	Stewardship Education Program	-	-	**-**	TC	*100%*	-	
Prog	Secretariat Services	-	-	**-**	TC	*100%*	-	
Strat	Freshwater Sustainability Strategy	-	-	**-**	PS	*0%*	-	
Gov	Trustee Remuneration Review	-	-	**-**	TC	*100%*	-	
Gov	Trust Council Policy Review	-	-	**-**	Admin	*33%*	-	
	Total transfer from General Revenue Surplus Fund (GRSF)	-	70,000	**70,000**			70,000	*To BIM Calc*
	Allocation of Funding Transferred from SSIWPA Special Requisition Surplus Funds:							
	SSIWPA Plan Coordination	55,000	$ -	$ 55,000	LPS - SSI	*0%*	$ -	
	SSI Groundwater Sustainability Strategy	16,500	$ -	$ 16,500	LPS - SSI	*0%*	$ -	
	Total transfer from SSIWPA reserve fund	71,500	-	**71,500**			$ -	
	Allocation of Funding Transferred from LTC Project Specific Reserve Fund:							
	Pool for Allocation to LTCs in Year	-	-	$ -	LPS	*0%*	$ -	
	Salt Spring Bylaw Review - (OCP/LUB)	128,000	-	$ 128,000	LPS	*0%*	$ -	
		128,000	-	**128,000**			$ -	
	TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS			**$ 269,500**				

Islands Trust
Proposed Strategic Plan & Governance Projects
Fiscal Year 2025/26

	DESCRIPTION	AMOUNT	*Funding Source*
STRATEGIC PLAN PROJECTS:			
#4.6	Reconciliation Program	50,000	*surplus*
#3.1, 4.4, 5.6	Policy Statement Amendment	20,000	*surplus*
#4.3	Stewardship Education Program	17,000	*taxes*
#5.2	Secretariat Services	17,000	*taxes*
#2.4	Freshwater Sustainability Strategy	-	
	Total Strategic Plan Projects	104,000	
GOVERNANCE-RELATED INITIATIVES:			
	Trustee Remuneration Review	10,000	*taxes*
	Trust Council Policy Review	10,000	*taxes*
	Total Governance-Related Inititiatives	20,000	
Total Proposed Strategic Plan and Governance Initiatives		**124,000**	

ISLANDS TRUST
Fiscal Year 2025/26
PROPOSED LTC PROJECTS

ITEM	AMOUNT	TOTAL	*Funding Source*
Specific Projects >$5000:			
DE: Denman Island Housing Review - Phase 2	$ 12,000		*taxes*
GM:Gambier OCP/LUB Amendments Implementation	$ 10,000		*taxes*
GB:Gabriola OCP/LUB - Phase 3	$ 30,000		*taxes*
LA: OCP and LUB Review - Phase 1	$ 15,500		*taxes*
MA: Housing Options - Year 2	$ 8,000		*taxes*
NP:Housing Access and Affordability - Year 2	$ 8,000		*taxes*
SS:OCP/LUB - Year 2	$ 174,000		*reserve/taxes*
		$ 257,500	
Minor Projects Placeholder:			
Pool for Allocation to LTCs in Year		**$ 36,500**	*taxes*
Total Specific LTC Projects		**$ 294,000**	
SSI LTC projects proposed for funding from Special Tax Reserve Funds:			
SSIWPA Plan Coordination	$ 55,000		*reserve funds*
SSI Groundwater Sustainability Strategy	16,500	**$ 71,500**	*reserve funds*
Total planned spending on LTC projects		**$ 365,500**	

Islands Trust
Proposed Staffing
Fiscal Year 2025/26

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STAFFING, Temporary (T)			
	Temporary Policy Advisor *(FT, 12 months), funded by taxes*		
	Salary	100,200	
	Benefits	25,550	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop	1,800	
	Training	500	
	Total	**128,050**	*Taxes*
	Planning Services Co-op Student *(FT, 4 months), funded by taxes*		
	Salary	17,700	
	Benefits	4,500	
	Pacific Leaders Tuition Grant	1,259	
	Travel	100	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	**23,559**	*Taxes*
	ITC Species at Risk Co-op Student *(FT, 4 months), funded by grants*		
	Salary	17,200	
	Benefits	3,900	
	Pacific Leaders Tuition Grant	1,000	
	Travel	2,000	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	**24,100**	*Grant*
	Total Temporary Staff Costs	**175,709**	

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	November 13, 2024
From:	**Executive Committee**	**Date Prepared:**	November 8, 2024
SUBJECT:	**Executive Committee 2025/26 Budget Submission**		

PURPOSE:

To advise the Financial Planning Committee of 2025/26 budget requests related to responsibilities of Executive Committee.

BACKGROUND:

At its September 2024 meeting, the Executive Committee considered its budget needs for the 2025/26 fiscal year and passed the following resolution:

EC-2024-113

that Executive Committee forward its 2025/26 budget requests to Financial Planning Committee for inclusion in the draft 2025/26 budget:

1. *$135,000 for Trust Council Meetings*
2. *$6,000 for Trust Council Training and Conferences*
3. *$4,000 for Trust Council Travel For Training*
4. *$6,200 for Executive Committee Meeting Expense*
5. *$2,500 for Executive Committee Training and Conferences*
6. *$2,000 for Executive Committee Travel for Training*
7. *$27,800 for UBCM/AVICC Conventions*
8. *$6,000 for History and Heritage Conservation Grants in Aid*
9. *$25,000 for Planning Application Sponsorship*
10. *$1,000 for NAPTEP Application Sponsorship*
11. *$50,000 for Public Communications*
12. *$50,000 for Reconciliation Action Plan Implementation*

Support for EC's September 2024 budget requests are as follows:

OPERATIONS & STAFFING			
Potential funding request	**Approved 2024/25 Budget**	**Proposed 2025/26 Budget**	**Notes**
1. Trust Council Meetings	$126,000	$135,000	Assumes 4 in-person Trust Council meetings; two on a gulf island and two on Vancouver Island, adjusted for inflation to account for the rising costs of hosting Trust Council meetings.

2. Trust Council Training and Conferences	$5,000	$6,000	The proposed 2025/26 budget is based on an average of past 3 years, increased for inflation. This program is guided by Trust Council Policy 6.12.1 Trustee Training/Conference Attendance. See also, Trust Council Policy 7.2.3 Trustee Travel. Prior year actual spending: FY2023: $3,000 FY2024: $10,757 FY2025 budget: $5,000
3. Trust Council Travel for Training	$2,000	$4,000	The proposed 2025/26 budget is based on an average of past 2 years, increased for inflation. This program is guided by Trust Council Policy 7.2.3 Trustee Travel. Prior year actual spending: FY2024: $6,021 FY2025 budget: $5,000
4. Executive Committee Meeting Expense	$5,400	$6,200	Assumes 4 in person meetings. Based on recent in-person meetings costs plus 3% increase to account for inflation.
5. Executive Committee Training and Conferences	$7,500	$2,500	This item is guided by Trust Council Policy 6.12.1 Trustee Training/Conference Attendance. See also Trust Council Policy 7.2.3 Trustee Travel The proposed 2025/26 budget is reduced from previous years as a dedicated budget line for AVICC/UBCM Conventions has been created and as such amounts for these activities are reflected in the new line.
6. Executive Committee Travel for Training	$7,500	$2,000	Reduced to reflect AVICC/UBCM in dedicated line (see below)
7. UBCM/AVICC Conventions	NA **new line for FY2025/26*	$27,800	Attendance at UBCM and AVICC is guided by Trust Council Policy 6.12.2 UBCM/AVICC Membership and Resolutions
TRUST COUNCIL PROGRAMS			
Potential funding request	**Approved 2024/25 Budget**	**Proposed 2025/26 Budget**	**Notes**
8. History and Heritage Conservation Grants-in-Aid	$ Not Funded	$6,000	This program is guided by Trust Council Policy 2.1.14 (History And Heritage Conservation Grants-In-Aid) Prior year actual spending: FY2023: $6,000 FY2024: not funded

			FY2025 budget: not funded
9. Planning Application Sponsorship	$15,000	$25,000	Sponsorship of Land Use applications is guided by Trust Council Policy 4.1.13 (Guidelines for Executive Committee Sponsored or Local Trust Committee Initiated Development Applications Application fees increased in FY2023 when LTCs adopted new fees bylaws. LTC fees bylaws stipulate an automatic increase in fees of 2% annually. Prior year actual spending: FY2021: $13,485 FY2022: $7,150 FY2023: $5,950 FY2024: $16,136 FY2025 budget: $15,000
10. NAPTEP Application Sponsorship	$1,000	$1,000	In 2022 Trust Council approved Policy 2.1.16 Guidelines For Executive Committee Sponsored Or Islands Trust Conservancy Initiated NAPTEP Applications regarding sponsorship of NAPTEP applications. This budget supports implementation of that policy. Prior year actual spending: FY2024: $275 FY2025 budget: $1,000
11. Public Communications (informed by Trust Council's Communications Strategy)	$55,000	$50,000	This budget request supports implementation of the Islands Trust Communications Strategy, approved by Executive Committee in February 2024. In addition to supporting routine corporate communication functions (graphic design, social media advertising/boosting, signage, publication re-printing etc.) this budget request supports: • $5,000 - Process improvement and procedure creation via contracted specialist support • $5,000 - Trust Area-wide promotion of budget consultation • $3,400 - Annual report design, printing and mailing • $4,000 - Graphic design for National Day for Truth and Reconciliation • $1,500 - contractor support for Development of elements of Public Engagement Strategy • $4,000 Continued website improvements The budget requests also includes $5,000 as contingency communication funds available to be responsive to emerging issues. Prior year actual spending:

			FY2021: $9,313 FY2022: $15,104 FY2023: $29,931 FY2024: $50,000 FY2025 budget: $55,000
TRUST COUNCIL PROJECTS			
Potential funding request	**Approved 2024/25 Budget**	**Proposed 2025/26 Budget**	**Notes**
12. Reconciliation Action Plan Implementation	$25,000	$50,000	Staff recommend increasing the reconciliation budget to respond to an anticipated increase in program activities due to having a permanent full-time Senior Indigenous Policy Advisor on staff and to reflect that a new Reconciliation Action Plan is anticipated to be in place by April 2025. The recommended funds and proposed breakdown below are intended to be placeholder amounts until a new Reconciliation Action Plan is adopted by Trust Council (anticipated by staff to be March 2025) The budgeted funds will be used towards contract advisors; trustee and staff travel, food, legal costs, venues and speaker honoraria/contract trainers for the Reconciliation Learning Group; and costs associated with working groups initiated under protocol agreements. The budget includes: • $27,500 for training of staff and trustees • $8,200 for operations (honoraria, gifts and contracted external advisors) • $12,000 for relationship-building activities (legal review of protocol agreements and costs of associated signing ceremonies, working group costs) This figure includes $5,000 to support a potential feast hosted by Tsawout First Nation. This number is a guess and will be refined as information is received.) • There is also $2,500 in contingency funds budgeted to support a response to emerging issues. Prior year actual spending: FY2023: $ 7,219 FY2024: $17,925 FY2025 budget: $25,000 Note: 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 more engagement.

At its October 2024 meeting, the Executive Committee considered additional budget needs for the 2025/26 fiscal year and passed the following resolution:

EC-2024-134

That Executive Committee forward its 2025/26 budget requests to Financial Planning Committee for inclusion in the draft 2025/26 budget:

1) *$36,000 for Executive Committee on local trust committee costs*
2) *$128,050 for an Auxiliary (temporary) Senior Policy Advisor staff position in Trust Area Services*
3) *$20,000 for the Policy Statement Amendment Project*
4) *$2,000 for Purchase and Installation of Coast Salish Art in the Victoria, Salt Spring and Gabriola offices*

OPERATING ITEMS			
Potential funding request	**Approved 2024/25 Budget**	**Proposed 2025/26 Budget**	**Notes**
1. EC on LTC (Travel Cost for LTC Chairs to attend in person meetings)	$36,900	$36,000	Prior year actual spending: FY2022: $12,000 FY2023: $12,0000 FY2024: $12,000 FY2025 approved budget: $36,900 FY2026 draft budget: $30,600 Draft 2025/26 budget is estimated based on current year (2024/25) amounts incurred in the first quarter, which is the best representation of current activity and cost levels associated with LTC Chair travel to LTC meetings.
2. Auxiliary (temporary) Senior Policy Advisor Staff Position	NA	**$128,050**	See business case for rationale.
TRUST COUNCIL PROJECTS			
3. Policy Statement Amendment Project	$81,000	$20,000	Prior year actual spending: FY2022: $129,819 FY2023: $67,430 FY2024: $12,213 FY2025 approved budget: $81,000 FY2026 draft budget: $96,000 See business case for rationale.
4. Purchase and Installation of Coast Salish Art in the Victoria, Salt Spring and Gabriola offices	$0	$2,000	N/A

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

ATTACHMENT(S): None

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

Prepared By: Alexandra Trifonidis, Executive Coordinator
Reviewed By/Date: EC, October 30, 2024

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Requested by *:*
Executive Committee

Department:
Trust Area Services

Name of Request:

Policy Statement Amendment Project (PSAP)

$ Value of Request

FY25/26 $20,000[1]

FY 26/27 $15,000 estimated

FY 27/28 $ depends on implementation plan not yet developed

Total: $35,000 plus FY27/28 TBD

Over $300,000 has been spent since the project's inception in 2019 on public engagement, Indigenous Governing Bodies engagement, and other project-related expenses, in addition to considerable staff hours.

Budget Source :

- ■ **Specific Project Funding**
  - ■ Third Party Contractors
  - ☐ Staff Travel Expense
  - ■ Staff Overtime Expense
  - ☐ Computer Hardware/Software
- ☐ **Furniture & Equipment**
- ☐ **Computer Hardware/Software/Supplies**
- ☐ **New Staff Resources** (see Staff Costing Tool)
  - ☐ **Permanent**
  - ☐ **Temporary**
- ■ **Other – please describe:** Communications (graphic design, messaging, advertising, printing) ____________________

Budget Breakdown:
To be determined by Executive Committee/Trust Council once staff provide revised project charter for consideration. However, based on the current proposed budget, staff propose a breakdown roughly as follows:

$5,000: Implementation of revised Communications Strategy
$5,000: Staff developed/delivered (with consultant advice) Trust-wide survey and virtual community workshop
$10,000: Legal services

Date of Submission to Finance:
November 5, 2024

Funding Required for (date range):
April 1, 2025 – March 31, 2026

[1] Assumes that $42,000 in unspent project funds from fiscal 2024/25 will be available from General Revenue Surplus Fund and assumes that Trust Council will endorse a revised project charter with reduced engagement and communication activities.

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Section 15 of the Islands Trust Act states:

Trust policy statement

15 (1) The trust council must, by bylaw, adopt a trust policy statement that applies to the trust area.

(2) The trust policy statement

(a) must be a general statement of the policies of the trust council to carry out the object of the trust,

(b) may establish different policies for different parts of the trust area, and

(c) has no effect for the purposes of subsection (4) unless it is approved by the minister.

(3) Between first and second readings of a bylaw under subsection (1), the trust council must refer the proposed trust policy statement to the board of each regional district, all or part of which is in the trust area, for review and comment by the board.

(4) A bylaw

(a) submitted to the executive committee under section 27 (1) or 38 (1), or

(b) referred to the trust council under section 27 (3) or 38 (3)

must not be approved by the executive committee or the trust council, as the case may be, if it is contrary to or at variance with the trust policy statement.

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 in the 2018-2022 term, Trust Council requested that Executive Committee, with involvement from Trust Programs Committee as appropriate, review and develop recommendations for amendments to the Islands Trust Policy Statement, primarily through the priority lenses of reconciliation, climate change, and housing.

Islands Trust Council's Strategic Plan for 2022-2026 states that completing the Policy Statement Amendment Project is a strategic priority for the organization.

The Trust Council 2025-26 Budget Guideline Assessment includes this guideline: Considers any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.

ISSUE/OPPORTUNITY:

Background

The current Policy Statement is almost 30 years old and does not adequately address reconciliation, climate change and housing. This business case requests funding for the next stage of the Policy Statement Amendment Project (PSAP). In July 2021, Trust Council requested enhanced community engagement on the draft and directed staff to implement 32 resolutions. In September 2024, Trust Council adopted a project charter that projects First Reading by 2025 after community engagement. Due to staff vacancies in 2023 and 2024, and a longer than anticipated engagement period with Indigenous Governing Bodies, the project faced delays. Detailed project information is available on the Islands 2050 webpage.

This multi-year project commenced in 2019 and has involved, to date:

- three phases of public engagement;
- three phases of early and meaningful engagement with Indigenous Governing Bodies;
- substantial review and analysis by Trust Programs Committee, Executive Committee and Committee of the Whole; and
- periodic Trust Council discussion.

The project will be complete when the new Policy Statement is given three readings by Trust Council; approved by the Minister of Municipal Affairs; and adopted by Trust Council.

Trust Council received a communication strategy for the project in March 2023.

Current Project Status:

Staff developed a revised draft Policy Statement, as per Trust Council's 32 resolutions, after engaging with internal and external staff partners and seeking legal counsel. After inviting all Indigenous Governing Bodies in the Trust Area, staff engaged with nine Indigenous Governing Bodies to seek their early input on the draft. Staff presented a revised draft of the Policy Statement to Committee of the Whole in May 2024 along with a summary of comments from Indigenous Governing Bodies and recommendations for additional changes. Trust Council adopted a suite of changes to the draft Policy Statement in September 2024 and the Committee of the Whole continues to review and develop recommendations for amendments to Trust Council.

Staff have contracted a communications consultant to assist with the design and implementation of a communications strategy.

PROJECTED RESULTS/DELIVERABLES:

The April 2025-March 2026 work on this project will result in first, second and third reading of Policy Statement Bylaw No. 183. The funding requested will advance this through support for communications, an online survey developed by staff, and other activities directed via a revised project charter.

RISK ASSESSMENT:

The proposed recommended option of a $20,000 budget for the Policy Statement Amendment Project in fiscal 2025/26 carries the following risks and options for mitigation:

Risk: A lack of public confidence in the project, and poor levels of public engagement or high levels of engagement at the wrong points in the project, due to the public circulating incorrect information or a lack of understanding.

- These risks can be mitigated through implementation of a revised project communications strategy.

Risk: A lack of public confidence in the project due to fewer engagement opportunities than previously expected:

- This risk can be mitigated by communications that emphasize that Trust Council is open to hearing from the public and providing clear direction on how to share views and feedback.

Risk: Adoption of revised Policy Statement in the winter of 2026 after the next local elections risks the project not being completed due to new priorities of the incoming Trust Council. (uncertain at time of writing if reduced project budget will result in earlier completion of project)

- This risk can 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 and public engagement process.
- This risk can be mitigated by reducing the timeline for public engagement.
- This risk is being addressed by Trust Council holding special meetings promptly when needed rather than considering the document only at regular quarterly meetings.

ALTERNATIVES CONSIDERED:

<u>Option 1:</u> $20,000 (EC recommended)

Description – At its meeting of October 30, 2024 Executive Committee resolved that the 2025/26 budget for the Policy Statement Amendment Project should be reduced to $20,000. Staff have not yet prepared a revised project charter to reflect the reduced budget, but anticipate that with this reduced budget public engagement activities would be limited to:

- a staff-developed/delivered (with consultant advice) public survey; and
- a staff-developed/delivered (with consultant advice) public webinar with Q/A session in addition to modest communication activities and legal review.

This option anticipates the following general milestones in fiscal 2025/26:

- Proactive and reactive communications about the project
- Virtual engagement with the public
- Approval in principle and/or First Reading

Benefits – Reduced cost and reduced need to backfill senior Policy Advisor position due to less project activity. Potentially reduced timeline.

Risks – See previous Risk Assessment section.

Financial implications – With $42,000 projected to be left unspent at the end of fiscal 2024/25, no new funding would be required, and unspent funds would be in the General Revenue Surplus Fund for use for other initiatives.

Resource requirements –Uncertain until project charter revision approved. Requires significant support of Senior Policy Advisor and additional support from Director of Trust Area Services, and Communication Specialist. Staff hours required for revising the draft Policy Statement will depend on the scope of changes requested by Trust Council.

Other implications – None

<u>Option 2:</u> $66,000

Description – This option includes the same elements as Option 1, but with public engagement developed and carried out by contractors with staff support, and with more resources allocated to communications. This option includes the following costed items:

- Communications: $16,000 for further communications materials to support project implementation and specifically promotion of public engagement opportunities
- Legal: $10,000 to support the legal aspects of the project as needed
- Virtual Community Workshop: $10,000 for designed and delivery by contractor, with Islands Trust staff attending as subject matter experts
- Trust-wide survey: $30,000, with $28,000 for survey design and analysis by contractor and $2,000 for printing, distribution and return mail costs for print copies of the survey.

Benefits – The public will receive a virtual engagement option (survey) and Trust Council will receive survey results collected in a consistent manner across the Trust Area; and engagement results of a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days). Potentially reduced timeline.

Risks – Lack of on-Island engagement may lead some community members to feel that they have been insufficiently engaged in the process. This risk can be mitigated by communications that emphasize that Trust Council is open to hearing from the public and providing clear direction on how to share views and feedback.

Lack of skilled contractors available for survey design (on policy topics) and virtual community workshop design, facilitation and note-taking. Building in time in the project schedule (as is proposed in the recommended option) to find skilled contractors will mitigate this risk.

Financial implications – $42,000 would be carried over from fiscal 2024/25 to support this work, thus requiring $24,000 in new funding.

Resource requirements – Requires the full-time support of Senior Policy Advisor and additional support from Director of Trust Area Services, and Program Coordinator, Communication Specialist and administrative staff. Staff hours required for revising the draft Policy Statement will depend on the scope of changes requested by Trust Council.

Other implications- None

Option 3: $96,000[2]

Description – This option reflects the communications and engagement approach previously approved by Trust Council for fiscal 2024/25, but that due to staff vacancies was planned to be implemented in fiscal 2025/26.

This option anticipates the following general milestones in fiscal 2025/26:
- 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

This option includes the following costed elements:
- Communications: $26,000 for Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.)
- Legal: $10,000 to support legal review and advice to Trust Council, as needed
- On-Island Public Engagement: $20,000 to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount for Trust Area-wide engagement 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 Area-wide survey: $30,000, with $28,000 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 for design and delivery by contractor, with Islands Trust staff attending as subject matter experts

[2] Assumes re-request of $42,000 in unspent funds from fiscal 2024/25 that will go to the General Revenue Surplus Fund

Benefits – This is consistent with previous direction of Trust Council. The public will receive a virtual engagement option (survey) and Trust Council will receive survey results collected in a consistent manner across the Trust Area; and engagement results of a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days), in addition to referral responses from LTCs/BIM.

Risks – Risk: A lack of public confidence in the project, and poor levels of public engagement or high levels of engagement at the wrong points in the project, due to the public circulating incorrect information or a lack of understanding.

