



# Financial Planning Committee Agenda

Date: Wednesday, February 19, 2025  
Time: 10:30 am - 3:00 pm  
Location: Electronic Zoom Meeting

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	<b>Pages</b>
<b>1. CALL TO ORDER</b>	10:00 AM
<b>2. AGENDA</b>	
<b>2.1 Review of the Agenda</b>	
Committee to consider late items, new items and re-ordering of the agenda plus consider any need to create an in camera meeting	
<b>2.2 Approval of Agenda</b>	
<b>3. PUBLIC COMMENT PERIOD</b>	
<b>4. DELEGATIONS</b>	
None.	
<b>5. CORRESPONDENCE</b>	
None.	
<b>6. ADMINISTRATIVE COORDINATION</b>	
<b>6.1 Minutes of Previous Meetings</b>	
<b>6.1.1 Financial Planning Committee Minutes of January 22, 2025</b>	5 - 10
For review and approval	
<b>6.2 Resolutions Without Meeting</b>	
None.	
<b>6.3 Follow up Action List</b>	11 - 12
For review	
<b>7. BUSINESS - WORK PROGRAM ITEMS</b>	

<b>7.1</b>	<b>December 31, 2024 Financial Report - Request For Decision</b>	<b>13 - 22</b>
	That Financial Planning Committee forward the December 31, 2024 financial report to Trust Council for approval.	
<b>7.2</b>	<b>December 31, 2024 Financial Forecast - Briefing</b>	<b>23 - 29</b>
	that Financial Planning Committee forward the December 31, 2024 Financial Forecast to the March 2025 Trust Council meeting for information.	
<b>7.3</b>	<b>Changes to the Draft 2025/26 Budget Since Last Reviewed - Briefing</b>	<b>30 - 34</b>
<b>7.4</b>	<b>FPC's Draft Recommended 2025/26 Budget to Trust Council</b>	
	That Financial Planning Committee forward the budget materials contained in agenda item 7.4 to Trust Council as [amended/presented], as its recommended 2025/26 Budget to Trust Council.	
<b>7.4.1</b>	<b>Budget Session Outline</b>	<b>35 - 35</b>
<b>7.4.2</b>	<b>Overview of Draft 2025/26 Budget - Briefing</b>	<b>36 - 54</b>
<b>7.4.3</b>	<b>Budget Funding Requests</b>	
<b>7.4.3.1</b>	<b>Strategic, Governance, and Programming Initiatives</b>	
<b>7.4.3.1.1</b>	<b>Executive Committee 2025/26 Budget Submission - Briefing</b>	<b>55 - 59</b>
<b>7.4.3.1.2</b>	<b>EC: Policy Statement Amendment Project - Business Case</b>	<b>60 - 74</b>
<b>7.4.3.1.3</b>	<b>EC: Coast Salish Art - Business Case</b>	<b>75 - 78</b>
<b>7.4.3.1.4</b>	<b>TPC: Stewardship Education Program - Business Case</b>	<b>79 - 82</b>
<b>7.4.3.1.5</b>	<b>TPC: Secretariat Services - Business Case</b>	<b>83 - 86</b>
<b>7.4.3.1.6</b>	<b>GC: Trustee Remuneration Review - Business Case</b>	<b>87 - 91</b>
<b>7.4.3.1.7</b>	<b>GC: Trust Council Policies Review - Business Case</b>	<b>92 - 95</b>
<b>7.4.3.1.8</b>	<b>GC: Trust Council Secretariat - Business Case</b>	<b>96 - 99</b>
<b>7.4.3.2</b>	<b>Operational Requests and Staffing</b>	
<b>7.4.3.2.1</b>	<b>Temporary Senior Policy Advisor - Business Case</b>	<b>100 - 105</b>
<b>7.4.3.2.2</b>	<b>Records Management &amp; Freedom Of Information Protection Of Privacy Support - Business Case</b>	<b>106 - 109</b>
<b>7.4.3.2.3</b>	<b>Safety - GPS Locator Devices - Business Case</b>	<b>110 - 113</b>
<b>7.4.3.2.4</b>	<b>IS Programmer Co-op - Business Case</b>	<b>114 - 116</b>
<b>7.4.3.2.5</b>	<b>Cityview Bylaw Portal - Business Case</b>	<b>117 - 130</b>
<b>7.4.3.2.6</b>	<b>Time Tracking Software - Business Case</b>	<b>131 - 134</b>
<b>7.4.3.3</b>	<b>Islands Trust Conservancy Budget for 2025/26 - Trust Council Briefing</b>	<b>135 - 141</b>
<b>7.4.3.4</b>	<b>Local Trust Committee Projects</b>	
<b>7.4.3.4.1</b>	<b>LTC Projects List</b>	<b>142 - 142</b>
<b>7.4.3.4.2</b>	<b>Planning Services - Projects Feasibility Assessment - Briefing</b>	<b>143 - 146</b>