- These risks can be mitigated through implementation of the project communications strategy with support from an external consultant 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).

- This risk could be mitigated by Trust Council foregoing the proposed approval-in-principle step and moving straight to First Reading, with a concurrent referrals process and a coordinated public engagement process -could reduce the project's timeline by approximately five to six months.

Risk: Adoption of revised Policy Statement in the winter of 2026 after the next local elections risks the project not being completed due to new priorities of the incoming Trust Council.

- 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 public engagement process.
- This risk could be mitigated by foregoing or holding in-person public engagement over less than six months.
- This risk is being addressed by Trust Council holding special meetings promptly when needed rather than considering the document only at regular quarterly meetings.

Risk: Lack of skilled contractors available for survey design (on policy topics) and virtual community workshop design, facilitation and note-taking. Building in time in the project schedule (as is proposed in the recommended option) to find skilled contractors will mitigate this risk.

Financial implications – Staff are forecasting that approximately $42,000 will not be spent this fiscal year and will be allocated to the General Revenue Surplus Fund, thus requiring $54,000 in additional funding for fiscal 2025/26.

Resource requirements – Requires the almost full-time support of Senior Policy Advisor and additional support from Director of Trust Area Services, 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 revising the draft Policy Statement will depend on the scope of changes requested by Trust Council. See workplan in the September Trust Council agenda package for estimates of resourcing needs.

Other implications - None

Option 4: $56,000[3]

Description of activities in 2025/26 – Option 2, minus Trust Area-wide virtual workshop.

This option includes the following costed items:

- Communications: $16,000 for communications materials to support project implementation, particularly promotion of public engagement opportunities
- Legal: $10,000 to support legal review as needed
- Trust Area-wide survey: $30,000 with $28,000 for survey design and analysis by contractor and $2,000 for printing, distribution and return mail costs for print copies of the survey

Benefits – Reduced cost to Trust Council. Potentially reduced timeline.

Risks – Lack of on-Island engagement may lead some community members to feel that they have been insufficiently engaged in the process. This risk can be mitigated by communications that emphasize that Trust Council is open to hearing from the public and providing clear direction on how to share views and feedback. Additionally, without the virtual workshop, Trust Council would lose a region-wide educational/engagement opportunity.

Financial implications – Staff are forecasting that approximately $42,000 will not be spent this fiscal year and will be allocated to the General Revenue Surplus Fund, thus requiring $14,000 in additional funding for fiscal 2025/26.

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 revising the draft Policy Statement will depend on the scope of changes requested by Trust Council.

Other implications- None

Option 5: $86,000[4]

Description – This option would include all elements of Option 3 minus a Trust-wide virtual workshop. This option includes the following costed items:

- Communications: $26,000 for further communications materials to support project implementation and to promote engagement opportunities during the six-month referral process
- Legal: $10,000 to support legal review as needed
- On-Island Public Engagement: $20,000 to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount for Trust Area-wide engagement 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: $30,000 with $28,000 for survey design and analysis by contractor and $2,000 for printing, distribution and return mail costs for print copies of the survey.

[3] Assumes re-request of $42,000 in unspent funds from fiscal 2024/25
[4] Assumes re-request of $42,000 in unspent funds from fiscal 2024/25

Benefits – Reduced cost to Trust Council. Constituents receive a virtual engagement option (survey) and Trust Council receives survey results that are collected in a consistent manner across the Trust Area.

Risks – See Risk Assessment section for Option 2 above. Additionally, absence of a Trust Area-wide workshop will deprive Trust Area residents of an opportunity to learn about the Policy Statement prior to participating in engagement activities.

Financial implications – Staff are forecasting that approximately $42,000 will not be spent this fiscal year and will be allocated to the General Revenue Surplus Fund, thus requiring $44,000 in additional funding for fiscal 2025/26.

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

Other implications - None

Option 6: $66,000

Description – This option would include all elements of Options 3 minus a Trust-wide survey. This option includes the following costed items:

- Communications: $26,000 for further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
- Legal: $10,000 to support the legal aspects of the project as needed
- On-Island 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.
- Virtual Community Workshop: $10,000 for design and delivery by contractor, with Islands Trust staff attending as subject matter experts

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

Risks –All of the risks noted above in Risk Assessment section.

Financial implications – $42,000 would be carried over from fiscal 2024/25 to support this work, thus requiring $24,000 in new funding.

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

Other implications- None

<u>Option 7:</u> $0

Description – This option would involve no work on the project in the 2025/26 fiscal year

Benefits – Staff and financial resources available for other work.

Risks –The risks of not proceeding include the following:

- 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.
- Relationships with Indigenous Governing Bodies may be impacted as Trust Council would not be advancing change in response to feedback and suggestions received.
- Public engagement results may later be viewed as dated and no longer relevant.
- Staff turnover during a pause in the project could result in a loss of corporate memory leading to inefficiencies and loss of knowledge.
- 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; Indigenous Governing Bodies; 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 – Unspent funds from fiscal 2024/25 will be added to General Revenue Surplus Fund.

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

Other implications- None

SUMMARY TABLE OF ALTERNATIVE OPTIONS							
Activities	***Opt 1 (recommended by EC)***	***Opt 2***	***Opt 3***	***Opt 4***	***Opt 5***	***Opt 6***	***Opt 7***
Communications ($10 -$26K)	X	X	X	X	X	X	
Legal ($10k)	X	X	X	X	X	X	
Local LTC/BIM led public engagement ($20k)			X		X	X	
Trust-wide virtual/print survey ($30k)	X (staff)	X	X	X	X		
Trust-wide Virtual Community Workshop ($10k)	X (staff)	X	X			X	
SUBTOTAL	**$20k**	**$66k**	**$96k**	**$56K**	**$86k**	**$66k**	**$0**

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, Indigenous Governing Bodies, 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.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
Comparable public engagement activities for regional growth strategy/official community plan update processes in BC local governments have larger budgets than recommended and cover smaller geographic areas. However, the overall PSAP budget for the lifetime of the project is proportionate to similar projects in other local governments.

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:

To be determined per revised Policy Statement Amendment Project Charter, workplan and communications plan.

STAFF RESOURCING

To be determined per revised Policy Statement Amendment Project Charter, workplan and communications plan. Preliminary estimates: in FY 2025-26, the project is estimated to require the following staff time:

- 0.1 FTE - TAS Director
- 0.5 FTE - Senior Policy Advisor
- 0.05 FTE - Program Coordinator
- 0.05 FTE - Senior Indigenous Relations Advisor
- 0.1 FTE – Communications Specialist

• 0.1 FTE - Legislative Services Clerk (or other clerks as available) NOTE: These rough staff time estimates will be refined as project scope changes. 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 updates to the approved project charter and workplan. Communications are guided by a communications strategy. This project will be managed by the Executive Committee Indigenous Governing Bodies provided comment on the staff draft in Winter 2024 and will also receive the document for comment after First Reading. Staff have, through work with Indigenous Governing Bodies to date, heard an interest for the Policy Statement amendment process, including timelines, to be co-designed with participating Indigenous Governing Bodies, and that this multi-year project is not currently being delivered in a manner that reflects this. Staff have advised that, if there is a desire for fundamental change to the model of project delivery, this would need to be discussed between Islands Trust Council and Indigenous Governing Bodies' leadership.

Requested by: Executive Committee

Prepared by: Director, Trust Area Services/November 7, 2024

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):* Executive Committee	**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: artwork for office lobbies**
Department: Trust Area Services	
Name of Request: Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $2,000	
Date of Submission to Finance:	**Funding Required for (date range): April 1, 2025-March 31, 2026**

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.*

Having Coast Salish artwork prominently displayed in Islands Trust office lobbies and boardrooms would be a visual commitment for staff and visitors of Trust Council's and Islands Trust Conservancy Board's Reconciliation Declarations.

The Trust Council 2025-26 Budget Guideline Assessment includes this guideline: Considers resourcing needs to update and implement the Reconciliation Action Plan.

The placement of Coast Salish art in Islands Trust office lobbies will be included as a proposed activity in the draft of the next Reconciliation Action Plan.

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 placement of Coast Salish artwork in Island Trust office lobbies would signal a commitment to a culturally-safe and welcoming workplace. Creating office environments that demonstrate an appreciation and awareness of Coast Salish culture and history can be an important method for promoting cultural changes within an organization and supporting attitudes that promote reconciliation. Additionally, the presence of Coast Salish art would assist First Nations and Aboriginal peoples to feel welcome when visiting Islands Trust offices.

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 project deliverables will include purchase and installation of Coast Salish art for high-profile walls in the Victoria, Gabriola and Salt Spring office lobbies.

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.)*

Cultural Appropriation: There is a risk of cultural appropriate if the art is not procured from known Coast Salish artists. This risk would be mitigated by purchasing art from a reputable Indigenous-run gallery.

Preference given to one artist: If all artwork is created by one artist there may be a perception of inequity. This risk would be mitigated by buying works from three different artists. Art will be selected from artists from First Nations in whose territory the office in question resides.

Theft: There is risk of theft from lobbies. This risk would be mitigated through the existing practice of having staff at front desks during all times that the office is open to the public, and securing pieces as possible/practical.

Installation Challenges: There may be logistical challenges related to the installation of the artwork. This risk would be mitigated by selecting pieces that are straightforward to hang/install.

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: Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices (up to $2,000)
Benefits – As noted above.
Risks – As noted above.
Financial implications – $2,000.
Resource requirements – Senior Indigenous Relations Specialist and/or Director of Trust Area Services time to select and purchase art. This could be done during travel for another purchase resulting in only one-three hours of time. An additional few hours needed the Executive Coordinator to arrange for staff/contractors to hang/install the art.
Other implications- None.

Option 2: up to $2,000 in art purchases and installation funded from existing $5,000 furniture and equipment budget.
Benefits – No increase to the 2025/26 draft budget.
Risks – This approach could result in insufficient furniture and equipment funds for operational needs
Financial implications – None.
Resource requirements –Senior Indigenous Relations Specialist and/or Director of Trust Area Services time to select and purchase art. This could be done during travel for another purchase resulting in only one-three hours

of time. An additional few hours needed the Executive Coordinator/Office Administrative Assistants to arrange for staff/contractors to hang/install the art.
Other implications- None.

<u>Option 3:</u> Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices (up to $5,000)
Benefits – As noted above.
Risks – As noted above.
Financial implications – $5,000.
Resource requirements – Senior Indigenous Relations Specialist and/or Director of Trust Area Services time to select and purchase art. This could be done during travel for another purchase resulting in only one-three hours of time. An additional few hours needed the Executive Coordinator to arrange for staff/contractors to hang/install the art.
Other implications- With a larger budget staff be will able to secure larger pieces of art and/or multiple pieces of art for use on different walls,

<u>Option 4:</u> Partner with an Indigenous arts organization to procure art pieces to be installed in Islands Trust offices.
Benefits – Would raise Islands Trust profile with Coast Salish artists, and would enable Islands Trust to request art with certain themes.
Risks – None.
Financial implications – Unknown at this time but staff expect that an Indigenous art organization would require a fee or commission and art purchases costs for three pieces are likely to be significantly higher than $3,000.
Resource requirements –This would likely take 35+ hours of Senior Indigenous Relations Advisor time.
Other implications- None.

<u>Option 5:</u> Do not budget for purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices
Benefits – No increase to the 2025/26 draft budget.
Risks – None, but Islands Trust will continue to lack a visual commitment to a culturally-safe and welcoming workplace in office lobbies.
Financial implications – None.
Resource requirements –None.
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 purchase art and arrange installation.

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

<u>Option 1:</u> Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices

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: $3,000. This amount could be higher or lower depending of the size of art pieces desired.
Qualitative: Visible support for reconciliation and a culturally-safe organization.

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.)*

Purchase of the art and associated installation services would be done in accordance with the Procurement Policy.

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?)*

Senior Indigenous Relations Specialist and/or Director of Trust Area Services would select and purchase art from a reputable Indigenous-owned gallery. This could be done during travel for another purchase resulting in only one-three hours of time. Administrative staff would arrange for staff/contractors to hang/install the art.

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 purchase of art would require one-three hours of Senior Indigenous Relations Specialist and/or Director of Trust Area Services time if done during a trip already undertaken

It would take up to two hours of administrative time to arrange for installation in each office lobby.

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 change management/collaboration considerations.

Requested by: Trust Area Services

Prepared by: Senior Indigenous Relations Specialist/October 22, 2024

Reviewed by: Director, Trust Area Services/October 22, 2024

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by Trust Programs Committee

Department:
Trust Area Services

Name of Request:

Stewardship Education Program

$ Value of Request

$17,000

Budget Source (select all that apply):

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

Date of Submission to Finance: August 26, 2024

Funding Required for (date range): Fiscal 2025-26

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

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*.

ISSUE/OPPORTUNITY:

Since 2017, Trust Programs Committee has carried out a Stewardship Education Program on behalf of Islands Trust Council. This included:
21/22: a "Living in the Trust Area" mailing program to new land purchasers ($24,000 budgeted, actual spent was $16,128)
22/23: continued mailings to new land purchasers in the Islands Trust Area ($13,000 budgeted, actual spent was $10,398).
23/24: Continued mailings and a speaker series ($13,000 budgeted, actual spent was $$7,799).
24/25: Continued mailings and a speaker series ($15,000 budgeted)

The details of stewardship programming since 2020 is available on the Stewardship Education webpage.

The Policy Statement states, "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:

The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2025/26 is expected to assist community members to be more informed stewards. Audiences may include *the public, industry, and interested and affected parties (interest holders) in the Trust Area.*

This initiative will help the Trust fulfil the vision set out in 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:

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

ALTERNATIVES CONSIDERED:

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 2024 Trust Programs Committee will undertake a public survey to seek views 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 other 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 Programs Committee
Risks: Would depend on the implementation selected by Trust Programs Committee
Financial implications: Larger budget required
Resource requirements: Would depend on the implementation selected by Trust Programs 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 Programs Committee
Risks: Would depend on the implementation selected by Trust Programs Committee
Financial implications: Smaller budget required
Resource requirements: Would depend on the implementation selected by Trust Programs 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:

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).
- As appropriate, availability of contractor to support webinars or other educational programming. If contractors are unavailable program delivery may be impacted.
- Public interest in participating in stewardship education events. If there is low public interest, project objectives won't be met.

RECOMMENDED OPTION:

That $17,000 be budgeted for the Stewardship Education Program.

COST/BENEFIT ANALYSIS:

Quantitative:

- $17,000 for the Stewardship Education Program for FY 2025/26. See also staff resourcing section below.

Qualitative:

- A stewardship education program creates an 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: 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: Once the requested budget is approved, 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: 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 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: 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: Trust Programs Committee,

Prepared by: Director, Trust Area Services, August 16, 2024

Reviewed by: Trust Programs Committee, August 26, 2024

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by
Trust Programs Committee

Department:
Trust Area Services

Name of Request:

Secretariat Services Program

$ Value of Request:

$17,000

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 26, 2024

Funding Required for (date range): Fiscal Year 2025/26

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

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:

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 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.

Previous amounts budgeted by Trust Council for secretariat services in the last four years:

24/25 $15,000 (TPC has allocated $14,250 to date)
23/24 $12,000 (actual spent was $11,985)
22/23 $15,000 (actual spent was $12,513)
21/22 $12,000 (actual spent was $12,976)

PROJECTED RESULTS/DELIVERABLES:

Through offering support for administration, the Secretariat Services Program supports 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:

No risks identified

ALTERNATIVES CONSIDERED:

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.
Risks: None
Financial implications: Larger budget required
Resource requirements: Would depend on the implementation selected by Trust Programs Committee Depending on the how many coordination groups are supported and what support is offered, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications: None

Option 3: A smaller budget for the Secretariat Services Program

Benefits: Would depend on the implementation selected by Trust Programs 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 Programs 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:

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:

That $17,000 be budgeted for the Secretariat Services Program.

COST/BENEFIT ANALYSIS:

Quantitative:

- $17,000 to fund requests from coordination groups in FY 2025/26. 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:

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: 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 decides which groups to support in April, with contracts issued in May and final reports from coordination groups provided in March the following year.
STAFF RESOURCING: The staff resources required will depend on the number of coordination groups supported by Trust Programs Committee in 25/26 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 25/26 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: 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 staff will provide recommendations about budget implications and options. Staff would ensure that all interested and affected parties were kept informed.

Requested by: Trust Programs Committee

Prepared by: Director, Trust Area Services, August 14, 2024

Reviewed by: Trust Programs Committee, August 26, 2024

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):* Governance Committee *GC-2024-039* *That Governance Committee approve the Trustee Remuneration Review Business Case, as amended, and it be forwarded to Financial Planning Committee for inclusion in the 2025/26 fiscal year budget.*	**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: Executive Office	
Name of Request: Trustee Remuneration Review	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $10,000	
Date of Submission to Finance: November 2024	**Funding Required for (date range):** April 1, 2025 to March 31, 2026

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.*

1. **Trust Council's draft Strategic Plan 2025-2028** (*not yet reviewed by Trust Council*) contains the following: *1.2.6 Prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report.*

2. Governance Review Report from 2022 recommends that Trustee Remuneration values be examined:

Recommendation #15: So that Trust Council is not the preserve only of those who do not need to earn a living, the significant time and effort required of Trustees must be reasonably compensated, which means an increase in current compensation levels. Currently, much of the time Trustees spend on Trust Council business, including preparation for meetings, participation in some meetings, and travel time, are not compensated at all.

3. **Trust Council Policy 2.3.1 Council Committee System** outlines the terms of reference for the Governance Committee and includes responsibility for the following:
   "… initially reviewing the Islands Trust Governance Report dated March 8, 2022 and submitting a prioritized list of the recommendations in that Report to Trust Council with advice as to possible actions"

4. Governance Committee's approved work program includes as 5th priority:
   Review and update Trust Council's Policy 7.2.1 Trustee Remuneration in line with the UBCM Council and Board Remuneration Guide.

5. Governance Committee's priority matrix includes Trustee remuneration review as Not Immediate but Important.

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 primary issue raised in the Governance Review Report is that the levels of trustee compensation provided by current policy/bylaw are not adequate to ensure all demographics of Islands Trust residents may reasonably consider running for the position of Trustee. There are questions as to whether or not the current compensation levels appropriately reflect the level of work and effort required of Islands Trust trustees. Trustees themselves have expressed concern over the compensation levels provided.

Trustee compensation levels were reviewed by an external consultant in 2010, and a methodology created to increase compensation levels on an annual basis which has been applied. However, it has been almost 15 years since an independent review of remuneration values and methodologies for annual increases has been conducted. Currently, Trust Council's remuneration policy does not call for a periodic review of remuneration values by independent parties.

Staff have performed a review of Trust Council's Trustee Remuneration policy against the UBCM Remuneration Guide from 2018 which suggests regular, periodic, independent third party reviews of remuneration values.

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.*)

Trust Council's remuneration policy will be updated to include requirements for periodic independent reviews, pending Trust Council approval of amending the policy.

Conducting an independent review will bring trustee remuneration values in line with appropriate values as compared to other jurisdictions, and may increase the number of island residents who consider running for Trustee. Ensuring a review is conducted by an independent third party rather than staff or trustees should enhance confidence in the final recommendations for remuneration levels as no biases will be incorporated into the exercise. The review will include an evaluation of the methodology and input by trustees.

The outcome will enable equitable participation/representation.

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 that no appropriate consultant can be secured to conduct the review in timelines needed: this risk is extremely low as there is a plethora of consultants who would be able to conduct this type of work. This risk is mitigated by investigating possible consultants early, even in advance of Trust Council's budget approval in March 2024.

- Risk that consultant fees are higher than the amount estimated by staff, not allowing for the securing of a quality consultant: This risk is low, but can be mitigated by staff conducting a greater market assessment between now and TC's approval of its budget in March 2024 to ensure amounts are appropriate. Any required overages post-budget approval may be handled in line with TC's budget control and adjustment policy, and amounts are not expected to be significant.

- Risk that changes to Trustee Remuneration values, in the year enacted, will result in a taxation spike in the budget: This risk may be mitigated by finding budget savings in other areas in the year new rates are enacted. Clear communication about why changes are needed, if any, may make any significant spikes more palatable to TC and to the public. This kind of risk is already seen across Islands Trust in other areas whereby TC may see taxation spikes from increases levels of projects or salaries, etc. This risk is considered to be minimal and part of conducting sound operations.

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: Hire a consultant to review the remuneration rates
Benefits – see Issue/Opportunity section above.
Risks – see Risk Assessment section above.
Financial implications – estimated $10,000 for the hiring of a consultant.
Resource requirements – staff time to manage contract.
Other implications- None.

Option 2: Undertake Review using Staff resources
Benefits – No cost to hiring consultant. Staff know the operations and duties of trustees, and have the qualifications to conduct this kind of benchmarking exercise.
Risks – Staff may not have easy access to information at other local governments; staff resources would need to be prioritised to ensure this work is completed in timely manner; and there may be potential perception of bias if undertaken in-house. Risk that results of this exercise would not be considered reliable as there may be a perceived bias given staff's employment relationship with trustees.
Financial implications – None.
Resource requirements – The finance team along with the support from the legislative services team and administrative staff would be best placed to undertake this work should it be conducted in-house.
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.)*

Timely hiring of independent consultant – critical to ensuring results are free from perceived or actual bias. If not met, results may not be trusted, and therefore funds spent may lose their value.

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

Option 1: Hire a consultant to review the remuneration rates
This option ensures independence in the review which is important. It ensures workloads for staff are not elevated. It ensures a more timely completion of the work. It aligns with best practice recommendations, aligns with the Governance Report recommendation, and aligns with staff's recommendation to FPC.

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

The financial cost of hiring an independent consultant is difficult to weigh against the value that may be provided from the results of the work undertaken. The long term benefits of increasing access to the position of trustee for a larger demographic of people in the Islands could result in a Council made up of voices that represent a larger portion of Islanders. Increasing diversity at decision making tables has great benefit in supporting informed and inclusive decisions, provided the people bringing the diverse opinions can conduct themselves professionally and respectfully with their colleagues of opposing viewpoints. Enhanced compensation for trustees may mean trustees are able to dedicate more time to their elected position which may also enhance good governance and sound decision making. An estimated $10,000 cost for long-term qualitative benefit appears to be a reasonable investment.

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.)*

Trust Council's Procurement Policy dictates that at least three quotes would be obtained from known vendors at work with a value of $10,000; or, a competitive Invitation to Quote or Request for Proposal may be conducted. Staff would select the option of at least three quotes as the scope, cost, and complexity of work is not so significant that a full RFP is warranted. This option is also faster to administer, reducing the risk that this exercise is not completed by the end of term and incorporated into an amended remuneration policy. Staff are aware of consultants with appropriate qualifications to undertake this work who have expertise in working with public sector organisations on topics such as this.

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?)*

Should TC approve this undertaking, staff will conduct procurement procedures and select an appropriate consultant for the work. Work would be completed and presented to the GC for reflection. GC will direct staff to amend remuneration policy and bylaw with their proposed amendments resulting from the consultants work and present their recommendations to TC. TC may approve the revised policy and bylaw or make their own amendments. Any changes to TC remuneration policy or bylaw for values will take effect at the start of the new term of office in October 2026.

FPC has already proposed amendments to Trust Council for other remuneration policy changes that are not related to remuneration values. These amendments would travel to TC along with the results of GC's work on the values for approval all together. This is the most efficient approach to amending this policy.

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.)*

Director, Administrative Services or Legislative Services staff will conduct the procurement procedures, and manage the resulting contract. This work can only be conducted when finance team positions are filled which is reasonable to expect by next fiscal. The work will be supported by legislative services staff as needed given this work involves policy and bylaw.

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*?)

None to consider with the hiring of the contract for the work. Results of the report that may influence changes in remuneration levels will be evaluated for change management considerations at that time.

Requested by Governance Committee:

Prepared by Director, Administrative Services

Reviewed by Governance Committee, November 5, 2024

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):* Governance Committee *GC-2024-041* *That Governance Committee approve the Policy Review Business Case and forward to Financial Planning Committee for inclusion in the 2025/26 fiscal Year budget with an increased budget to a total of $10,000.*	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) X Third Party Contractors/Temp Staff ☐ 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: Legislative and Information Services	
Name of Request: Trust Council Policies Review	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $10,000	
Date of Submission to Finance: October 2024	**Funding Required for (date range):** April 1, 2025 to March 31, 2026

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

Trust Council's Object – no
Strategic Plan item – no
Policy Statement directive – no
Council bylaw – no
Work programs – no, however Trust Council has passed a resolution at its September 2023 meetings which lives on their FUAL:

2023-061

that Trust Council request staff to review, update and report back to Trust Council with recommendations for amendments to Trust Council policies, and where possible, combine similar policy documents to reduce redundancies.

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:

Trust Council began developing policies in 1992 following the significant update to the *Islands trust Act.* Policies are intended to provide direction in various areas of the operations of the Islands Trust. There are currently 91 policies divided into the following areas:

- Islands Trust Policy Statement (2 policies)
- Trust Council and its Committees (23 policies)
- Local Trust Committee, Advisory Commissions and advisory Groups (12 policies)
- Land Use Planning, Bylaws and Mapping (14 policies)
- Operations, the Budget Process, Elections and Communications (19 policies)
- Administrative Activities such as finance and Freedom of Information (18 policies)
- Human Resources (2 policies)
- Islands Trust Conservancy Joint Policy (1 policy)

Most, but not all, of these policies have had updates as required over the years, but there has never been a systematic review of the policies. Trust Council has requested a review of its policies as per the resolution in the Guiding Documents section of this business case.

The Municipal Insurance Association of British Columbia (MIABC), to which the Islands Trust joined on January 1, 2024, recommends that local governments develop a plan to systematically review and update their policies at least every five years. This review is not only to ensure existing policies are relevant, but to ensure that policies cover the necessary areas of the organisation's operations to reduce risk to the organisation.

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.*)

This project would:

- establish a methodology that includes criteria for prioritisation of policies to be reviewed, criteria for new policies and, establishes a schedule for review and update of policies
- prioritise policies for review and update (given there are 91 policies to review)
- undertake review of the prioritised policies, and recommend updates or deletions to Trust Council
- update prioritised policies by end of term (October 2026)
- identify gaps where policies should be in place but there are no policies covering the issue

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 is low in regards to whether or not this project is completed by end of term. The nature of the project is flexible and is intended to establish a framework for maintaining and updating Trust Council policies into the future.

Out of date or lack of policies around real estate management and maintenance could be a risk for the organisation. Mitigation would involve flagging these in the review process and prioritising them for update or development.

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 by staff for Trust Council
Benefits – less expensive to undertaken
Risks – the project would need to be assigned to a committee and given priority
Financial implications – staff time including additional administrative staff support to provide capacity ($5,000) and legal review ($5,000)
Resource requirements – staff time could be significant given the volume of policies
Other implications – Other projects may be delayed

Option 2: Undertake the work by a consultant
Benefits – consultant can bring a different perspective, and will not impact largely on existing staff resources assuming consultant understands the unique structure of the Islands Trust.
Risks – need to find an appropriate consultant with understanding of the unique structure of the Islands Trust, and risk the consultant may misunderstand the needs of Islands Trust in relation to policies.
Financial implications – consultant ($15,000) and legal review ($5,000) – note that consultant fees could be substantially higher depending on scope – this estimate is to establish the policy and structure, and does not include systematic review of each policy.
Resource requirements – some staff time would be required to manage the contract, and substantial staff time could be consumed depending on how familiar the consultant is with the unique structure of the Islands Trust.
Other implications – No other implications identified.

Option 3: Not review Trust Council policies
Benefits – allow Trust Council to focus on other projects of importance
Risks – out-of-date policies could be a risk to the organisation, and lead to poor and out-of-date procedures
Financial implications – potential savings from changing policy direction could be lost.
Resource requirements – None
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.)*

Clear Trust Council policy and program for maintaining and updating Trust Council policies on a regular scheduled basis.

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

Option 1. This option is the most effective, given that the work would be undertaken by staff with working experience and familiarity with the policies, and the structure of the Islands Trust. The $5,000 earmarked for administrative support, will allow "as and when" administrative staff to be brought in as needed to help with the project, or to backfill to allow more experienced staff undertake the review work with the Governance Committee.

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.)*

Savings would be mostly intangible. That is, completion of the project would result in lower risk to the organisation, and certainty around procedures. Removal of redundancies, or no longer appropriate policies may result in improved governance efficiencies.

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.)*

Legal review as per Trust Council policy.

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?)*

Work would be largely administrative and undertake by administrative staff assigned to Governance committee, with funding for legal support.

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.)*

Undertaken by administrative staff assigned to Governance Committee. Prioritisation of this project would be required.

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*?)

Recommendation would be forwarded to Trust Council for adoption.

Requested by Governance Committee

Prepared by David Marlor, Director, Legislative and Information Services.

Reviewed by Governance Committee, November 5, 2024

Islands Trust
Proposed Staffing
Fiscal Year 2025/26

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STAFFING, Temporary (T)			
	Temporary Policy Advisor *(FT, 12 months), funded by taxes*		
	Salary	100,200	
	Benefits	25,550	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop	1,800	
	Training	500	
	Total	**128,050**	*Taxes*
	Planning Services Co-op Student *(FT, 4 months), funded by taxes*		
	Salary	17,700	
	Benefits	4,500	
	Pacific Leaders Tuition Grant	1,259	
	Travel	100	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	**23,559**	*Taxes*
	ITC Species at Risk Co-op Student *(FT, 4 months), funded by grants*		
	Salary	17,200	
	Benefits	3,900	
	Pacific Leaders Tuition Grant	1,000	
	Travel	2,000	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	**24,100**	*Grant*
	Total Temporary Staff Costs	**175,709**	

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 Area Services **Department:** Trust Area Services **Name of Request:** Auxiliary (temporary) Senior Policy Advisor position (1.0 FTE) **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):* Value of Request, 2025/26: $128,048* – base salaries & benefits, 12 months plus training and equipment ** assumes hiring Senior Policy Advisor (Grid 27) at mid-point in salary range.* $125,748 for salary and benefits Salary range $ 83,072 - $94,752	**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** X **Temporary** Temp Duration: ___**1 year**___________ ☐ **Other – please describe:** ______________________
Date of Submission to Finance:	**Funding Required for (date range): April 1, 2025-March 31, 2026**

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.*

Adding an auxiliary Senior Policy Advisor position in 2025-26 will support implementation of Trust Council's Strategic Plan and routine work such as legislative monitoring and implementation of agreements.

The Trust Council 2025-26 Budget Guideline Assessment includes this guideline: Resource requests for new tax-funded personnel will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings as outlined in a business case.

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 permanent Senior Policy Advisor position is dedicated to the Policy Statement Amendment Project nearly full-time, as has been the case in recent years, and also has responsibility for preparing staff reports to Executive Committee for Bowen Island Municipal bylaws. This means that there is a critical lack of staff capacity to undertake the other regular duties that this position is responsible for, and this lack of capacity is expected to continue through 2026/26 if the Policy Statement Amendment Project is delivered as currently approved. The regular duties of the Senior Policy Advisor that are not resourced include implementing Trust Council/local trust committee advocacy communication and associated coordination activities, policy research/development, ongoing legislative monitoring and development of a quarterly report to Trust Council and Bowen Island Municipal Council, indicator reporting, agreement monitoring and development, organization of special Trust Council sessions, grants-in-aid program administration, drafting annual report content, and other activities assigned through the Strategic Plan or by resolution of Trust Council, Executive Committee or Trust Programs Committee.

In recent years, the Director of Trust Area Services (DTAS) has undertaken many of these duties in addition to her regular responsibilities (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 DTAS is not a reasonable or sustainable method of resourcing the work that has been displaced by the Policy Statement Amendment Project. In addition to supporting Trust Council, Executive Committee, and Council Committees, Directors are primarily responsible for leading and overseeing staff in their respective functional areas of work; for the DTAS, this includes 6 direct staff members in 6 functional areas. The DTAS has only two 'working' days a week available to perform all required duties of the role (after removing hours for annual leave entitlement, time spent in meetings with staff (weekly check-ins with direct reports and the CAO, meetings with the management team, all staff meetings, time spent in public meetings (TC, EC, TPC, FPC, Conservancy Board) and a modest assumption of one training day per quarter. Trust Area Services does not have a dedicated administrative assistant.

The DTAS leads strategic and operational work related to:

- communications
- annual report development
- education program delivery
- grants administration
- Reconciliation initiatives and agreement development
- indicator monitoring, including reporting on Census data
- Policy Statement amendment project, including Trust Area-wide engagement
- advocacy and inter-governmental relations
- oversight of Islands Trust Conservancy operations, including the project in 2025/26 to develop a new Five-Year Plan involving engagement with Indigenous Governing Bodies, and
- other duties.

With the Grants Manager's anticipated resignation in February 2025, the new Grants Manager (2 days/week) will not be able to take on this work as the demand for grant-related support is on the rise and there will be a learning curve for the new staff person. With all Trust Area Services staff, except the Director of Trust Area Services, now having less than 1.5 years of experience, and with the experienced Conservancy Manager away on temporary assignment until September 2025, the current approach of trying to sustain the regular duties of the Senior Policy Advisor without sufficient resources risks staff burnout, lowered staff morale, and frustration by Trust bodies due to continuing requests for Trust Area Services support that cannot be accommodated.

In recognition of existing capacity issues in Trust Area Services, in September 2024 Trust Council approved $40,000 in funding for the remainder of 2024/25 which staff will put towards an auxiliary Senior Policy Advisor until March 31, 2025.

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 creation of a one-year auxiliary Senior Policy Advisor position will create additional staff capacity for Trust Area Services to respond to current requests and to support projects expected to emerge from the Strategic Plan.

Other projected results are as follows:

- Time for the Director of Trust Area Services to work on core Director duties, such as supporting the Policy Statement Amendment Project, developing departmental work plans associated with corporate planning, and developing relationships with Indigenous Governing Bodies
- Reduced timelines addressing questions from staff and trustees across the organisation
- Reduced timelines for initiatives assigned to Trust Area Services
- Reduced risk of staff burnout: This will greatly benefit the personal health of individual staff members, supporting increased engagement of staff with their work

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.)*

Hiring a new staff resource to support the Trust Area Services team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those associated with the hiring of any position, such as the inability to find or retain suitable candidates. The risk of not supporting this new position is greater than the risks of supporting it, as described in the Issue/Opportunity section of this report.

ALTERNATIVES CONSIDERED: *(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: Hire a Temporary 1.0 FTE

Benefits: As stated above in projected results/deliverables section
Risks: As stated above in risk assessment section
Financial implications: $128,048
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision

Option 2: Hire a temporary 0.5 FTE

Benefits: As above with reduced impact
Risks: Hiring a new staff resource to support the Trust Area Services team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those associated with the hiring of any position, such as the inability to find or retain suitable candidates. It may be more difficult to recruit a qualified

candidate to a part-time position and the Director would have one more staff position to supervise without the benefit of full-time productivity from the position. With only a part-time position to support Senior Policy Advisor work, and a Director of Trust Area Services who cannot absorb additional projects, Trust Council will have to make decisions regarding prioritization of regular duties and may have difficult decisions associated with how to implement elements of its new Strategic Plan.
Financial implications: $65,174
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision. Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

Option 3: Status Quo - No new staff resources

Benefits: No increase in costs
Risks: The organisation will not be properly supported to undertake many of the regular duties of Trust Area Services. There is risk of burnout if the Director of Trust Area Services continues to try to sustain her workload and the regular duties of the Senior Policy Advisor, as well as provide support to new staff. The unavailability of the Director to support staff throughout the organization will continue to impact morale and organizational cohesion. If existing staff require extended leave, the cost to fill a position is nearly doubled, as staff on leave are paid 75% - 100% of their base salary and any temporary hire to backfill would be paid 100% of that same salary as well. With no Senior Policy Advisor for regular duties and Strategic Plan initiatives, and a Director of Trust Area Services who cannot absorb additional work, Trust Council will need to make decisions about the feasibility of implementing elements of its new Strategic Plan and about the continuation of functions such as legislative monitoring, advocacy, intergovernmental coordination and other Trust Area Services functions.
Financial implications: None
Resource requirements: None, except Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

Option 4: Engage independent contractors for project-related work instead of hiring a staff position

Benefits: Potential for highly-skilled labour for ad-hoc projects
Risks: Risk that no suitable contractor can be found or is not available, risk of incompletion of contracts with contractors
Financial implications: $50,000 - $125,000. Contractor hourly rates are significantly higher than staff hourly rates.
Resource requirements: Director of Trust Area Services time to run procurement processes, identify and engage with suitable contractors, manage the projects, ensure effective collaboration and knowledge transfer, and manage associated financial approvals

Option 5: Adjust the Policy Statement Engagement Scope
Reconsider if on-island engagement events are necessary to support local trust committee/Bowen Island Municipality referral responses to the draft new Policy Statement.

Benefits: If Trust Council limits engagement to the online/paper survey and the online workshop, there would be significant staff time savings, which would free up the permanent Policy Advisor for additional duties, potentially the equivalent of 0.5 FTE over the course of 2025/26. This would have reduced impact when compared to hiring 1.0 new FTE.
Risks: With only 0.5 FTE to support regular Senior Policy Advisor work, and a Director of Trust Area Services who cannot absorb additional projects, Trust Council will have to make decisions regarding prioritization of regular duties and may have difficult decisions associated with how to implement elements of its new Strategic Plan.

Financial implications: No increase to staff salary costs and $20,000 reduction to Policy Statement Amendment Project 2025/26 proposed budget
Resource requirements: Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

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.)*

- A thorough and well-conducted hiring process needs to be undertaken to ensure quality staff are secured in the new role
- Thorough orientation for any new hire to properly perform their duties to achieve the greatest benefit to the organisation
- Support from Islands Trust elected officials and management to fund this new key position and dedicate resources to it

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

Option 1: Hire a temporary one-year 1.0 FTE to the position of Senior Policy Advisor. This option addresses critical capacity issues in Trust Area Services and supports continuation of regular duties with additional staff time remaining to support some Strategic Plan project implementation.

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 Discussion: Temporary one-year cost of $128,048 for salaries, benefits, equipment and training. Savings may be realised by helping prevent potential future staff leaves and the need for paid leave and paid backfill. Savings may also be realised via reduced staff turnover due to reduced critical capacity issues in Trust Area Services, which affect the team as a whole.

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

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.)*

Hiring staff does not fall under the procurement of goods or services, so a procurement process is not applicable. Instead, a hiring process will be conducted following standard Public Service Agency (PSA) practices. This process includes drafting a job description, working with PSA to classify the position, posting the job externally, collecting and reviewing resumes, conducting skill testing, interviews, reference and criminal record checks, issuing offer letters, and providing comprehensive on-boarding and training for the new staff member. These steps ensure a thorough and compliant hiring process in accordance with established procedures.

PROPOSED IMPLEMENTATION STRATEGY: *(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?)*

Assuming an Auxiliary Senior Policy Advisor is already hired and performance is satisfactory, the staff person can be extended through 2025/26. If the job does need to be posted, the Director would screen candidates and run interviews. 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.

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.)*

If a hiring process is required (i.e. auxiliary hire in 2024/25 chooses not to stay):

Pre-hiring activities**:**

- Director of Trust Area Services: Hiring process duties: identifying suitable candidates, screening resumes, preparing and scoring screening tests, conducting interviews, conducting reference checks, and making job offer. Estimated time: 50 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 (Director of Trust Area Services+ two others): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

Post-hiring activities:

- Director of Trust Area Services: 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 on-boarding sessions. Total time: 15 hours.
- Others across the organization: Provide orientation to other departments and relevant processes over the course of 1 week.

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*?)

In the event this position is approved and a hiring process is needed, appropriate internal communications will be conducted to inform staff about hiring process. The competition would be advertised both internally within the organization and externally on platforms such as the BC Public Service Agency job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

Requested by: Trust Area Services

Prepared by: Director, Trust Area Services/October 22, 2024

Reviewed by:

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):* Legislative and Information Services **Department:** Legislative and Information Services **Name of Request:** EDM-FOI Support **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):* $15,000 Draft 2025/26 budget has $10,000. Staff has subsequently increased the request to $15,000	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ________________ ☐ **Other – please describe:** ____________________
Date of Submission to Finance: September 2024	**Funding Required for (date range):** April 1, 2024 to March 31, 2024

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

- Trust Council Bylaw 195 – Records Management
- Freedom of Information and Protection of Privacy Act

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.)*

1. Trust Council Bylaw 195 requires that a records management manual be prepared, that includes the procedures for records management. The Manual must provide for management of the records of Islands Trust and include provisions regarding:

1. the making, receiving and capturing and organization of records, including records not authorized for creation;
2. the collection of records, including records not authorized for collection;
3. access to records;
4. disclosure of records;
5. maintenance of records;
6. managing records;
7. using records;
8. retention of records;
9. security of records, including protection;
10. storage of records;
11. preservation of records;
12. disposal of records, including destruction; and
13. any other matter(s) the Designated Officer authorizes to be included in the Manual.

This manual is in preparation. To enact the requirements of the manual, mainly managing maintenance of records, retention of records, and disposal of records, we require staff time annually to undertake this work. At present, Islands Trust has not invested in a records management system that can automate much of this work, therefore, the process is manual, and requires a person to review, complete forms, seek approval, ensure appropriate destruction of documents, and ensure records of destruction are complete.

This work was not completed in 2024/25 due to reduction on the budget. In 2025/26 fiscal, staff will need to undertake this work for two fiscal years. Therefore, $10,000 is being requested to cover this.

Under Freedom of Information and Protection of Privacy Act (FOIPPA), staff are required to respond to requests for records within a legislated timeframe. This often results in overload of work for staff when large FOIPPA requests come in at the same time. To ensure we can meet the requirements of the Act in a timely manner, $5,000 is set aside to cover bringing in administrative staff to assist with undertaking the FOIPPA requests.

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.*)

Deliverable are meeting the requirements of the Trust Council records management bylaw, ensuring records are maintained and destroyed appropriately, and timely responses to FOIPPA requests in line with legislation.

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.)*

As this is required work under the legislation, the risk is that the amount of work may exceed the estimated budget requirements. The budget estimate if based on previous years. There are risk factors of not undertaking the work, mainly not being compliant with FOIPPA legislation and Trust Council records management bylaw.

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: Annual manual review of documents

Risks – The main risk is that we may not get to all the records that need to be dealt with each fiscal year, or we may be overloaded more than expected with FOIPPA requests. This is labour intensive approach, including search for records for

FOIPPA. However, until Islands Trust moves to an actual document management system, there is no other way to management and maintain records.
Financial implications – $15,000 to cover estimate costs of reviewing and processing documents.
Resource requirements – administrative staff brought in on contract, or “as and when” to assist with the work.
Other implications- no other implications identified.

Option 2: Not provide funding
Risks – The risk is that the work will not be undertaken in relation to records management, leaving our records inventory to be out of step with Trust Council bylaw, and delaying the need to review. For FOIPPA requests, risk of overloading staff. As FOIPPA is legislative time limits, other administrative work would have to be postponed to accommodate completing the FOIPPA requests.
Financial implications – Likely to incur staff overtime to meet demand. Overtime is much more costly than scheduled work hours, so estimate that this could end up costing more than then $15,000 requested.
Resource requirements – use of existing staff, some of which may be on overtime, could result in staff needing to take time off to compensate for the overtime, This is a 1.5 to 2 times compensation (not 1 to 1). Overworking staff can lead to burn-out, turn-over and low morale.

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.)*

Availability of appropriate administrative staff and support from Information Services to run appropriate reports to assist with identifying records for consideration of destruction.

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

Option 2. This provides funds to undertake legislated work, and react to the unkown workload created by the FOIPPA 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.)*

The benefit of $15,000 far outweighs the potential cost of dealing with potential staff burn-out, leave, and resignations that may result if no funding was provided to bring in the necessary help.

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.)*

Staff would follow the Trust Council procurement Policy for hiring of contracts, and the Public Service Agency policies for hiring of temporary or “as and when” staff to assist with the work.

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?)*

Records management review and destruction of records would be scheduled in fiscal 2025/26 to minimise impacts on staff, and maximise ability to bring in support staff to assist. FOIPPA requests will be used on as as needed basis, depending on the volume of FOIPPA requests being received at any one time.

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.)*

Communication and coordination with the three Legislative Clerks and the Legislative Services Clerk.

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*?)

Communication with the relevant staff via the Director, Legislative and Information Services.

Requested by: Legislative and Information Services

Prepared by: Director, Legislative and Information Services

Reviewed by:

ISLANDS TRUST CONSERVANCY

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 13, 2024
From:	Islands Trust Conservancy Board	**Date Prepared:**	November 7, 2024

SUBJECT: **Draft Budget 2025/26, 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 July 23, 2024 meeting, the ITC Board passed the following resolution:

> **ITC-2024-043**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board approve the draft 2025/26 ITC Budget with the following amendment:
>
> - Increase the Board training and conferences line to $4,600
>
> 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 2025/26 budget, as amended.

At its October 1, 2024 meeting, the ITC Board passed the following resolution:

> **ITC-2024-052**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board direct staff to add $4,000 to the 2025-26 budget request for bookkeeping services, and add $1,160 per covenant to property management funds to reflect new covenants taken on in the 2024-25 fiscal year.

In addition, since the Board approved the budget staff have made additional changes related to salary/benefit estimate, administrative allocation estimates and the safety budget. Staff will advise the Board of these changes at its November 19, 2024 meeting.

Table 1. Proposed Islands Trust Conservancy 2025/26 budget request

	2024/25				2025/26			*Increase/Decrease in IT Tax Contribution*	
Description	**Islands Trust Contribution: Taxes**	**Grant Contribution: FN Engagement**	**Grant Contribution: SAR**	**Total Approved Budget**	**Islands Trust contribution: Taxes**	**Grant Contribution: SAR**	**Total Draft Budget**	*$ Change*	*% Change*
Salaries and Benefits *	700,458		115,000	815,458	793,033	110,000	**903,033**	*87,575*	*13.2%*
Communications	16,500		1,500	18,000	4,500	5,500	**10,000**	*(8,000)*	*-72.7%*
Contracted Temporary Staffing	20,000			20,000	15,000		**15,000**	*(5,000)*	*-25.0%*
Professional Services **	-		16,300		6,000	13,000	**19,000**	*19,000*	*100.0%*
Subscriptions	400			400	400		**400**	*-*	*0.0%*
Memberships	1,800			1,800	1,800		**1,800**	*-*	*0.0%*
Board Honoraria	7,000			7,000	7,000		**7,000**	*-*	*0.0%*
Board Meeting Expense	2,850			2,850	2,850		**2,850**	*-*	*0.0%*
Board Training and Conferences	1,600			1,600	4,600		**4,600**	*3,000*	*187.5%*
Property Management	99,640		66,500	166,140	99,460	69,000	**168,460**	*2,320*	*-0.2%*
Safety***	1,200			1,200	3,300		**3,300**	*2,100*	*175.0%*
Conservation Planning and Land Securement	16,550		10,000	26,550	25,000	12,000	**37,000**	*10,450*	*51.1%*
Ecosystem Mapping	-			-	5,200	4,000	**9,200**	*9,200*	*100.0%*
Legal	17,800		4,200	22,000	30,000		**30,000**	*8,000*	*68.5%*
Mobile Devices	2,562			2,562	3,020		**3,020**	*458*	*17.9%*
Training and Conferences	4,700			4,700	6,400		**6,400**	*1,700*	*36.2%*
Travel for Training	4,000			4,000	4,500		**4,500**	*500*	*12.5%*
Travel	19,500		6,500	26,000	19,500	6,500	**26,000**	*-*	*0.0%*
Project: ITC Plan First Nations Engagement	10,000	10,000		20,000	-		-	*(20,000)*	*-100.0%*
								-	
TOTAL Direct ITC Costs	**926,560**	**10,000**	**220,000**	**1,140,260**	**1,031,563**	**220,000**	**1,251,563**	***111,303***	***11.3%***
Admin Allocation - 14% ***	326,086			326,086	357,916	-	357,916	*31,830*	*9.8%*
TOTAL	**1,252,646**	**10,000**	**220,000**	**1,466,346**	**1,389,479**	**220,000**	**1,609,479**	***143,133***	***10.9%***

* Estimate of ITC salaries and benefits for draft budget 2025-26, assumes 3% wage increases under the BCGEU agreement.
** Professional Services includes $8,000 from ECCC for contracted First Nations liaison/advisor and $5,000 for contracted program evaluation.
*** Safety budget has changed due to all GPS units being replaced in Fiscal 2025/26 with BIVY units which have higher monthly monitoring costs.
**** Estimate of Admin Allocation based on previous year's budget, plus estimated increase in line with increase to ITC budget
NOTE: Budget amount listed for prior year is as per the approved budget.

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 19, 2024 meeting.

Prepared By: Clare Frater, Director, Trust Area Services / October 17, 2024

ISLANDS TRUST
Fiscal Year 2025/26
PROPOSED LTC PROJECTS

ITEM	AMOUNT	TOTAL	*Funding Source*
<u>**Specific Projects >$5000:**</u>			
DE: Denman Island Housing Review - Phase 2	$ 12,000		*taxes*
GM:Gambier OCP/LUB Amendments Implementation	$ 10,000		*taxes*
GB:Gabriola OCP/LUB - Phase 3	$ 30,000		*taxes*
LA: OCP and LUB Review - Phase 1	$ 15,500		*taxes*
MA: Housing Options - Year 2	$ 8,000		*taxes*
NP:Housing Access and Affordability - Year 2	$ 8,000		*taxes*
SS:OCP/LUB - Year 2	$ 174,000	**$ 257,500**	*surplus/taxes*
<u>**Minor Projects Placeholder:**</u>			
Pool for Allocation to LTCs in Year		**$ 36,500**	
Total Specific LTC Projects		**$ 294,000**	
<u>**SSI LTC projects proposed for funding from Special Tax Reserve Funds:**</u>			
SSIWPA Plan Coordination	$ 55,000		*surplus*
SSI Groundwater Sustainability Strategy	16,500	**$ 71,500**	*surplus*
Total planned spending on LTC projects		**$ 365,500**	

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 13, 2024
From:	**Director, Planning Services**	**Date Prepared:**	November 8, 2024
SUBJECT:	**RPC Feedback Regarding Planning Services – Project Feasibility**		

PURPOSE:

On October 23, 2024, the Financial Planning Committee (FPC) carried the following motion:

> FPC-2024-038
> It was MOVED and SECONDED,
> that Financial Planning Committee request that the Regional Planning Committee review and provide comments to the Financial Planning Committee on the Planning Services – Project Feasibility Assessment report (Agenda Item 7.2.3.2) and include consideration of the feasibility of completing the projects this term. CARRIED

On November 8, 2024, the Regional Planning Committee considered FPC's motion and carried the following (draft) motion in response:

> RPC-2024-0xx
> It was MOVED and SECONDED,
> That Regional Planning Committee advise Financial Planning Committee that it supports the Local Trust Committee Major Projects as submitted, and supports the Planning Services Feasibility Assessment staff report of September 27, 2024, including the assumption that adequate resources will become available through the year due to rescheduling. CARRIED

BACKGROUND:

The Planning Services – Project Feasibility Assessment Report summarized that there is an estimated deficit of approximately 600 planning staff hours to fully implement and manage all proposed projects as of April 1, 2025. After discussion of specific local trust committee projects and timelines, the Regional Planning Committee resolved that project timing/staging will permit projects to proceed.

ATTACHMENT(S):

1. **Planning Services Project Feasibility Assessment Report dated September 27, 2024**

FOLLOW-UP: None requested for the Regional Planning Committee.

Prepared By: **Director Planning Services**

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 23, 2024
From:	**Stefan Cermak, Director, Planning Services**	**Date Prepared:**	September 27, 2024
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 (FY2025/26) to projected available staff resources.

SUMMARY

Seven local trust committees have submitted business cases for Major LTC projects, requesting a total $257,500 for the 2025/26 fiscal year. These are a mix of on-going and new projects. The focus of the new projects are on reviewing and updating OCPs and LUBs, while three on-going projects are addressing the housing crisis.

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.

Staff estimate a total 3600 hours of requested planner time based on business case submissions. The estimated annual availability of planner time on the Regional Planning Team time is 3000 hours (this is exclusive of time for leave, administrative tasks, required training and staff meetings, etc) or 2.5 FTE (full-time equivalents). Staff's assessment is that there is not sufficient staff resources to fully implement and manage the proposed projects as of March 1st 2024, but that the projects can be supported by delaying the start of projects, utilizing other senior planners or use of an auxiliary.

BACKGROUND & ANALYSIS

Planning Services staff provides direct planning services to Trust Council's Regional Planning Committee and Local Trust Committees, 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 currently has three top priority projects:

1. Bylaw Compliance and Enforcement Review
2. Implementation of Housing Strategic Action Plan
3. Implementation of the Fresh Water Sustainability Strategy

Local Trust Committees

Major and Extraordinary Projects

Seven Local Trust Committees have submitted additional operations business cases requesting a total of $214,000 for the 2025/26 fiscal year (Table 1) to support Major Projects. The focus of most projects is OCP/LUB reviews, with some finishing housing review projects. Five of the LTC business cases are for ongoing projects and two projects are new although would build on previous work.

It is the expectation of senior staff that most future Major Projects will be OCP / LUB reviews and updates, with most other LTC initiatives being undertaken as Minor Projects. This will allow the Regional Planning Team to focus on the systematic updating of OCPs and LUBs as recommended in the LPS review and Governance Review Annex 1.

Table 1 RPC and LTC Committee 2025/26 Business Case Resources Summary

Committee	Item	Amount	Estimated Planner Time (hours)	Fiscal Year of project	Endorsed by
DE	Housing Review	$12,000	450	Year 3	LTC
GB	OCP and LUB Review	$30,000	450	Year 3	LTC
GM	OCP/LUB amendments	$10,000	450	New	LTC
LA	OCP/LUB Review	$15,500	450	New	LTC, RPC
MA	Housing Options	$8,000	300	Year 2	LTC, RPC
NP	Housing Access and Affordability	$8,000	300	Year 2	LTC, RPC
SS	OCP & LUB Review	$174,000*	1200**	Year 3	LTC
	Sub-Total	**$257,500**	**3600**		
Projected available planner hours			3100		

* $128,500 unspent surplus, $45,500 new

**Contract Services may supplement these hours

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 2025/26 budget.

Minor projects are managed by the “Local Planning Team” consisting of senior planners assigned to undertake day-to-day planning functions of 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.

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).

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.

The Regional Planning Team is currently assigned 2.6 FTEs (one planner is working half time) an approximate total of 3100 effective hours during the fiscal year (this excludes time for leave, administrative tasks, staff meetings, training and staff events, etc).

Staff estimate a total of 3600 hours of requested staff time based on business case submissions and using the same staff hour assumptions. Salt Spring Island Local Trust Committee is also seeking contracted services to support their major project. Assuming that the current on-going Major Projects continue to adhere to the project timelines and no senior planner vacancies, the difference can be made up by deferring the start of one of the new Major Projects several months, utilizing Island Planners to lead projects or complete the legislative phase of Major Projects, or by the use of an auxiliary planner (funded by the 0.4 FTE of the half time planner). There are two unforeseeable circumstances that can result in project delays: staff vacancies and LTC decisions to extend the project timeline.

ATTACHMENT(S):

1. **None**

FOLLOW-UP:

Regional Planning Committee will be reviewing those LTC projects that have yet to be endorsed for screening against a draft priority matrix at their November 8, 2024 regular business meeting.

Prepared By: Stefan Cermak, Director, Planning Services

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):* **DENMAN LTC**	<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** 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: **LPS-Planning Services**	
Name of Request: Final Phase Denman Island Housing Review (for OCP and LUB Amendments), Stage 2 - Phase 2 – Major Project (Year 4 of project)	
$ Value of Request *(indicate by fiscal year <u>and</u> total if project is multi-year):* **2025-2026: $12,000** Budget to-date: $33,500 2022/23 = $13,500 2023/24 = $8,000 2024/25 =$12,000	
Date of Submission to Finance: September 2024	**Funding Required for (date range):** April 1, 2025-March 31, 2026

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 the third phase of what was defined in the 2023/24 business case and described in the related project charter as Phase 2C of the Denman OCP and LUB Housing Policy Review. The work the 2025/2026 fiscal year involves First Nations and community consultation, analysis of options and bylaw drafting, public hearing, communications materials, and legal review.

This is a continuation of this project which began in 2022 at which time a consultant was engaged to identify community priorities related to housing (Phase 1).

Phase 2 was initiated in fiscal 2023/24. Work during this Phase 2A contributed to prioritizing specific options for OCP and LUB Review. Work had been approved with a budget of $18,000 for the 2024-2025 fiscal year. $16,000 was provided to the K'omoks First Nation to support their engagement in the project. Phase 2, Stage 1 included:

- Public engagement facilitated by the Housing Advisory Planning Commission
- The initiation of engagement with K'omoks Nation staff
- K'omoks exploration of interests

Phase 2B was initiated in May 2024 with a focus on advancing policy and regulatory amendments that increase the permitted number of housing units to address housing need while preserving and protecting the natural environment. A budget of $15,000 was allocated to this project for fiscal 2024/25 project to support First Nations engagement, community engagement and public hearings and legal review. Phase 2B involves:

- First Nations engagement
- Public engagement
- Amendments to the OCP and the LUB to increase housing number of permitted housing units to address housing need while considering environmental impact
- Identifying advocacy policies

The Denman Housing Review Project 2C (Fiscal 2025/26) involves further First Nations Engagement and the drafting of OCP and LUB amendments. Phase 2C 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 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.

This business case will support the continuation of work in Phase 2 of the Denman Islands Housing Review (Phase 2C).

PROJECTED RESULTS/DELIVERABLES:

Phase 2C Fiscal 2025/26 $12,000 – First Nations Engagement, Bylaw Amendments

- OCP and LUB amendments to support specific actions identified in the Draft Housing Action Plan for:
  - 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:

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team (RPT) capacity to manage the project in 2025/2026
- First Nations' capacity and timing may not align with project timelines
- The LTC may choose to not proceed with amendments
- Costs may exceed the budget due to consultation or other factors

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. Staff time and funding are not allocated to the project. Under this alternative the project does not complete bylaw drafting, does not proceed to bylaw readings.

Option 2: Proceed as a Minor Project. Should funding not be provided, the LTC may consider completing the work as a sequence of 'minor projects' with reduced scope, budget and deliverables.

Option 3: Reduced funding. This will limit the project scope of work and deliverables, limiting the ability to complete the project in the next fiscal.

CRITICAL SUCCESS FACTORS:

The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted by the end of the 2025/26 fiscal year. Longer term success would be measured through improvements to housing options, accessibility and affordability.

RECOMMENDED OPTION:

The recommended option is to fund the third year of the project as a Major LTC Project at the requested amount of $12,000 for the coming fiscal year. This provides sufficient funding to complete the bylaw phase with continued project management by a Regional Planning Team planner.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$12,000 for fiscal 25/26

- Consultation (First Nations, partners, community, communications) - $5,000
- Public hearing - $2,000
- Communications - $3,000
- Legal Contingency - $2,000

Qualitative Analysis: Project would contribute to and benefit from efficiencies associated with similar projects in other LTAs.

PURCHASING PROCEDURE:

N/A

PROPOSED IMPLEMENTATION STRATEGY:

Deliverable/Milestone	Date
Phase 2C – Options Requiring More Detailed Analysis and Engagement	
First Nations Engagement	April 2025 – Septembe2025
Bylaw Drafting/Community Engagement where required	April 2025 – June 2025
Legal Review	April 2025 – June2025
Bylaw readings/ CIM	April - June 2025
Provincial Referral	June 2025

STAFF RESOURCING: Estimated hours

- 450 hrs (0.33 FTE) Regional Planning Team Project Manager
- 50 hrs (0.05 FTE) Planning Team Support
- Up to 40 hours LTC Planner
- Up to 10 hours Regional Planning Manager
- 180 hrs (0.10 FTE) Other support (Admin, communications, mapping, SIRA)

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- This project involves significant engagement with the K'omoks Nation. As such it is likely that other projects will emerge.
- Adoption of the bylaws will involve communications with the community and First Nations. The budget request will include public outreach and website updates normally completed as part of the organization's standard communications for bylaw updates.

Requested by Denman Island Local Trust Committee

Prepared by: Narissa Chadwick, Island Planner/ July 7, 2024

Reviewed by : Renée Jamurat, Regional Planning Manager/ July 30, 2024

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):* **Gambier Island Local Trust Committee** **Department:** **Planning Services** **Name of Request:** Final Phase Gambier Island OCP and LUB Amendments Implementation- Major Project **$ 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:** ______________________ For fiscal year 2025-26: - Legal review of potential OCP/LUB amendments to implement Squamish Nation engagement high priority recommendations (i.e. Heritage Conservation Area(s) and Shoreline Development Permit Area(s)); legislative review process (community information meeting, referrals, public hearing, post adoption communications)
Date of Submission to Finance:	**Funding Required for (date range):** April 2025 – March 31, 2026

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 relevant reference, along with hyperlinks to external documents where available.)*

The most recent Islands Trust Council *Strategic Plan 2018-2022* contains objectives to:

- To preserve and protect marine ecosystems
- Undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore
- Preserve, protect and advocate for forest and terrestrial ecosystems

This project would support the achievement and implementation of these objectives in the Gambier Island Local Trust Area.

ISSUE/OPPORTUNITY:

Initiated in 2022, the Gambier Island OCP and LUB targeted review is a top-priority project and requires implementation/completion in the 2025/26 fiscal. The project is aimed at these focussed and interconnected topic areas: heritage preservation and protection (indigenous natural and cultural heritage), and protection of shoreline and forest ecosystems. This targeted review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with Sḵwx̱wú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gambier Island's OCP, which has not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore," by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests*.

The LTC is seeking funds to support the completion of the project which includes a comprehensive legal review and the legislative process after first reading.

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

PROJECTED RESULTS/DELIVERABLES:

	Date Range	Budget Request
Funding Request Final Phase: Legal Review and Legislative Process and Implementation (2025-2026)		$10,000
Legal Review of Heritage Conservation Area(s) and Development Permit Area(s) in draft OCP and LUB	Spring 2025	$6,000
1st reading, further engagement, referrals to First Nations and agencies	Spring/Summer 2025	0
Consideration of changes and 2nd reading	Fall 2025	0
Community Information Meeting and Public Hearing	Fall/Winter 2025	$2,000
3rd reading	Winter 2025	0
Forward to Executive Committee and Ministry of Municipal Affairs	Winter 2025	0
Final Adoption	Spring 2026	0
Bylaw amendment communications	Spring 2026	$2,000

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables include the Regional Planning Team capacity to manage the project in 2025/2026 along with other competing LTC projects that are yet to be approved for that timeframe.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Further delays to updating the OCP/LUB reflecting the engagement with the community and First Nations may necessitate a need to re-engage in the future.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. The benefit of not proceeding further is budget savings. The risk of not implementing the First Nations engagement recommendations into updated policies and regulations may adversely impact relations with First Nations and threaten culturally significant areas of the island with status quo development.

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 following are identified as critical for this project to be successful:

- Staff capacity in the Regional Planning Team and staff support.

The project would be considered successfully completed if the amendments to the OCP and LUB are adopted. Success could be measured over the longer term through measurables such as improved relations with First Nations and updated policy and regulatory bylaws to address their interests and concerns. Success can also be measured by evaluating how many LTCs are able to borrow the planning research, First Nations engagement framework and draft policies/regulations in their own reconciliation efforts.

RECOMMENDED OPTION:
The present funding request is for $10,000 for fiscal 2025/26 to allow the Gambier Island OCP-LUB project to be implemented and completed.

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:
$10,000.00 for fiscal 2025/2026 for Final Phase (Implementation)

Qualitative Analysis:

- Funding is necessary to update policies and regulations to expand the scope of protections in the OCP and LUB for island forests, shorelines, and Indigenous heritage.
- Project completion of these final steps may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation.

PURCHASING PROCEDURE:

N/A

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?)*

- See Projected Results/Deliverables above.
- Results in updated OCP and LUB bylaws for Gambier Island.
- Advances Islands Trust Strategic Plan Objectives.
- Implementing actions in the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with First Nations, to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Updated DAI Bylaw

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 project would be managed by an Island Planner assigned from the Regional Planning Team, estimated at 450 hours, with support from the Gambier Island Planner (up to 40 hours), RPM (up to 10 hours), admin support (up to 20 hours subject to other approved major projects) and support from the Senior Indigenous Relations Advisor (40 hours), GIS staff (20 hrs) and communications staff (40 hrs).

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?)*

Adoption of the bylaws will involve communications with the Gambier Island community and First Nations. The budget request will include public outreach and website updates normally completed as part of the organization's standard communications for bylaw updates.

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

Prepared by: Sonja Zupanec, Island Planner / August 13, 2024

Reviewed by: Renée Jamurat, Regional Planning Manager / August 20, 2024

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):* **GABRIOLA LTC** **Department:** **LPS-Planning Services** **Name of Request:** Phase 3 - Gabriola OCP and LUB Review - Major Project (Year 3 of project) **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):* **2025-2026: $30,000** Budget to-date: $95,000 2023-24 -/2024 $18,000 2024-25-/2025 $77,000	**Budget Source** (select all that apply): ■ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ■ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ■ **Other – please describe:** Consultants, Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Date of Submission to Finance: September 2024	**Funding Required for (date range):** April 1, 2025-March 31, 2026

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

Trust Council *Strategic Plan 2018-2022* contains objectives to:

- Preserve, protect and advocate for forest and terrestrial ecosystems
- To preserve and protect marine ecosystems
- Mitigate and adapt to climate change impacts
- Strengthen Housing Affordability Throughout the Islands Trust Area

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 3) 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 Nations perspectives as appropriate. This may involve hiring a First Nations engagement specialist.
- Addressing affordable and attainable housing- the project prioritizes housing.
- Preservation of ecosystems both terrestrial and marine – the project will involve reviewing DPAs. The work will begin with reviewing the suitable land analysis that is currently being developed. It will involve review and potential updates to DPAs and updated mapping based on existing 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.

By the end of Phase 3 it is anticipated that a first draft of the revised OCP will be complete. This will include new mapping and guideline development for new DPAs. Phase 3 will also involve amending the LUB to ensure consistency with the revised OCP. The anticipated cost of Phase 3 is $30,000 to support First Nations engagement, legal review, public engagement, communications and mapping DPAs.

The OCP and LUB review process will be informed by the OCP and LUB Review Phases 1 and 2. These phases of the project involved:

- Early First Nations engagement
- A community engagement process contributing development of draft Gabriola Vision 2050
- Suitable Land Analysis and Build Out Analysis
- Community engagement on key topics
- DPA review
- Initiation of bylaw drafting

With this business case the LTC is seeking the funds to support Phase 3.

PROJECTED RESULTS/DELIVERABLES:

Phase 3 Fiscal 2025/26 $30,000 – DPA Development, OCP completion and Initiation of LUB review:

- Continuing First Nations engagement
- Revision of DPAs to include new mapping
- Communications and Engagement
- Drafting OCP Bylaw and Legal Review
- Legislative Process: OCP bylaw readings, CIMs and Public Hearing, Ministerial Approval, Adoption
- LUB amendment drafting

The Gabriola OCP will provide model policies for other LTCs and a model process to demonstrate the successive process of updating the LUB to ensure OCP consistency.

Previous Phases:

Phase 2 Fiscal 2024/2025 $77,000 - Data Collection and Discussion

- First Nations consultation
- Compiling baseline/technical information
- Suitable Land Analysis
- Water Balance Assessment
- Engagement on key topics
- Initiation of bylaw drafting

Phase 1 Fiscal 2023/2024 $18,000 – Gabriola Visioning 2050

- Initial FN consultation
- APC/HAPC/Community Engagement
- Public Education

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team (RPT) capacity to manage the project in 2025/2026;
- Capacity and available expertise to support mapping and data needs within the budget;
- Available capacity from supporting staff;
- First Nation capacity and interest to engage may not align with project timelines;
- Ability to retain an Indigenous consultant to assist with FN engagement.

Financial implications:

- Cost my exceed the budget due to additional consultation needs or other factors.

Resource requirements:

- RPT has allocated time to the continuation of this project in anticipation of budget approval.
- Overall staff resourcing from the RPT to complete all major projects is limited and may not be able to accommodate any extensions to project timeline and work scope.
- Overtime hours have not been estimated at this time, however it is reasonable to expect based on a project of this kind.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. Staff time and funding are not allocated to the project. Under this alternative the project does not complete bylaw drafting, does not proceed to bylaw readings.

Option 2: Proceed as a Minor Project. Should funding not be provided, the LTC may consider completing the work as a sequence of 'minor projects' with reduced scope, budget and deliverables. This would limit the planned engagement and DPA work.

Option 3: Reduced funding. This will limit the project scope of work and deliverables such as DPA work, engagement and communications.

CRITICAL SUCCESS FACTORS:

- Allocation of planning services staff time (Regional Planning Team and staff support)
- First Nations engagement
- Islands Trust staff resources used for DPA mapping work
- The project would be considered successfully completed if the amendments to the OCP and LUB are adopted. Success could be measured over the longer term through measurables such as improved relations with First Nations and updated policy and regulatory bylaws to address their interests and

concerns. Success can also be measured by evaluating how many LTCs are able to use the model policies and model process of updating their LUBs for OCP consistency.

RECOMMENDED OPTION:

The present funding request is for $30,000 for fiscal 2025/26 to allow the Gabriola Island OCP-LUB project to progress through Phase 3.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$30,000 for fiscal 2025/26 for Phase 3

- $10,000 - First Nations Consultation
- $10,000 – DPA mapping
- $6,000 – Communications and Engagement
- $4,000 – Legal Review

Qualitative Analysis:

- If no action is taken, Gabriola Island forests, shorelines and indigenous heritage may be at risk of continued.
- Degradation from future rural development, and housing affordability will continue to be an issue.
- Undertaking the project may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation, enhanced protection of marine, forest and terrestrial ecosystems.

PURCHASING PROCEDURE:

Not applicable if the work is done in-house by staff. However there will be other financial services required such as legal review, capacity work agreements, and hiring consultants were necessary as identified through a work program.

PROPOSED IMPLEMENTATION STRATEGY:

Deliverable/Milestone	Date
First Nations Engagement	April 2025 – March 2026
DPA Mapping	April 2025 – November 2025
Public Engagement	April 2025 – March 2026
OCP Bylaw Drafting	March 2025 –Sept 2026
Legal Review	March 2025 –Nov. 2025
Bylaw readings/ CIM	Jan 2026 – March 2026
OCP Provincial Referrals	January 2026 - TBD
LUB Drafting	January 2026 – June 2026

STAFF RESOURCING:

- 450 hours (0.33 FTE) Regional Planning Team Project Manager
- Up to 100 hours LTC Planner Support
- 180 hours (0.10 FTE) GIS - Mapping
- Up to 90 hours Administrative Support *subject to other approved major projects
- 180 hours (0.10 FTE) Communications Specialist
- Up to 20 hours Regional Planning Manager
- Overtime is expected for Planner and Administration staff hours.
- Overall staff resourcing from the RPT to complete all major projects is limited and may not be able to accommodate any extensions to project timeline and work scope.

- It is anticipated that staff resources to support RPT projects from the existing staff allocation is feasible, however in a limited capacity.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Significant engagement with the Snuneymuxw First Nation will strengthen this project. To date their interests have not been clearly identified.

Requested by: Gabriola Island Local Trust Committee

Prepared by : Narissa Chadwick, Island Planner / August 21, 2024

Reviewed by: Renée Jamurat, Regional Planning Manager / August 26, 2024

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* **Lasqueti Island Local Trust Committee** **Department:** **Planning Services** **Name of Request:** Phase 1 Lasqueti Island OCP and LUB Review - Major Project **$ Value of Request** **$15,500**	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ■ **Other – please describe: ______________________** For fiscal year 2025-26: - Community consultation, shoreline value mapping exercise, First Nations consultation, support for advisory bodies, and contingency
Date of Submission to Finance: September 2024	**Funding Required for (date range):** April 1, 2025 – March 31, 2026

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 relevant reference, along with hyperlinks to external documents where available.)*

The most recent Islands Trust Council *Strategic Plan 2018-2022* contains objectives to:

- Preserve, protect and advocate for forest and terrestrial ecosystems
- To preserve and protect marine ecosystems
- Mitigate and adapt to climate change impacts

- Strengthen Housing Affordability Throughout the Islands Trust Area

This project would support the achievement and implementation of these objectives in the Lasqueti Local Trust Area.

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 Lasqueti Island Local Trust Committee would like to build on the work completed to date regarding minor updates to the OCP and LUB by undertaking a fulsome review of the Official Community Plan (OCP) and Land Use Bylaw (LUB) to inform necessary updates, estimated to be completed in the next three fiscal years. This project will fill gaps that were not addressed in the existing project to review the OCP. The existing project is a minor project with a limited scope which has resulted in some emerging issues not being addressed. This project will seize opportunities to improve communication and relationships with First Nations, and engage with the Island community in order to address future housing needs, climate change, shoreline planning, and work towards Islands Trust strategic goals.

Phase 1 of this project is proposed to include community consultation, First Nations engagement and staff analysis to inform the future re-write of the OCP and LUB in the subsequent fiscal year.

As a Major Project, the initiative would be managed by the Regional Planning Team.

LA-2024-005
It was MOVED and SECONDED
that the Lasqueti Local Trust Committee direct staff to prepare a business case for the 2025/26 budget that includes:

1. Completion of any unfinished items from the OCP/LUB Review Project - Charter version 6.1, dated May 2024
2. Items 2, 3, and 4 from the Future Projects Report, dated April 29, 2024
3. Land Use Bylaw review and potential revisions arising from OCP amendments.
4. An updated community vision statement.

CARRIED

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.*)

Benefits: The project, when completed would result in a new OCP and LUB that would address First Nations concerns and interests; enhance the protection of marine, forest and terrestrial ecosystems; strengthen policies to support affordable housing; enhance resiliency to climate change; and take proactive action on managing mooring buoys. This will also result in greater clarity to applicants and staff when evaluating planning applications and development proposals.

Anticipated Deliverables could include:

Funding Request for **Proposed Phase 1 (2025/26):** Consultation, Confirming Topics	When	Estimated Budget
First Nations engagement and consultation to confirm their	Spring/Summer/Fall 2025	$8,000

interests, concerns and recommendations regarding future land use planning on Lasqueti Island and necessary policy and regulatory updates ;		
APC and Community engagement and consultation to map community values along the shoreline of Lasqueti Island; draft a new vision statement for the OCP and gauge support for Phase 2 review topics and necessary policy and regulatory updates;	Summer 2025 to Winter 2026	$5,000
Staff analysis and recommendations	Winter/Spring 2026	$1,000
Contingency		$1,500
Phase 2: OCP and LUB Drafting and Community and FN Engagement,	**Future Business Cases to be prepared for work extending beyond the 2025-26 Fiscal Year.** **Proposed Phase 2 (2026/27):** - Ongoing community engagement; - Update the OCP and LUB to align with the model bylaw template; the Regional Conservation Plan, and Coastal Douglas-Fir Toolkit; - Update OCP objectives, policies advocacy policies and LUB regulations related to subdivision, housing, feral sheep, conservation targets, climate change, and Short-term Vacation Rentals and Tourism; - Develop a management plan for mooring buoys and access to the shoreline in Scottie Bay; - Develop a marine conservation designation and zone.	
Phase 3: Legislative Review and Bylaw Readings	**Future Business Cases to be prepared for work extending beyond the 2025-26 Fiscal Year.**	

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

There are several contingencies that could negatively affect the project outcome or deliverables:
Financial implications:

- Costs may exceed the budget due to consultation, change of scope, or other unanticipated factors.

Resource requirements:

- Staff resources: The regional planning team may not be able to support the project due to other on-going projects or limited staff capacity. In addition, it is anticipated that overtime hours may be required for any engagement events and business meetings that occur outside of regular business hours.
- It is estimated that the following staff and support is needed for this project: Regional Planning Team Planner = 450 hrs; Lasqueti Planner up to 40 hours; Regional Planning Manager = 10 hrs; Senior Indigenous Relations Advisor = 20 hrs; Admin = up to 100 hrs subject to other approved major projects; GIS = 20 hrs; Communications = 40 hrs.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Overtime hours have not been estimated at this time, however it is reasonable to expect based on a project of this kind.

Other implications:

- In a scenario where the current proposed OCP bylaw does not get adopted prior to commencement of this project, staff would be unable to proceed until the existing project is substantially completed (i.e. bylaw is forwarded to Minister for adoption). This would be due to limited staff resources to both complete an existing project and initiate a new project concurrently.
- First Nations' capacity, interest/priority, and timing may not align with project timelines.
- Project will not be completed prior to the current LTC term ending, and new elected officials may have different priorities outside of the scope of this project. In this scenario, staff would not prepare a business case until the new LTC requests a review of land use bylaws.
- Once the project is underway, the LTC may choose to not advance the draft bylaw to readings.

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 allocated to the project and the work does not proceed this fiscal year.

Benefits – Staff time will be focussed to completing existing projects and LTC meeting business, and any new approved minor projects. The Regional Planning Team may provide a checklist for all OCPs and prioritize reviews through the Regional Planning Committee (re: Policy 5.9.1, section B.1.3).
Risks – Restricted time left in LTC term to take on a major project in another fiscal year.
Financial implications – Trust Council does not budget funding for this project.
Resource requirements – none.
Other implications – Regional Planning Team time would be allocated to major projects for other Local Trust Areas.

Option 2: Proceed with specific priority aspects of this request as a Minor LTC Project. This would limit the project budget to a maximum of $5,000 per fiscal year and limit the scope of the project so that not all LTC identified issues would be addressed.

Benefits – More chance of success to complete the project within the LTC term.
Risks – New changes that come up through the process would be out of scope. Would not address all the LTC's requested items. Could be a challenge to conduct fulsome engagement with First Nations and the community given the limits of minor project resources. Over time, could result in numerous minor projects which may be a less efficient use of staff time when compared to a single major project.
Financial implications – Budget is less than a major project and can likely be accommodated within the minor project budget through Planning Services.
Resource requirements – May still require time of other support staff.

Other implications – Will delay addressing some LTC identified issues with bylaw amendments. Would not allow for all interrelated factors and topics to be considered in a single project.

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 following are identified as critical for this project to be successful:

- Completion of the current minor project to amend the Lasqueti OCP
- Sufficient capacity and interest from First Nations to engage on the project
- Staff capacity in the Regional Planning Team and staff support

The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted. Success could be measured over the longer term through measurables such as:

- Improved relations with First Nations and updated policy and regulatory bylaws to address their interests and concerns;
- Observation of stable and healthy terrestrial and marine ecosystems.

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

The recommended option is to fund the initiative as a Major LTC Project at the requested amount of $15,500 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, with only some of the work, as a Minor Project. If taken on as a minor project, the project scope would be reduced.

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: $15,500 for fiscal 2025-26 for Year 1

- Consultation (APC, First Nations, stakeholders, community, communications) – $13,000
- Staff analysis and recommendations – $1,000
- Contingency –10% contingency of the total fiscal year cost – $1,500

Qualitative Analysis:

- Undertaking the project may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation, enhanced protection of marine, forest and terrestrial ecosystems;
- The project may also strengthen policies to support affordable housing; and enhance resiliency to climate change.

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.)*

Not applicable if the work is done in-house by staff. However there may be other financial services required such as legal review and capacity work agreements, as identified through a work program.

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 project is proposed to be completed over three fiscal years, with Year 1 primarily consisting of consultation and review of options, Year 2 consisting of drafting, review and adoption of OCP and LUB bylaws, and Year 3-4 consisting of the legislative process review and adoption.
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.)* - 450 hours (0.33 FTE) Regional Planning Team Project Manager - Up to 40 hours LTC Planner Support - 20 hours GIS - Mapping - Up to 100 hours Administrative Support *subject to other approved major projects - 40 hours Communications Specialist - 40 hours Senior Indigenous Relations Advisor (SIRA) Support - Up to 10 hours Regional Planning Manager
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?) This project will involve communications with the Lasqueti Island community and with First Nations. The budget request will support the communications and engagement with these communities.

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

Prepared by: Stephen Baugh, Island Planner / June 24, 2024

Reviewed by: Renée Jamurat, Regional Planning Manager / June 28, 2024

OCP/LUB Review Project

Lasqueti Island Local Trust Committee Date: June 2024

Purpose: To review and update the Lasqueti Official Community Plan policies and Land Use Bylaw regulations pertaining to First Nations interests, subdivision, housing, short term vacation rentals, conservation, and protection of the natural environment. Outcomes of this project will include a new OCP and LUB as well as a management plan for Scottie Bay.

Background: The LTC identified several topics as priorities for policy and regulation development in May 2024 stemming from engagement for a previous OCP project. It is understood that additional public engagement as well as engagement with First Nations on the identified topics will be required prior to developing specific policy and regulatory language.

Project Team	
Regional Planning Manager	Project Sponsor
Regional Planning Team Planner	Project Manager / Planner
Senior Indigenous Relations Advisor	IT First Nations Liaison
Island Planner	Planner Support
Legislative Clerk	Legislative Process / Bylaw Review

Budget		
Fiscal	Item	Cost
2025-26	First Nations Engagement	$8,000
2025-26	Community Engagement	$5,000
2025-26	Staff analysis and recommendations	$1,000
2025-26	Contingency	$1,500
2025-26	Total	$15,500
2026-27	OCP and LUB Drafting and Consultation	TBD
2027-28	OCP and LUB Legislative Review and Adoption	TBD

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: **Mayne Island Local Trust Committee**	**<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: _community engagement, First Nations engagement, public hearing, legal contingency**
Department: **Planning Services**	
Name of Request: **Mayne Island Housing Options Project (Year 2 of project)**	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* **FY 2026: $8,000** **FY 2025: $10,000**	
Date of Submission to Finance: **LTC resolution: July 29, 2024**	**Funding Required for (date range): Apr 2025 to Dec 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: This on-going project (current phase commenced May 2024) is intended to address the need for an increase in housing options. The Mayne Island LTC has been engaged in reviewing housing options for the past four years. This request is to support the continuation of the current phase of the Mayne Island housing project. This phase includes First Nations and community consultation, and OCP and LUB updates to increase housing options.

The first phase of this project 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
- Amending the Mayne bylaws to permit flexible housing, and providing a model for other bylaws
- 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 (current phase) would support the Islands Trust's Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area" by:

- Utilizing the Islands Trust Housing Toolkit
- Amending Mayne OCP and LUB to permit further housing options, specifically expanded secondary suites areas, expanded flex housing areas and density bonuses for land for affordable housing
- 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

In the 2025 fiscal year work involves First Nations and community consultation, evaluation of options and bylaw drafting. The proposed FY2026 request ($8,000) would fund any further engagement, the bylaw process, including a public hearing, communications materials, and includes a small contingency for a legal opinion.

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:

Option 1: Staff time and funding are not be allocated to the project: under this alternative the project does not proceed to the bylaw phase, or the LTC considers completing the work as a 'minor project'

Option 2: Reduced funding: This may limit the ability to complete the project in the next 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 second year of the project as a Major LTC Project at the requested amount of $8,000 for the coming fiscal year. This provides sufficient funding to complete the bylaw phase with continued project management by a Regional Planning Team planner.

COST/BENEFIT ANALYSIS:
Quantitative Analysis: $8,000 for fiscal year 2025

- Consultation (First Nations, partners, community, communications) - $2,000
- Public hearing - $2,000
- Communications - $2,000
- Legal Contingency - $2,000

Qualitative Analysis: project would contribute to and benefit from efficiencies associated with similar projects in other LTAs.

PURCHASING PROCEDURE: N/A

PROPOSED IMPLEMENTATION STRATEGY:

Early engagement with First Nations - COMPLETED	June 2024
Engage partners (eg. Habitat for Humanity, CRD, MIHS) - COMPLETED	June 2024
LTC review of analysis, issues and opportunities – ON-GOING	Sept-Dec. 2024
Community Consultation as needed – ON-GOING	Sept – Dec 2024
Bylaw Drafting	Jan – March 2025
Bylaws Readings/ Referrals/ Public Hearing	April – Sept 2025
OCP Amendments to EC/Province	October 2025
Final Adoption	TBD

STAFF RESOURCING:
0.25 FTE Regional Planning Team Project Manager
0.10 FTE Planning Team Support (RPM)
0.10 Other support (Admin, communications, mapping, SIRA)

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

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

Prepared by (name, title)/date: Narissa Chadwick, Island Planner

Reviewed by (name, title)/date: Robert Kojima, Regional Planning Manager

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):*
North Pender Island Local Trust Committee

Department:
Planning Services

Name of Request:
North Pender LTC Housing Access and Affordability Project

$ Value of Request:

Fiscal Year 2026 - $8,000
Fiscal year 2025 - $15,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ___________________

■ **Other – please describe:** ______________________
For fiscal year 2026:
- On-going community consultation, on-going First Nations consultation, Bylaw amendments, and legal contingency

Date of Submission to Finance:
LTC resolution: July 26, 2024

Funding Required for (date range):
April 1, 2025 – March 31, 2026

TIE TO ISLANDS TRUST GUIDING DOCUMENTS
Islands Trust Council *Strategic Plan 2018-2022*. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, Islands Trust Council amended the Strategic Plan to:
- "Prioritize elements of the strategic plan that support land use decision making", and

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

ISSUE/OPPORTUNITY:
The North Pender Island Local Trust Committee has identified access to affordable housing as a priority issue. A Budget Funding request was submitted to Trust Council last year and approved in the amount of $15,000 for fiscal year 2025 for 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.

Work is currently underway on the project, with community and First Nations consultation, and a review of housing options scheduled to be completed by the end of the fiscal year (March 31, 2025). The LTC is requesting funding of $8,000 for the subsequent phase of the project, which would involve bylaw drafting, readings, public hearing, on-going community and First Nations consultation, along a contingency for any legal questions.

This project would be consistent with Islands Trust Council Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area". It is also utilizing 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.

PROJECTED RESULTS/DELIVERABLES: the project would result in amendments to the OCP and LUB that would provide opportunities and options for greater housing diversity and affordability. A Housing Action Plan that includes non-bylaw actions may 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. Currently preliminary work is being undertaken by the Island Planner.
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:

If the project is not funded for Fiscal 2026:

Option 1: Proceed with the initiative as a Minor LTC Project – this would limit the project budget to a maximum of $5,000 for the fiscal year.

Option 2: Defer: the completion of project could be deferred to a future fiscal year.

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 at the requested amount of $8,000 for the coming fiscal year. This provides sufficient funding to complete the project.

COST/BENEFIT ANALYSIS: Quantitative Analysis: $8,000 for fiscal 2026 for: - On-going community consultation - $2,000 - On-going First Nations consultation - $2000 - Public hearing - $2,000 - Legal contingency - $2,000 Qualitative Analysis: project would benefit from efficiencies associated with similar projects in other LTA and build on those experiences.
PURCHASING PROCEDURE: N/A
PROPOSED IMPLEMENTATION STRATEGY: The project is proposed to be completed over two fiscal years, with final year consisting of on-going consultation, 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 12, 2024

Reviewed by (name, title)/date:

Islands Trust

Budget Funding Request
Short-Form Business Case

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

Salt Spring Local Trust Committee (SS LTC)</td><td rowspan="4"><u>Budget Source</u> (select all that apply):

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

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

☐

X Other – please describe:
Early and Ongoing Engagement with First Nations with Treaty and Territorial Interests on SSI
Project Consultant Scope of Services Received July 31, 2024
Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications
Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community</td></tr>
<tr><td>Department:
Planning Services</td></tr>
<tr><td>Name of Request:

Major amendment to SS OCP and SS LUB</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

2024-25 - $222,000
2024-25 – 86,500 Moved by LTC from Ganges Village Area Planning Project to OCP/LUB project
2024-25 - $308,500 Total
(NOTE: Approximately $128,500 of these funds will not be spent by the of Fiscal 2024-25 and will need to be taken from surplus to fund the project in fiscal 2025-26)
2025-26: $174,000 –($128,500 from surplus unspent in 2024/25 and new request of $45,500)

Total budget for project over two years: $354,000</td></tr>
</table>

	engagement meetings • Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings
Date of Submission to Finance: February, 2024 SSLTC endorsed: October 1, 2024	**Funding Required for (date range):** April 1 2024-March 31, 2025, $ 180,000 April 1 2025-March 31, 2026, $ 174,000

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.

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 2024/2025 fiscal year (FY2024/25) that was approved by the Islands Trust Financial Planning Committee to be carried over to the 2024/2025 budget cycle.

This business case involves funding support for a major amendment to the Salt Spring Island Local Trust Committee Bylaw No. 434, 2008 (OCP) and the Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999 (LUB), and planning activities required to inform policy development, such as:

- early and ongoing consultation with 13 First Nations that have territorial interests in SSI,
- of a robust public engagement process,
- preparation of a comprehensive draft of a revise OCP. The major amendment to SS OCP continues to advance the Housing Action Program (HAP) and the Salt Spring Island Community Wildfire Resiliency Plan. Of paramount importance is the identification of opportunities to diversify housing choice and the supply and affordability of housing.

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 following deliverables will be achieved through the Salt Spring Island OCP-LUB Update Project:

1. Updated Salt Spring Island Official Community Plan
2. Updated Salt Spring Island Land Use Bylaw
3. Monitoring Plan

The funding request for FY25/26 is to cover costs associated with the following:

Item Descriptions	**Total 2-Year Project Budget**	**Total FY2024-25 Cost**	**Total FY2025-26 Cost**
Early and ongoing consultation with 13 First Nations with treaty and territorial interests on SSI	$26,000	$0	$26,000

Consultant to conduct and facilitate a robust and inclusive public engagement program and policy options development	$166,000	$30,000	$136,000
Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	$9,000	$0	$9,000
Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings	$3,000	$0	$3,000
Complete Communities assessment (funded by grant)	$150,000	$150,000	-
Total	**$354,000**	**$180,000**	**$174,000**

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.)*

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

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

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

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 $204,000 over two-years by forwarding re-funding the balance of funds spend in the 2024-2025 fiscal year to the 2025-2026 fiscal year in addition to an additional $45,500 to complete the OCP-LUB Project to **increase housing options and housing equity** on the island in ways that integrate:

- The interests of First Nations with treaty and territorial interests in the Salt Spring Island Local Trust Area;
- Ecosystem integrity and connectivity; and
- Climate change resiliency.

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:

- $166,000 over two fiscal years for a project consultant team to refine a draft consultant Scope of Services, develop project management systems, and design execute a bylaw review program that incorporates significant and inclusive public and interest holder engagement and delivers revised bylaw documents and reports
- $26,000 over two fiscal years for early and ongoing consultation with First Nations to be undertaken by Islands Trust staff.
- $12,000 over two fiscal years is requested to support incidental, logistical, and legislative costs. These include printing and publication, venue rentals, legal notices, and any potential legal or third party reviews needed to complete the project.

Qualitative:

Project has proposed to merge the Ganges Village Planning project budget to create a more fulsome planning product that can still meet core study needs for the central area. The need for a plan review on Salt Spring is very timely given a number of contextual factors that impact the approach to land use governance on Salt Spring Island. These include:

1. The recent and upcoming completion of numerous policy projects that change public and organizational expectations, such as the Salt Sprig Island Complete Communities Assessment, and the Housing Needs Assessment.
2. Anticipated infrastructure investments and policy changes in water and wastewater service providers that will improve the capacity and certainty of reliable servicing for more housing.

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?)*

The OCP/LUB Update Project is expected to take 30 months. Figure 1 provides an overview of the process, while Table 1 outlines the planning process showing key project phases, key activities and deliverables. While project activities are reasonably well defined, public engagement activities can be adapted based on the feedback of a Project Advisory Committee and other community interest holders, provided it meets overall project timelines and objectives.

Planning Process Timeline

Table 1: Planning Process

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
Phase 1(a) February 2024 to November 2024 **FINALIZE COMPLETE COMMUNTY ASSESSMENT**	Inform and engage on draft Complete Communities Assessment	N/A	Incorporate engagement results Compile Baseline Conditions Report	Complete Communities Assessment	OCP/LUB Consultant not involved here; focus is on completing the assessment.
Phase 1(b) November 2024 to December 2024 **OCP-LUB PROJECT START**	Develop project website and other communication materials Identify key community interest holders Form Project Advisory Committee Confirm Engagement Strategy	Letter to First Nations Leaderships about OCP-LUB Project Develop First Nations Engagement Strategy Invite discussion of gauge needs and expectation, capacity constraints to participation..	Issue RFP and award contract for project consultants for Phases 2-4 Develop refined project work plan Develop Comprehensive Community Engagement and Communications Plan	Procurement and Onboarding of Project Consultants Present First Nations Engagement Strategy LTC Presentation of Project Work Plan Comprehensive Community Engagement and Communications Plan	Minimal involvement—focus on onboarding, refinement of the work plan, and coordination with staff.
Phase 2: December 2024 to January 2025 **TARGETED COMMUNITY VISIONING**	Engage on policy gaps and assess priorities.	Engage with First Nation's through relationships-building. Collaboratively identify issue perspectives that reflect the scope of this project.	Conduct Policy Gap Analysis Develop housing options and housing equity vision statement, Incorporate technical and engagement results to create a revised Vision Statement	Phase 2 Engagement Summaries Working Vision Statement Comprehensive list of planning issues and priorities	Lead community visioning workshops, conduct policy gap analysis, review reports, and develop recommendations for initial OCP amendments. Assist in compiling engagement results.

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
Phase 3: January 2025 to June 2025 **OCP DEVELOPMENT**	Develop and explore policy options related to key issues	Engage on potential and drafts of revised OCP and/or amendments	Draft OCP amendments and vision statement revisions, Recommend immediate regulatory amendments for LUB amendments	Draft OCP amendments, draft LUB regulations, phase 3 engagement summary	Lead the development of OCP amendments and initial LUB regulations. Conduct public consultations and engage stakeholders on policy options for both the OCP and LUB.
Phase 4(a): July 2025 to September 2025 **DRAFT OCP REVIEW and**	Engage to review draft or proposed amended OCP	Refer draft OCP to First Nations and stakeholders	Finalize draft OCP amendments based on feedback	Phase 4 Engagement Summary Final Draft OCP 1st OCP Bylaw and First Nations and Agency Referral	Provide reporting on engagement through phase 3. Assist in further OCP review and engagement.
Phase 4(b): October 2025 to November 2025 **INITIATE LUB UPDATE**	Develop Draft LUB amendments	Initiate conversation of LUB	Refine LUB gaps based on OCP policy development	Draft LUB amendments	Assist in drafting LUB amendments. Begin initial consultation on LUB with First Nations and stakeholders
Phase 5(a): September 2025 to January 2026 **OCP ADOPTION**	Final edits to the Draft OCP Executive Committee approval Ministerial approval	Continue First Nations engagement on OCP	Prepare final OCP for adoption	Agency Referral Comment Summary First Nations Referral Comments Summary OCP Bylaw 2nd Reading OCP Bylaw Public Hearing OCP Bylaw 3rd Reading OCP Bylaw Adoption Monitoring Plan	Assist in finalizing the OCP for adoption. Support First Nations and stakeholder engagement.

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
Phase 5(b): November 2025 to January 2026 **DRAFT LUB REVIEW**	Community events/open house to review Draft LUB amendments Interest holder meetings Engagement to gather input on revised Draft LUB amendments	Refer proposed LUB amendment bylaw to First Nations. Ongoing First Nations engagement.	Refine draft LUB amendments based on feedback	Phase 5 First Nations Engagement Summary Phase 5 Engagement Summary Final Draft LUB 1st LUB Bylaw and First Nations and Agency Referral	Support engagement efforts for draft LUB. Refine LUB amendments based on feedback from community consultations and First Nations.
Phase 6: **LUB ADOPTION** **February 2026 to June 2026**	Final edits to the Draft LUB Executive Committee approval	First Nations and agency referral for LUB	Finalize LUB amendments	LUB Bylaw 2nd Reading LUB Bylaw Public Hearing LUB Bylaw 3rd Reading LUB Bylaw Adoption Lesson learned housing options summary	Finalize LUB amendments and support the public and stakeholder engagement process leading to adoption. Ensure legal requirements are met and alignment with OCP policies is maintained. Create and report to LTC on a closing report on lessons learned and possible future directions as learned through the bylaw review and engagement through this project.

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*?)

A change management structure is proposed to ensure that the project achieves its intended objectives and outcomes on time and on budget. However, it is also understood that new information or developments often emerge in the course of public policy processes that may impact the original project plan. The Regional Planning Manager will bring forward substantial changes that would affect the project budget or timeline outlined in this Terms of Reference for LTC and approval. The evaluation will assess the following, as necessary:

- Budget and schedule impacts
- Alignment to the project objectives
- Contract implications
- Relational implications (public, inter-governmental)
- Feasibility and benefits of the change
- Complexity and/or difficulty of the change options requested
- Scale of the change solutions proposed
- Risk to the project in implementing the change
- Risk to the project in not implementing the change
    - Impact on the project in implementing the change (time, resources, finance, quality)

Requested by: Salt Spring Island Local Trust Committee

Prepared by Chris Hutton, MCIP, RPP, Regional Planning Manager, September 27, 2024

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*
Salt Spring Island Local Trust Committee

Department:

Planning Services

Name of Request:

Salt Spring Island Watershed Protection Plan 2022-2032 Coordination

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

$55,000
** to be funded through unspent special propertytax requisition funds from previous fiscal years*

Budget Source (select all that apply):

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

Date of Submission to Finance:
October 1, 2024

Funding Required for (date range):
April 1, 2025-March 31, 2026

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

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

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

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

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

Salt Spring Island Official Community Plan Bylaw No. 434

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

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

Salt Spring Island Watershed Protection Plan 2023-2032

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

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

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

Watershed Protection Governance and Coordination: Priority Projects

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

Figure 1(Excerpt from Salt Spring Island Watershed Protection Plan 2022-2032)

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

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

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

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

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

Results/deliverables of this funding request are as follows:

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

Proposed project spending is as follows:

$5,000 – “Big tent” meeting of agencies, NGOs and water-interested individuals

$10,000 – First Nations engagement

$40,000 – Consulting services to either a) develop a terms of reference for a Drinking Water and Watershed Protection Service; or b) Support watershed governance decision-making process.

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

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

A core risk in the 2024-2025 Fiscal Year has been limited staff availability to undertake this work.

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

Option 1: Maintain SSIWPA to coordinate Watershed Protection Plan (WPP) implementation using unspent special property tax requisition funds

Benefits – SSIWPA membership and structure is already in place.

Risks – (1) Maintaining SSIWPA would require successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA’s success in coordinating watershed protection action has been limited.

Financial implications – None. Necessary funding is already held in an Islands Trust account.

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

Other implications – N/A

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

Benefits – SSIWPA membership and structure is already in place.

Risks – (1) Maintaining SSIWPA requires successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA’s success in coordinating watershed protection action has been limited; (3) Special property tax requisition for Salt Spring Local Trust Area may be politically unpopular.

Financial implications – New special property tax requisition required

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

Other implications – N/A

Option 3: Do not coordinate WPP implementation

Benefits – Staff time can be re-allocated to other priority projects.

Risks – Multi-agency implementation of SSI WPP will be compromised.

Financial implications – If SS LTC does not fund WPP implementation initiatives related to governance, it could use unspent special property tax requisition funds to support action items with the WPP.

Resource requirements – Unclear, as if SS LTC does not coordinate WPP implementation, the project would likely refocus to implementing LTC-assigned actions under the WPP.

Other implications – N/A

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

(1) LTC clarity of purpose; an
(2) d(2) Multi-agency commitment

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

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

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

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

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

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

Project spending will be undertaken in accordance with Islands Trust Procurement Policy 6.5.3.

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

The Salt Spring Island Watershed Protection Plan 2022-2032 Coordination Project Charter identifies the following work plan for the coming fiscal year:

Work Plan Overview

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

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

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

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

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

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

Prepared by (name, title)/date: Chris Hutton, Regional Planning Manager/September 27, 2024

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* Salt Spring Island Local Trust Committee	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☒ **Other – please describe:** Communications and education materials; meeting costs; specialized skills and equipment to remove well monitors
Department: **Planning Services**	
Name of Request: **Salt Spring Island Groundwater Sustainability (Well-Monitoring)**	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $16,500	
Date of Submission to Finance:	**Funding Required for (date range):** April 1, 2025 to March 31, 2026

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.*

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.)*

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

Results/deliverables of this funding request are:

- Removal of ground water and surface water monitoring stations at Islands Trust's cost (as needed) with available funds
- Routine maintenance of data loggers

Public presentation of Ground Water and Surface Water Monitoring Pilot Project Results

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.)*

This business case is brought forward as a strategy to mitigate financial risk.

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: Not set aside funding for data logger removal
Benefits – May find ways to allocate funds to other freshwater projects
Risks – When data loggers are to be removed, other funding will be required. This is a liability as funds would not be set aside for this purpose and would inevitably be an unplanned expense.
Financial implications – Unplanned expense at some time in the future
Resource requirements – Most loggers can be removed by the freshwater specialist, but some loggers will require specialized equipment and skills of a pump installer.
Other implications-

Option 2: Remove data loggers now
Benefits – Money would be spent and liability managed
Risks – Owners are under the impression that the removal is at the time of their choosing and may not appreciate the turn-around on policy. This is a minor concern.
Financial implications –
Resource requirements – Staff time required to engage property owners, remove monitors, and hire professional services where necessary.
Other implications – Compression and contracting out of other major projects was intended to provide additional capacity to SS LTC, and this would use up some of that time. Staffing availability may continue to be limited to achieve this.

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.)*

Whether following the recommended option or not, the primary success factor at this stage is to minimize financial liability caused be removal of a specialized well monitor.

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

Provide equal funding as the 2024-2025 fiscal year to support the ongoing collection of well monitoring data to ensure that **unspent funds from SS LTC's special property tax requisition** are set aside to fund next steps in the program. Estimated expenses associated with conclusion of the pilot project are:
$1,500 – to host a Community Information Meeting to share data and analysis derived from the monitoring pilot project; and
$15,000 – to remove any groundwater data loggers that require the assistance of a licensed pump installer.

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.)*

Removal of the data loggers at the request of land owners is non-negotiable. **Funds to do so will be drawn from SS LTC's unspent special property tax requisition funds** and therefore no new taxation will be required.

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

Spending on the Salt Spring Island Groundwater Sustainability Strategy will be done in accordance with Islands Trust Procurement Policy 6.5.3.

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

Under the recommended option, there is no anticipated timeline for the removal of data loggers. Presentation of the well-monitoring data to date should be completed by end of Fiscal.

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.)*

Participation of the Freshwater Specialist and a Salt Spring Planner is required to bring this information forward.

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*?)

Upon request to remove the data loggers, a final report would be prepared the data would be documented as attached to various data sets for future planning information and reference. A privacy impact assessment or review would be conducted to ensure that this data is handled in accordance with legislative and policy requirements.

Requested by: Salt Spring Island Local Trust Committee

Prepared by : Chris Hutton, Regional Planning Manager/October 27, 2024

Draft 2025-26 Budget Guidelines Assessment

AREA	GUIDELINE	Notes
Community Communications & Engagement	*Considers resourcing needs to implement the Communications Strategy*	Complete. EC reviewed Communications budget needs and has advanced amounts required to support the strategy.
First Nations Reconciliation	*Considers resourcing needs to update and implement the Reconciliation Action Plan.*	Partially complete. The RAPLan is currently being updated and will need TC's approval at a later date. RAPLan monies advanced to the draft budget by EC contemplate activities staff know will be incorporated into the draft RAPLan advancing to TC at a later date.
Strategic Plan Projects	*Considers any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.*	Council Committees responsible for work on Strat Plan initatives on behalf of TC have advanced business cases for their respective projects. EC, TPC, RPC, and GC have discussed their requests and advanced them to the draft budget.
Staffing Levels	*Resource requests for new tax-funded personnel will only be considered where critical capacity issues can be clearly*	EC has advanced a request for one new staff person funded by taxes with business case outlining rationale.
Staff Salaries & Benefits	*Funding for salary and benefits costs arising from job descriptions changes must be provided within existing budgets.*	Complete.
Department Budget Submissions	*Resource requests for additional operating budgets (including one time projects) will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings*	See attached Appendix 1
Property Taxes	*Staff to prepare options for reducing the discretionary budget line items by 1% - 2% of the proposed tax increase or higher.*	See attached Appendix 2

ISLANDS TRUST **APPENDIX 1**
DRAFT BUDGET 2025/26
Identified Lines with increased operating budgets

Increases of <$500 are not suggested for business case

EXPENSE LINE	**2024/25 Approved BUDGET**	**2025/26 Draft BUDGET**	*$ change*	*% change*	Activity Type	Comments	BC required per TC Guideline?	BC included?
Applications sponsored by EC	15,000	25,000	*10,000*	*67%*	Discretionary	TC Program - Political, not operational. Directed by EC.	?	N
History and Heritage Funding Grants-in-Aid	-	6,000	*6,000*	*100%*	Discretionary	TC Program - Political, not operational. Directed by EC.	?	N
Contracted Temporary Staffing	20,000	25,000	*5,000*	*25%*	Discretionary	Suggest removing the new $10K from Planning Services	Y	N - will remove, not needed.
ITC - Board Training & Conferences	1,600	4,600	*3,000*	*188%*	Discretionary	Flagged for a Board training retreat on an island, with possible facilitator, or for training on Indig. Protected & Conserved Areas	Y	N
ITC - Property Management	166,140	168,460	*2,320*	*1%*	Non-Discretionary		Y	N
ITC - Conservation Planning & Land Securement	26,550	37,000	*10,450*	*39%*	Discretionary	Co-operative work with FNs increasing costs	Y	N
ITC - Ecosystem Mapping	-	9,200	*9,200*	*100%*	Discretionary		Y	N
Legal - general	96,100	105,535	*9,435*	*10%*	Discretionary		Y	N - will reduce, not critical.
LTC Meeting Expenses	36,260	39,000	*2,740*	*8%*	Psuedo-Discretionary	Based on current LTC activity	?	N
FOI & Records Management*	5,000	10,000	*5,000*	*100%*	Discretionary		Y	Y (draft)
Safety	7,040	16,360	*9,320*	*132%*	Psuedo-Discretionary	Bulk is non-discretionary safety satellite devices for travelling staff	Y	N
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,877,108	3,188,707	*311,599*	*11%*	Pseudo-discretionary	New TAS temp staff - BC included	Y	Y
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	730,785	809,932	*79,146*	*11%*	Pseudo-discretionary	New TAS temp staff - BC included	Y	Y
Stationery & Office Supplies	21,300	25,240	*3,940*	*18%*	Psuedo-Discretionary		?	N - will reduce.
Tech Supplies	9,300	13,570	*4,270*	*46%*	Psuedo-Discretionary		Y	N
Subscriptions	7,900	11,900	*4,000*	*51%*	Discretionary	Lexis Nexis planning binder updates are more frequent	Y	N
Mobile Devices	21,300	27,470	*6,170*	*29%*	Psuedo-Discretionary		Y	N
Travel	79,370	86,475	*7,105*	*9%*	Psuedo-Discretionary	Vic planners reduced too low in FY25; increased travel for new meeting admin staff	Y	N
Operating Budget Subtotal	9,873,682	10,484,690	*611,008*	*6%*				

ISLANDS TRUST Appendix 2

DRAFT 2025/26 BUDGET

Staff to prepare options for reducing the discretionary budget line items by 1% - 2% of the proposed tax increase or higher.

DESCRIPTION	DEPT	AMOUNT	RATIONALE
Second Camera for Trust Council meetings	IS	$ 13,500	Not critical. Meetings only 4x/year. Amount already excluded from the budget.
EDM update	IS	$ 47,000	Not critical. Amount already excluded from the budget.
Indigenous Artwork for the Main Offices	TAS	$ 2,000	Not critical to operations.
Office Equipment	Admin	$ 2,000	Possible reduction given SSI completion in the current fiscal.
History and Heritage Funding Grants-in-Aid	EC -TAS	$ 6,000	Optional TC Programming
Applications sponsored by EC	TC-EC	$ 10,000	Optional TC Programming. Highest year of actual spending in last 5 years is $13,000 for this budget line
Contracted Temporary Staffing (Planning Services)	PS	$ 10,000	Not critical
Legal General	PS	$ 9,500	Not critical
Travel	PS	$ 1,000	Arbitrary but in line with historical (not current) spending
Office Supplies	Admin	$ 2,500	Arbitrary but in line with historical (not current) spending
Mobile Phones	Admin	$ 2,200	New staff offset by reduction in issued phones; likely better rates on upcoming plan renewal
Total (dollars)		$ 105,700	
Percentage		1.25%	

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 13, 2024
From:	Trust Area Services	**Date Prepared:**	November 8, 2024
SUBJECT:	**DRAFT PUBLIC SURVEY ON 2025/26 BUDGET**		

PURPOSE:

This briefing provides Financial Planning Committee with a draft survey for public consultation to gauge the priorities of residents of the Islands Trust Area.

BACKGROUND:

At its August 28, 2024 meeting, Financial Planning Committee requested staff amend the current survey to minimize the length, convey information using graphics only (rather than text and graphics), and include a question to find out from the public what Islands Trust is doing well.

The attached draft survey addresses the above requests to include more graphics and shorten the content but also contains plain language designed to encourage broad engagement. Project-specific budget details will be available for those interested in more in-depth information through hyperlinks.

The next steps will be to incorporate any feedback on the draft from the Financial Planning Committee, and advance as per the approved Project Charter.

ATTACHMENTS:

1. Draft 2025/26 pre-budget survey.
2. Survey 2022/23 Islands Trust budget (as comparison)
3. 2025-2026 Budget - Public Engagement Charter

AVAILABLE OPTIONS:

Receive the attached information for consideration.

Request that staff develop a revised pre-budget survey.

Prepared By: Morgana van Niekerk, Communications Specialist, November 7, 2024

Reviewed By/Date: David Marlor, Acting Director, Trust Area Services, November 7, 2024

About this survey

The Islands Trust pre-budget survey intends to gauge the priorities and values of residents in the Islands Trust Area to support the decision-making process of Islands Trust trustees as they work to establish an annual budget. The input gathered from the public is valuable feedback, providing guidance on where to focus resources and efforts.

Where does your input go?

Islands Trust trustees will receive the survey data and post-survey reports and will consider the feedback in their decision-making process.

Survey closes: [date]

Survey logistics: The estimated time to read and complete the survey is 10 minutes.

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

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

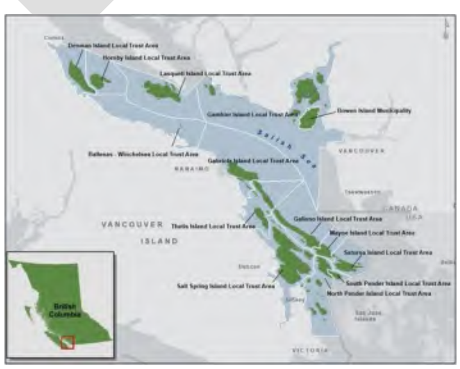
Freedom of Information and Protection of Privacy Act and Correspondence Policy

When you complete the survey, you are anonymous.

Survey results may be shared publicly at Islands Trust meetings, on our website, through social media, or in our publications or documents.

Any personal information gathered through this survey is subject to the Freedom of Information and Protection of Privacy Act. Direct enquiries about the collection or use of information in this survey to the Islands Trust's Director of Legislative Services at foi@islandstrust.bc.ca.

The Islands Trust will not collect, use, or disclose personal information using this SurveyMonkey survey. Please be aware, however, that IP addresses are collected by SurveyMonkey. There can be only one survey response per device. If you share a device with someone who also wants to respond, please work together on your response. As you complete the survey, please keep in mind that your comments are most useful if they are related to this survey. Comments and questions will be reviewed to remove content that is defamatory or profane, that contains personal remarks about other individuals, their motives, or intentions, or that is otherwise inappropriate for a general audience.



1) **The Islands Trust Area is made up of 13 local trust areas (LTA) and Bowen Island Municipality. Which one do you feel most connected with?**

Ballenas-Winchelsea Island LTA

Bowen Island Municipality

Denman Island LTA

Gabriola Island LTA

Galiano Island LTA

Gambier Island LTA

Hornby Island LTA

Lasqueti Island LTA

Mayne Island LTA

North Pender Island LTA

Salt Spring Island LTA

Saturna Island LTA

South Pender Island LTA

Thetis Island LTA

The entire Islands Trust Area

I have no connection to the Islands Trust Area

Prefer not to say

2) **The Islands Trust Area occupies almost 5,200 square kilometers within the Salish Sea. What is your connection to the islands? Check as many as apply:**

I am a part-time resident (ie. less than 6 months per year)

I am a full-time resident (ie. more than 6 months per year)

I am a visitor

I live adjacent to the region (e.g. on Vancouver Island or mainland BC)

I am a non-resident property owner

Indigenous person with relationships to the Islands Trust Area

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

Less than 1 year

1 to 5 years

6 to 10 years

11 to 20 years

More than 20 years

4) **Please indicate your age:**

12-24

25-39

40-59

Prefer not to say

60-79

80+

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

I am a member of a First Nation whose territory encompasses the Islands Trust Area

I am Indigenous, First Nation, Metis, or Inuit

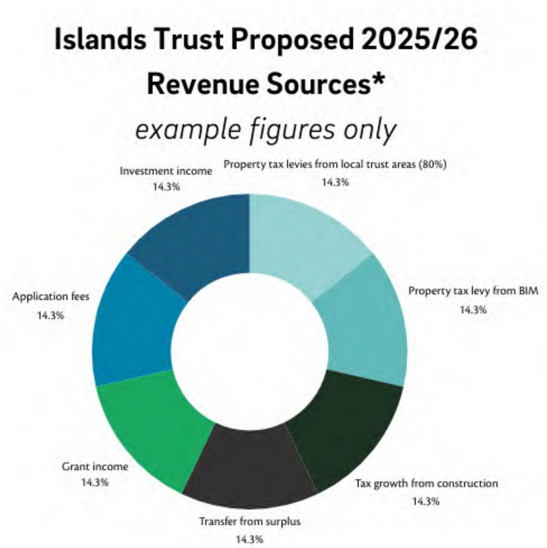
I am a member of a visible minority group
According to the Employment Equity Act, members of a visible minority are people in Canada (other than Indigenous peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.

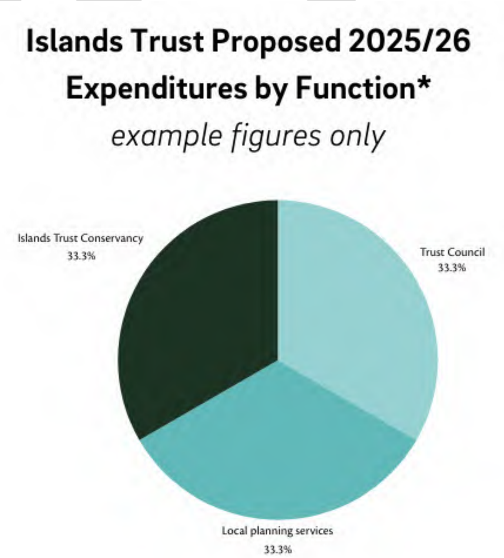
Prefer not to say

6) **Proposed 2026/26 Budget**

Islands Trust works to preserve and protect over 450 islands in the Salish Sea and surrounding waters with First Nations, residents, property owners, and all British Columbians. Each year, the Islands Trust Council develops our budget in consultation with the people we serve.

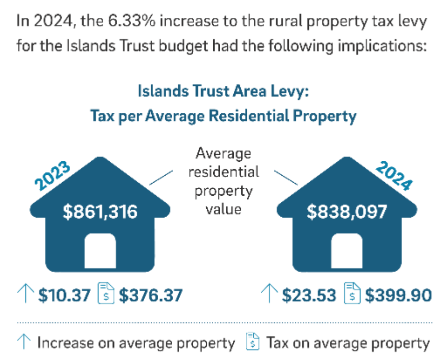
In developing the proposed budget for 2025/26, Islands Trust Council assumes that Islands Trust will maintain existing service levels. View a breakdown of the draft budget numbers here.





Islands Trust taxes make up only a portion of your total property tax bill. Please look at past annual property tax statements for the specific annual amounts.

For example, in 2024, the increase to the rural property tax levy for the Islands Trust budget had the following implications:



7) What budget principles do you support?

- Add new programs/services or improve existing services or programs
- Reduce services and programs from current levels
- Maintain existing services and programs at current levels
- I don't know
- Other comments:

8) Programs and Services Value

a) In the Islands Trust Area, the focus of all land use planning is the preservation of the environment, cultural heritage, and community sustainability. Land use planning activities include: proactive land use planning, application processing, local trust committee meetings, community information meetings, bylaw compliance and enforcement.

Do you think funding for local land use planning serves should be:

- Increased
- Decreased
- Stay the same
- I don't know

Other comments:

b) The Islands Trust Council supports the preserve and protect mandate through region-wide programs and services. Regional programs include communications, intergovernmental relations, Trust Area-wide policy management, legislative services (e.g. Freedom of Information requests), advocacy, public education programs, Islands Trust Council and Committee meetings

Do you think funding for regional planning serves should be:

- Increased
- Decreased
- Stay the same
- I don't know

Other comments:

c) The Islands Trust Conservancy (ITC) encourages land conservation through innovative programs that promote conservation covenants, the establishment of nature reserves and other voluntary conservation initiatives. The ITC's administration costs, including the cost of managing 113 protected areas are paid through the Islands Trust budget. Land purchases and covenants are generously funded though donations and grants.

Do you think funding for the Islands Trust Conservancy should be:

- Increased
- Stay the same
- Decreased
- I don't know

Other comments:

d) How important do you think each of the following services should be for the Islands Trust in the upcoming year

Very Important | Somewhat Important | Not at all Important | I don't know

- Reconciliation
- Advocacy and coordination with other governments and decision-makers
- Public engagement, communication, and education
- Mapping, scientific studies and data
- Freshwater protection
- Sensitive ecosystem protection
- Protecting the habitat of species-at-risk
- Shoreline and marine protection
- Climate action
- Addressing housing equity and workforce housing shortages

Other comments:

9) What do you think Islands Trust does well?

10) What do you think Islands Trust could improve on?

11) What else would you like to tell us?

Thank you for responding to this survey. Your input is valuable! Please sign up for subscriber notices to stay up-to-date on Islands Trust news here.

Islands Trust

Copy of Islands Trust 2022/23 Budget Survey

We Need Your Input!

Thank you for taking the time to complete our Budget 2022/23 survey. We value your input. Before you start, there are some things you need to know:

All correspondence and survey results on the draft budget are shared with Islands Trust's Financial Planning Committee. Financial Planning Committee considers public input when developing their budget recommendations to Islands Trust Council. Trust Council will also see all correspondence and survey results. If you would like to learn more about Islands Trust and its activities and accomplishments to date, consider reviewing our Annual Reports. Please be advised that the proposed budget numbers are draft only, and are subject to change before final approval by Trust Council at its next quarterly meeting from March 8–10, 2022.

Budget Webinar:
January 27, 2022 @ 7:00 p.m.
Before you complete the survey you may wish to attend the webinar to hear an overview and ask questions. Participants are encouraged to submit questions in advance to budget@islandstrust.bc.ca.
Please register in advance. The webinar will be recorded and will be available on our website after the event.
Please subscribe for Events and Education updates via our website to get webinar updates.

Survey Closes:
Sunday, February 6th, 11:59 p.m.

Survey logistics:
The estimated time to read and complete the survey is 10 minutes.
Questions with an * at the beginning require an answer.

Anonymous Survey and Personal Information:
When you complete the survey you are anonymous.

Survey results, and any other input we get about Budget 2022/23, may be shared publicly at Islands Trust meetings, on our website, through social media, or in our publications or documents.

Any personal information gathered through this survey is subject to the Freedom of Information and Protection of Privacy Act. Enquiries about the collection or use of information in this survey can be directed to the Islands Trust's Legislative Services Manager at 250.405.5188.

The Islands Trust will not collect, use, or disclose personal information using this SurveyMonkey survey. Please be aware, however, that IP addresses are collected by SurveyMonkey itself.

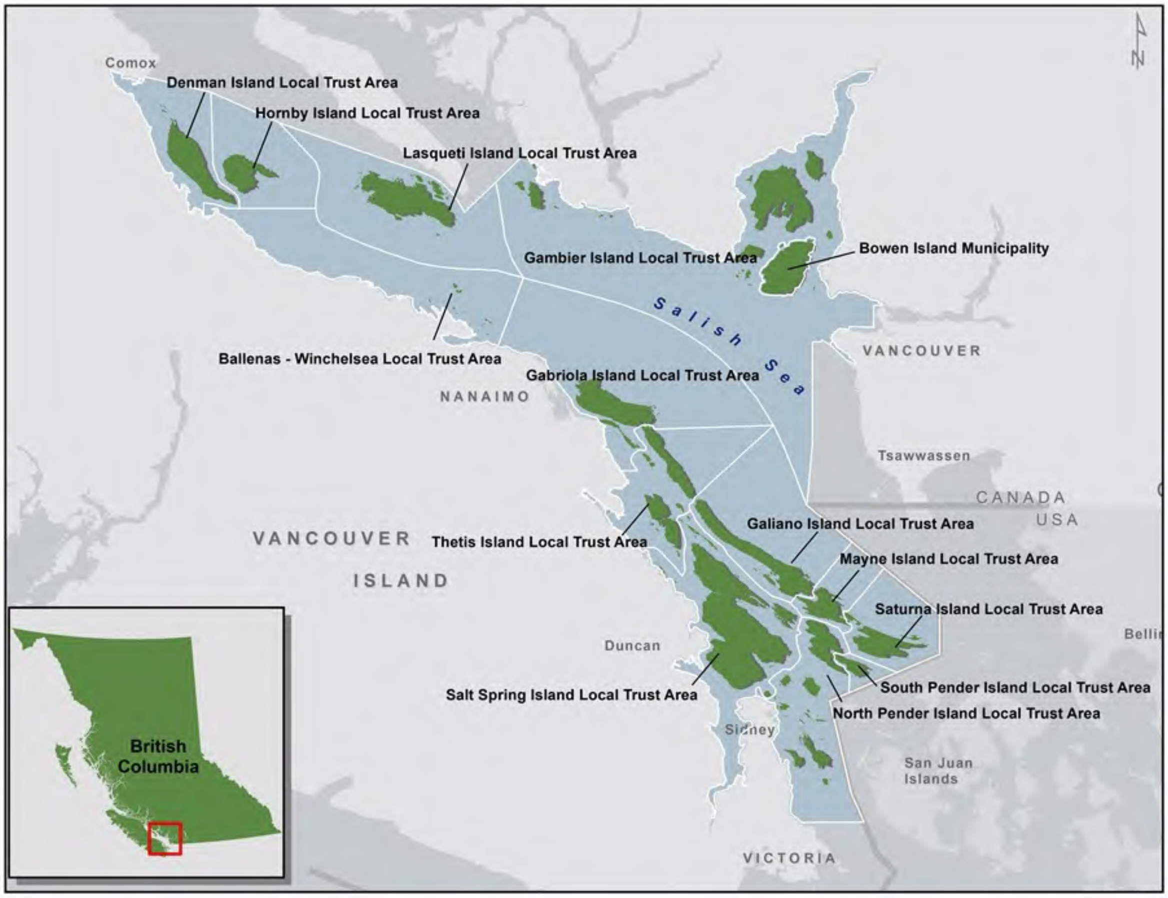
There can be only one survey response per computer. If you share a computer with someone who also wants to respond, please work together on your response, or email your comments to us at budget@islandstrust.bc.ca.

* 1. **Tell us about yourself**

The Islands Trust Area occupies almost 5200 square kilometres within the Salish Sea.

What is your connection to the islands? Check as many as apply:

- [ ] I am a member of a First Nation within the Islands Trust Area
- [ ] I live adjacent to the region (e.g. On Vancouver Island or mainland BC)
- [ ] I am a part-time resident
- [ ] I am a visitor
- [ ] I am a full-time resident
- [ ] I do not wish to answer
- [ ] Other (Please explain):


Comox
Denman Island Local Trust Area
Hornby Island Local Trust Area
Lasqueti Island Local Trust Area
Gambier Island Local Trust Area
Bowen Island Municipality
Salish Sea
VANCOUVER
Ballenas - Winchelsea Local Trust Area
Gabriola Island Local Trust Area
NANAIMO
Tsawwassen
CANADA
USA
Galiano Island Local Trust Area
VANCOUVER
ISLAND
Thetis Island Local Trust Area
Mayne Island Local Trust Area
Saturna Island Local Trust Area
Duncan
Salt Spring Island Local Trust Area
South Pender Island Local Trust Area
North Pender Island Local Trust Area
Sidney
San Juan Islands
VICTORIA
British Columbia

* 2. The Islands Trust Area is made up of 13 local trust areas (LTA) and Bowen Island Municipality. Which one do you feel most connected with?

- ◯ Ballenas-Winchelsea Island LTA
- ◯ Bowen Island Municipality
- ◯ Denman Island LTA
- ◯ Gabriola Island LTA
- ◯ Galiano Island LTA
- ◯ Gambier Island LTA
- ◯ Hornby Island LTA
- ◯ Lasqueti Island LTA
- ◯ Other (please specify)
- ◯ Mayne Island LTA
- ◯ North Pender Island LTA
- ◯ Salt Spring Island LTA
- ◯ Saturna Island LTA
- ◯ South Pender Island LTA
- ◯ Thetis Island LTA
- ◯ The entire Islands Trust Area

Copy of Islands Trust 2022/23 Budget Survey

Proposed 2022/23 Budget

Islands Trust works to preserve and protect over 450 islands in the Salish Sea and surrounding waters with First Nations, residents, property owners, and all British Columbians. Each year, the Islands Trust Council develops our budget in consultation with the people we serve.

In developing the proposed budget for 2022/23 ($9,283,000, excludes non-cash amortization), Islands Trust Council assumes that Islands Trust will maintain existing service levels and implement the 2018-2022 Strategic Plan. View a breakdown of the draft budget numbers here.

Islands Trust taxes are only a percentage of your total property tax bill. Please look at past annual property tax statements for the specific annual amounts.

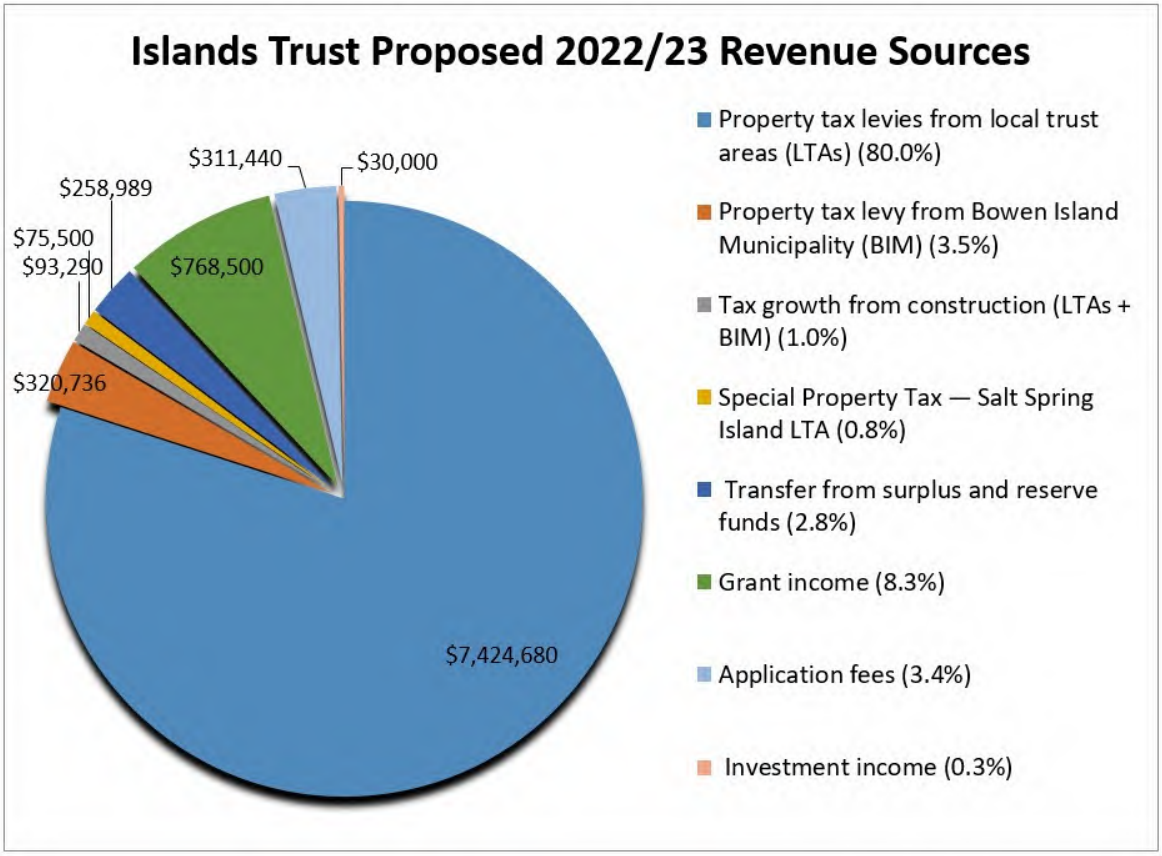
Please note that figures in this survey are rounded to the nearest thousand.

Revenue:

$7.4M property taxes:
- 6.1% increase ($435,000)
  - 4.88% increase to the existing local trust area tax base plus an additional
  - 1.25% tax revenue expected from new construction and development in local trust areas

$324,000 Bowen Island Municipal tax levy:
- 4.0% increase ($12,497)
  - 3.07% increase is to be levied against the existing tax base plus an additional
  - 0.95% tax levy expected from new development and construction in the Municipality

$769,000 in grants (increase of $197,500, 12%)
$311,000 in application fees (increase of $191,440, 160%)
$259,000 transfers from Island Trust surplus and reserve funds (reduction of $399,000, 61%)
$75,500 Salt Spring Island Local Trust Area special tax levy (no change)
$30,000 in investment and other income (reduction of $30,000, 50%)


Islands Trust Proposed 2022/23 Revenue Sources
$311,440
$30,000
$258,989
$75,500
$93,290
$768,500
$320,736
$7,424,680
Property tax levies from local trust areas (LTAs) (80.0%)
Property tax levy from Bowen Island Municipality (BIM) (3.5%)
Tax growth from construction (LTAs + BIM) (1.0%)
Special Property Tax — Salt Spring Island LTA (0.8%)
Transfer from surplus and reserve funds (2.8%)
Grant income (8.3%)
Application fees (3.4%)
Investment income (0.3%)

Expenditures:

Islands Trust preserves and protects the Trust Area through: environmentally sound land use planning, land protection through the Islands Trust Conservancy, and working locally and across agencies to collaborate, plan, and advocate on important matters in our jurisdiction. Actual historical spending trends help to inform the proposed budget.

Total value of the proposed 2022/23 budget is $9,283,000 which pays for operations, projects, and capital purchases (excludes non-cash amortization expense).

The proposed **operating** budget excluding non-cash amortization expense is $8,301,000, an increase of 4.1% ($337,000) from last year. This includes:

- $5,696,000 ($143,000 funded from grants) in staff salaries, benefits and training costs (increase of $132,000, 2%). This includes a proposed new part-time Conservancy fund development position ($52,000) to work with potential and existing donors and 2.0% staff wage increases per union agreements and the BC Public Service policies.
- $660,000 in office leases and associated costs and insurance (increase of $27,000, 4%)
- $605,000 in trustee remuneration and benefits (increase $15,000, 2%). Learn more.
- $265,000 for legal expenses (no change)
- $187,000 ($59,000 funded from grants) for Conservancy property management, conservation planning, land securement and ecosystem mapping (increase of $12,000, 9%)
- $192,000 in insurance expense (increase of $7,000, 4%)
- $141,000 in elections expenses
- $100,000 in technical support (increase of $12,000, 13%)
- $70,000 ($3,200 funded from grants) in communications costs (increase of $21,000, 42%)

The proposed **projects** budget is $912,000 ($375,000 funded from the grants), an increase of 3.4% ($30,000). There are $304,000 in proposed local trust committee projects, $235,000 in Strategic Plan projects, and $374,000 in proposed operational projects. These are listed lower in the survey.

The proposed **capital** budget is $71,000; (increase of $37,500, 113%), which includes:

- $ 15,000 to purchase computers for newly elected trustees (not returning trustees)
- $ 51,000 to replace end-of-life technology, and support hybrid public meetings

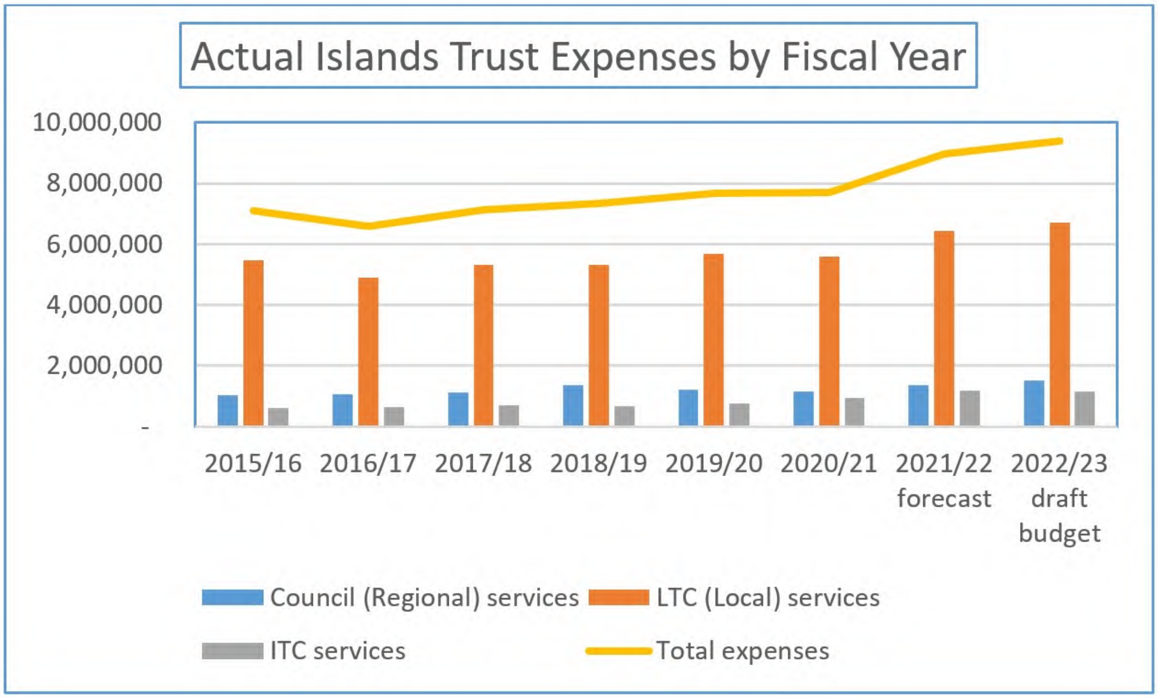
Annual percentage (%) change in property taxes (excludes Bowen Island Municipal levy[1]), approved budget expenditures, and actual expenditures since 2013/14.			
Fiscal Year (April 1 – March 31)	**% Property Tax Change** (excludes increase due to non-market factors)	**Approved Operating & Projects Budget Expenditures[2]** (excludes Capital)	**Actual Expenditures[3]**
2022/2023 (proposed)	4.88%	$9,401,010	NA
2021/2022	3.26%	$8,838,101	Year in Progress
2020/21	0%	$8,096,211	$7,707,867
2019/20	2%	$7,753,986	$7,672,619
2018/19	2%	$7,658,134	$7,339,845
2017/18	0%	$7,667,011	$7,131,865
2016/17	0%	$7,260,509	$6,588,536
2015/16	0%	$7,134,445	$7,092,373
2014/15	0%	$7,054,080	$6,835,277
2013/14	1.30%	$6,892,192	$6,500,914

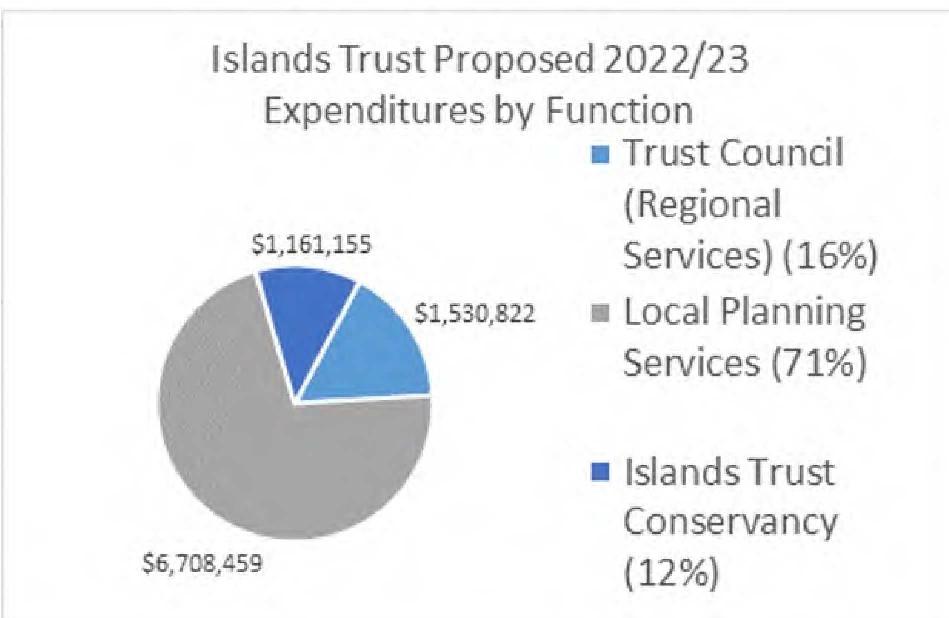
Property taxes are only one source of Trust revenue. Other revenue sources (grants, application fees, investment income, surplus funds) are not reflected in this table. As such, a direct comparison of expenditure changes versus property tax changes over time cannot be made from this table alone. It serves only to highlight key pieces of information deemed likely to be of greatest interest to the average reader. For more information: Islands Trust Approved Budget History document.

[1] Since 2013/14 Bowen Island Municipal levy has increased from $225,614 to $311,188 in 2021/22. The proposed levy for 2022/23 is $324,692. Bowen Island Municipality contributes to regional programs and Conservancy costs (not land use planning) based on their proportional share of Trust Area property values. Bowen Island taxpayers contribute to regional programs and Conservancy costs to almost the same extent as other island taxpayers.

[2] The operating and projects budget excludes purchases of tangible capital assets and includes amortization expense, which aligns with financial reporting for Actual Expenditures

[3] As reported in the annual audited financial statements


Actual Islands Trust Expenses by Fiscal Year
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
-
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22 forecast
2022/23 draft budget
Council (Regional) services
LTC (Local) services
ITC services
Total expenses


Islands Trust Proposed 2022/23 Expenditures by Function
$1,161,155
$1,530,822
$6,708,459
Trust Council (Regional Services) (16%)
Local Planning Services (71%)
Islands Trust Conservancy (12%)

* 3. **What budget principles do you support?**

- ◯ Add new programs/services or to improve existing services or programs
- ◯ Maintain existing services and programs at current levels
- ◯ Maintain existing services and programs with some areas increasing and other areas decreasing (if you select this option please explain your answer below)
- ◯ Reduce services and programs from current levels
- ◯ Don't know / other

Why did you make this choice?

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Local Planning Services

In the Islands Trust Area, the focus of all land use planning is the preservation of the environment, cultural heritage, and community sustainability. Land use planning activities include:

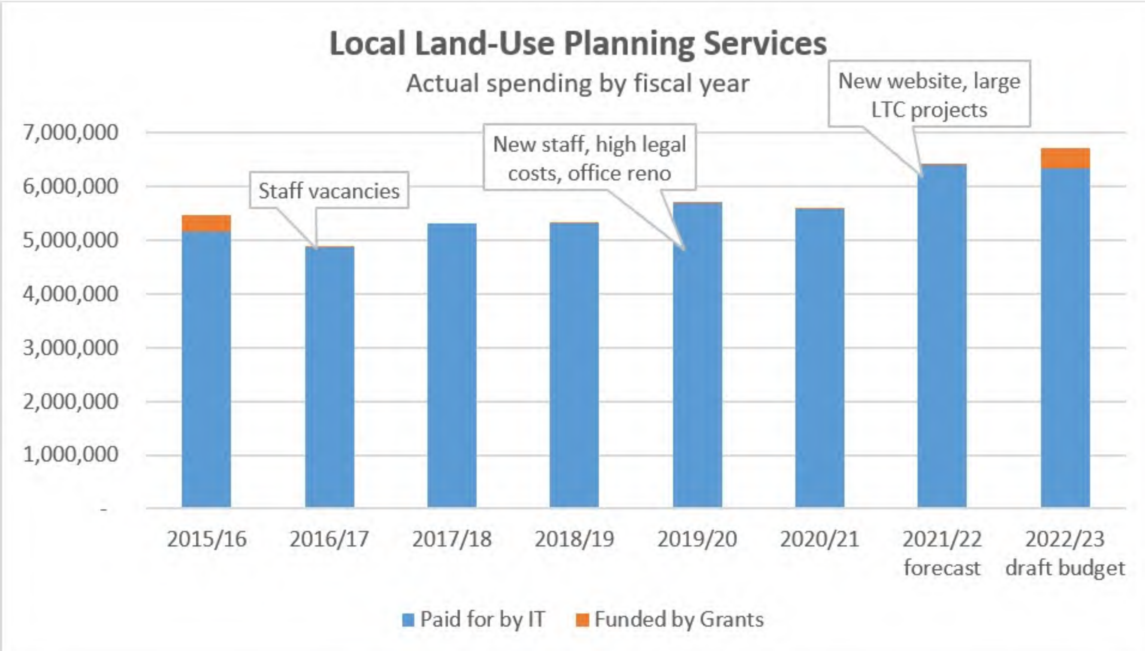
- Proactive land use planning (maintain and update 20 official community plans and 20 land use bylaws)
- Application processing (e.g. property rezonings, development permits, public hearings about proposed bylaws)
- Local trust committee meetings
- Community information meetings (e.g. land use planning issues, freshwater protection issues and options, climate change)
- Bylaw compliance and enforcement

In addition to routine regional operations, Trust Council plans to fund the following local trust committee projects for 2022/23:

- Hornby Island LTA: Official Community Plan Amendment Update - $15,000
- Gambier Island LTA: Official Community Plan Amendment Update - $17,000
- Denman Island LTA: Official Community Plan/ Land Use Bylaws Housing Review - $13,500
- Salt Spring Island LTA: Protection Coastal Douglas-fir Zone and Assoc. Ecosystems Protection Project - $3,200
- Salt Spring Island LTA: Ganges Village Project (phase 2) - $51,000
- Salt Spring Island LTA: Housing Action Program (phase 2) - $25,000
- Other local trust committee projects (to be allocated during the year) - $26,000

Trust Council also plans to fund the following operational project as a 100% grant-funded project:

- Development application processing improvement project - $367,000



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

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

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Regional Programs

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

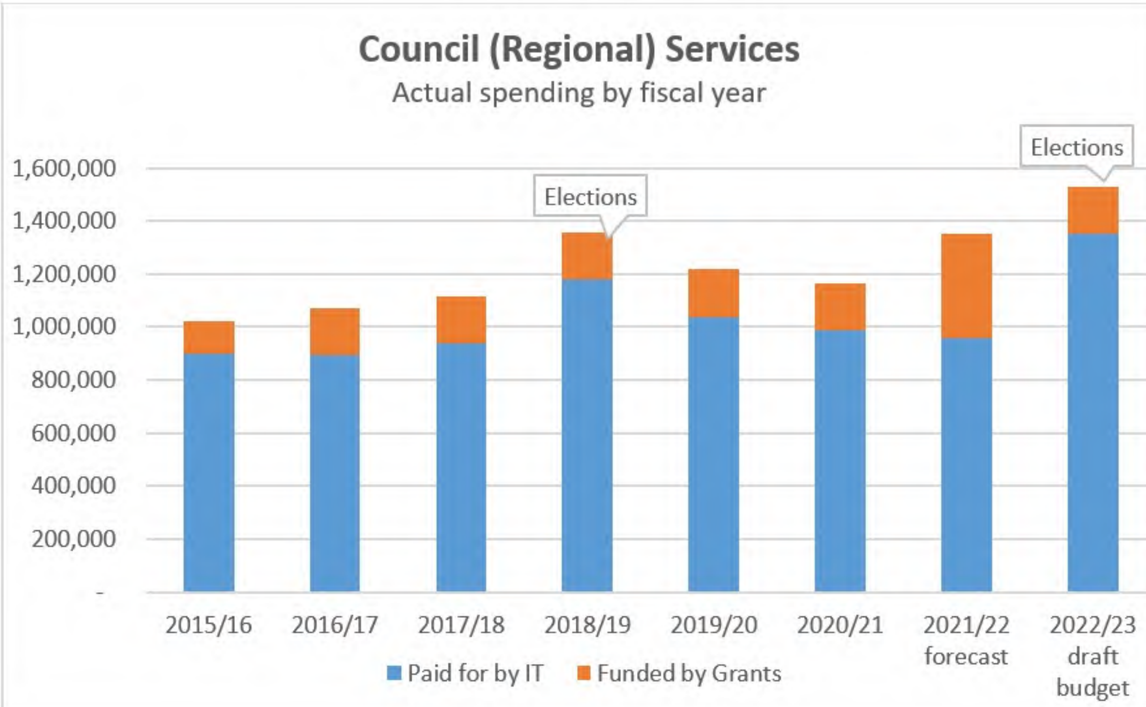
- Communications (e.g. website, social media, advertising, publications, news releases)
- Intergovernmental relations (e.g. reconciliation, agreements with other levels of government, hosting of coordination events)
- Trust Area-wide policy management, including the Policy Statement (e.g. updating, interpreting)
- Legislative services (e.g. Freedom of Information requests)
- Advocacy (e.g. lobbying about topics such as marine shipping safety, climate action)
- Public education programs (e.g. Community Stewardship Award program; educational workshops on topics such as water, climate action, species at risk)
- Islands Trust Council meetings and Council committee meetings

In addition to routine regional operations, Trust Council plans to fund the following Strategic Plan projects in 2022/23:

- Reconciliation Action Plan - $ 17,000
- Policy Statement Amendment (Islands 2050) - $5,000
- Website Improvements - $15,000
- Model Bylaws (Affordable Housing) - $10,000
- Freshwater Strategy Communications - $6,000
- Groundwater Sustainability Science Program - $50,000
- Heritage Preservation Overlay & Model Bylaws (phase 2) - $74,000
- Climate Change Indicators - $25,000
- Stewardship Education Program - $17,500
- Secretariat Services - $15,000

Trust Council also plans to fund the following operational project:

- Electronic Document Management improvement - $6,500



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

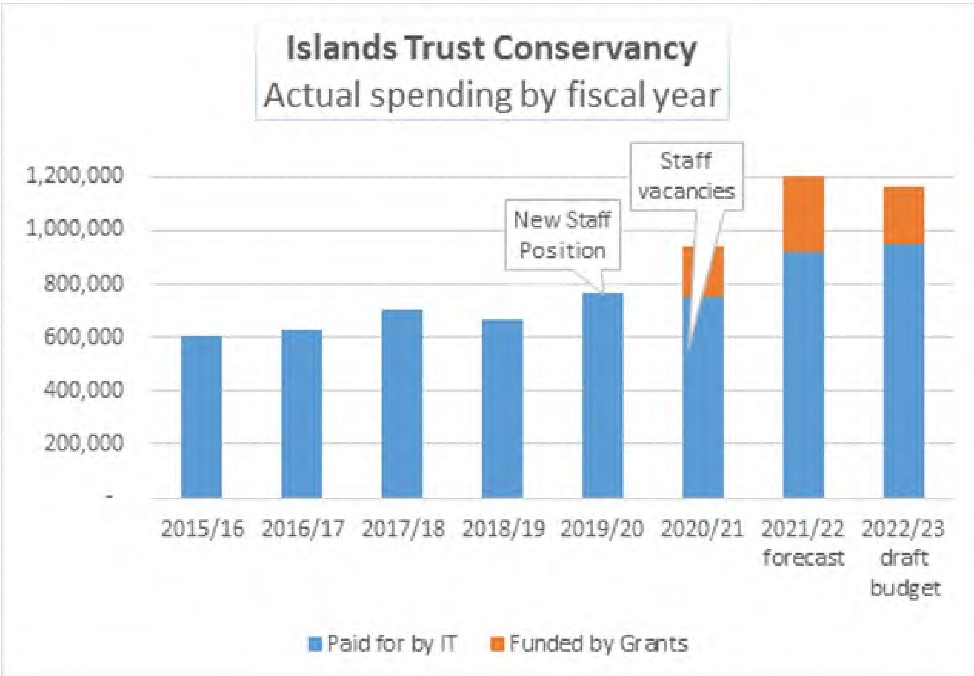
- Increased
- Stay the same
- Decreased
- I don't have an opinion

Islands Trust Conservancy

Ecosystems of the Islands Trust Area are among the most at risk in Canada and contain some of the highest levels of biodiversity in British Columbia. Islands Trust Conservancy (ITC) protects natural landscapes (1,364 hectares) across the region within 32 nature reserves and 79 conservation covenants.

Islands Trust Conservancy encourages land conservation through innovative programs that promote conservation covenants (voluntary agreements registered on a land title that protect natural features), establishment of nature reserves and other voluntary conservation initiatives. ITC's administration costs, including the costs of managing the 111 protected areas, are paid for through the Islands Trust budget.

Land purchases and covenants are generously funded through donations and grants. As of July 1st, 2021, ITC nature reserves had a combined BC Assessment Value of over $31 million. In 2022-23, Islands Trust Conservancy will also receive $213,500 in external funding for a Species at Risk Program through Environment and Climate Change Canada which is part of a three-year grant totalling $643,000. With more than 350 listed species at risk, and 72 ecosystems at risk in the Islands Trust region, the Islands Trust Conservancy has a strategic and focused program to help ensure their recovery.



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

◯ Increased

◯ Stay the same

◯ Decreased

◯ I don't have an opinion

7. Local Planning Services/Regional Programs – Specific Services

With regards to local land use planning services and regional programs please indicate your preferences regarding the specific services below.

(If you selected Bowen Island as the region you are most connected with, please refrain from answering the first two questions as Bowen Island Municipality offers these services on Bowen Island instead of Islands Trust):

	Do less	Keep the same	Do more	Do none
Official Community Plan/Land Use Bylaw reviews	◯	◯	◯	◯
Land use application processing, responding to inquiries and referrals	◯	◯	◯	◯

Advocacy and coordination with other governments and decision-makers	○	○	○	○
Public engagement & communication (e.g. education, surveys, website updates, information products)	○	○	○	○
Mapping, scientific studies and data	○	○	○	○
Freshwater protection	○	○	○	○
Sensitive ecosystem protection	○	○	○	○
Shoreline and marine protection	○	○	○	○
Climate action (mitigation and adaptation)	○	○	○	○
Addressing housing equity and workforce housing shortages	○	○	○	○

Copy of Islands Trust 2022/23 Budget Survey

Salt Spring Island Special Property Tax Requisition

A special property tax requisition is a way for the Islands Trust to fund a special initiative taking place in a single local trust area through a tax levied on property owners only in that local trust area.

This special tax can be used when a local trust committee wishes to undertake a large initiative with local significance or to take on additional operations. Since 2014, the Salt Spring Island Local Trust Committee has funded, through a special local tax requisition, the Salt Spring Island Watershed Protection Alliance to support work related to the preservation and protection of freshwater resources on Salt Spring Island.

Salt Spring Island Watershed Protection Alliance Backgrounder.

8. Do you support a special property tax requisition in the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island?

- ◯ Yes
- ◯ No
- ◯ I don't know
- ◯ I don't have an opinion

Comments (optional):

9. The special property tax requisition is proposed to be $75,500 to fund the continued coordination of community, government and non-government organizations working together in 2022/23 to develop a framework and strategy to protect watersheds and preserve drinking water sources on Salt Spring Island. Is this amount:

- ◯ Too much
- ◯ Too little
- ◯ Just right
- ◯ I don't know
- ◯ I don't have an opinion

Comments (optional):

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* 10. **Tell Us More**

There are so many ways to communicate. We want to know what works best for you.

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

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

* 11. How did you hear about this survey?

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

* 12. Please indicate your age

- ○ 12-24
- ○ 25-39
- ○ 40-59
- ○ 60-79
- ○ 80+
- ○ I don't wish to answer

13. Comments on your choices in this survey (optional):

14. Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.

Thank you for taking the Budget 2022/23 Survey!

Gathering input from the people we serve helps us to understand different viewpoints and make decisions that reflect them. Your contribution to the budget process is greatly appreciated!

Give Us Feedback Anytime
We're like to hear from you! Any time you'd like to give us feedback, go to: https://islandstrust.bc.ca/contact-us/share-your-views/

Stay Up-to-Date
Want to stay up-to-date with the Islands Trust? You can sign up for news and information at: https://islandstrust.bc.ca/subscribe/

2025/26 Budget — Public Engagement Project Charter

Purpose

Develop a public engagement process for the 2025/26 draft budget that solicits budget feedback and educates the pubic about Islands Trust using interesting visuals, and a plain language survey.

Background

The Financial Planning Committee is responsible for the annual coordination of an effective budget process, which includes public engagement. This year, public engagement will be done through a survey, which will be promoted through social media, subscriber notifications, a webinar, newspapers, and partner organizations such as conservancies, homeowner associations, and service clubs such as chambers of commerce. The survey will include hyperlinks to relevant information, and budget charts and graphs. There will also be an information webinar prior to the launch of the survey.

Objectives

- Create engagement materials that are informative.
- Provide engagement opportunities that solicit public input on community priorities and service levels.
- Increase or maintain the number of people participating in the survey.
- Educate the public about the IT mandate
- Enhance accessibility by allowing people to participate in the survey online, by phone, or by mail

In Scope

- Review previous experiences
- Develop engagement materials
- Develop and implement a communications plan and associated collateral such as news releases, advertising, subscriber notices, social media posts, and accompanying graphics and text
- Survey
- Respond to questions that arise during the engagement
- Information webinar with moderated Q/A session

Out of Scope

- Town halls in each local trust area/Bowen

Work plan Overview

Deliverable/Milestone	Date
Create engagement and advertising/marketing materials	September 1st —September 30, 2024
FPC reviews draft communications plan and some draft engagement materials	October 16, 2024
FPC reviews updated draft engagement materials	November 13, 2024
Trust Council considers and possibly amends draft budget	December 3-5, 2024
FPC reviews final draft engagement materials including changes to the survey that respond to any Dec changes or new information	January XX, 2025
Host webinar	January XX, 2025
Launch 2025/26 budget engagement (after amending materials if requested by FPC)	January XX, 2025
Close 2025/26 budget engagement process	February XX, 2025
Engagement input to FPC for consideration/forwarding to Trust Council	February XX, 2025
Trust Council reviews input and adopts 2025/26 budget	March XX—XX, 2025
Issue news release about 2025/26 adopted budget and update website	Friday or Monday after March Trust Council mtg, 2025

Project Team

Director, Trust Areas Services	Project Manager
Communications Specialist and Program Coordinator	Engagement content development, communications planning and implementation
Director, Administrative Services	Review content and liaison with FPC

Approved by:

Clare Frater, DTAS

Date: August 19, 2024

Endorsement: FPC

Date:

Budget

Budget Source: Communications budget

Item	Cost
Graphic design and advertising	$4,750
Webinar honoraria	$ 250
TOTAL	$5,000

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REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	November 13, 2024
From:	Administrative Services - Finance	**Date Prepared:**	November 5, 2024
SUBJECT:	**Financial Planning Committee Work Program Update**		

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

CHIEF ADMINISTRATIVE OFFICER COMMENTS: FPC's work program should reflect the annual required activities of the Committee in addition to any directed special projects or other work that is a top priority.

1 PURPOSE:
To provide recommendations for amendments to Financial Planning Committee's Work Program.

2 BACKGROUND:
FPC has discretion to accept these recommended priorities or amend them to reflect alternative priorities.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.
FINANCIAL: None.
POLICY: None.
IMPLEMENTATION/COMMUNICATIONS: None.
FIRST NATIONS: None.
OTHER: None.

4 RELEVANT POLICY: NA

5 ATTACHMENTS:
1. Current FPC Work Program – Active Projects
2. Proposed FPC Work Program – Active Projects

RESPONSE OPTIONS

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

Alternative: None identified.

Prepared By: Robert Barlow, Legislative Services Clerk
Reviewed By/Date: Director, Administrative Services/ November 5, 2024

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Current Work Program

Print Date: November 5, 2024

Follow Up Action List

Active Projects Report

Financial Planning Committee

1. *Budget 2025/26: Draft 1 Preparation and Review*	Responsible	Dates
Activity: Review Draft 1, version 1 of the 2025/26 budget in October 2024. Review Draft 1, version 2 of the 2025/26 budget in November 2024.	Julia Mobbs	Rec'd: 25-Sep-2024 Target: 13-Nov-2024

2. *2024/25 Q2 Financial Forecast*	Responsible	Dates
Activity: The 2024/25 Financial Forecast informs spending decisions for the remainder of the fiscal year, and supports development of the draft 2025/26 budget.	Julia Mobbs	Rec'd: 28-Aug-2024 Target: 13-Nov-2024

3. *Financial Policy Review*	Responsible	Dates
Activity: Continued review of select Trust Council financial policies based on feedback from initial reviews performed by the outgoing FPC: ·6.5.2 Budget Control and Adjustment Authority (EC directed)	David Marlor Julia Mobbs	Rec'd: 12-Mar-2024 Target: 15-Jun-2025

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Proposed Work Program

Follow Up Action List

Active Projects Report

Financial Planning Committee

1. *Budget 2025/26: Draft 2 Preparation and Review*	Responsible	Dates
Activity: Review Draft 2, version 1 of the 2025/26 budget in January 2024. Review Draft 2, version 2 of the 2025/26 budget in February 2024. Prepare recommended budget for submission to Trust Council in March 2025.	Julia Mobbs	Rec'd: 03-Dec-2024 Target: 11-Mar-2025

2. *2024/25 Q3 Financial Forecast*	Responsible	Dates
Activity: The 2024/25 Financial Forecast informs spending decisions for the remainder of the fiscal year, and supports development of the draft 2025/26 budget.	Julia Mobbs	Rec'd: 03-Dec-2024 Target: 12-Mar-2025

3. *Financial Policy Review*	Responsible	Dates
Activity: Continued review of select Trust Council financial policies based on feedback from initial reviews performed by the outgoing FPC: ·6.5.2 Budget Control and Adjustment Authority (EC directed)	David Marlor Julia Mobbs	Rec'd: 12-Mar-2024 Target: 15-Jun-2025