7.4.3.4.3	Denman - Housing Review (for OCP and LUB Amendments) - Final Phase	147 - 150
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7.4.3.4.5	Gambier - OCP and LUB Amendments - Final	156 - 159
7.4.3.4.6	Hornby - Relationship Building Actions with K'ómoks First Nation	160 - 167
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7.4.3.4.10	Salt Spring - Major Amendment to OCP and LUB	181 - 188
7.4.3.4.11	Salt Spring Island Water Sustainability Projects (SSIWPA)	
7.4.3.4.11.1	Salt Spring - Watershed Protection Plan 2022-2032 Coordination	189 - 193
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7.4.4	Unfunded Business Cases	
7.4.4.1	Electronic Document Management Solution	197 - 202
7.4.4.2	Islands Trust Camera Addition	203 - 208
7.4.4.3	Building Footprint	209 - 215
7.5	2025/26 Budget Guidelines Assessment - Briefing	216 - 220
7.6	Ministry Bylaws for Trust Council	
7.6.1	Financial Plan Bylaw - Trust Council Request For Decision	221 - 227
	That Financial Planning Committee forward Bylaw 201 (Islands Trust Council Financial Plan Bylaw 2025-26) to Trust Council for approval	
7.6.2	Revenue Anticipation Borrowing Bylaw - Trust Council Request For Decision	228 - 230
	That Financial Planning Committee forward Bylaw 202 (Islands Trust Council Revenue Anticipation Borrowing Bylaw 2025-2026) to Trust Council for approval.	
8.	<b>BUSINESS - OTHER</b>	
8.1	2026/27 Budget Public Engagement Process	
8.1.1	Draft Public Survey for 2026/27 Budget - Briefing	231 - 243
8.1.2	2026-27 Budget Public Engagement Process - Request For Decision	244 - 251
	That Financial Planning Committee approve the 2026/27 Budget Public Engagement project charter.	
8.2	Reconsideration of Trust Council Decisions - BRF	252 - 253
9.	<b>BUSINESS - NEW</b>	

**10. WORK PROGRAM**

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

**10.1 Work Program Update - Request For Decision**

254 - 257

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

**11. NEXT MEETING**

Wednesday, May 28, 2025 from 10:30 a.m. to 3:00 p.m.

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

**12. CLOSED MEETING**

If desired:

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

**13. RISE AND REPORT**

If desired.

**14. ADJOURNMENT**

3:00 PM

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



## **Financial Planning Committee Minutes of a Regular Meeting**

**Date of Meeting:** January 22, 2025  
**Location:** Electronic Meeting

**Members Present:** Mairead Boland, Local Trustee (Vice Chair)  
Tobi Elliott, Executive Committee Representative  
Sue Ellen Fast, Municipal Trustee  
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

**Member Regrets** Susan Yates, Islands Trust Conservancy Board Representative  
Alex Allen, Trust Programs Committee Representative

**Staff Present:** Rueben Bronee, Chief Administrative Officer  
Julia Mobbs, Director, Administrative Services  
Stefan Cermak, Director, Planning Services  
David Marlor, Director, Legislative and Information Services (DLIS)  
Nancy Roggers, Finance Officer  
Morgana Van Niekerk, Communication Specialist  
Jason Youmans, Senior Policy Advisor  
Robert Barlow, Legislative Services Clerk/Recorder

### **1. CALL TO ORDER**

Vice-Chair Boland called the meeting to order at 10:00 a.m. Trustees and Staff introduced themselves.

### **2. ELECTION OF FINANCIAL PLANNING COMMITTEE (FPC) CHAIR**

It was noted that Trustee Joe Bernardo resigned from the Committee on December 9, 2024, and Islands Trust Chair Peter Luckham appointed Trustee Sue Ellen Fast to the Committee on January 21, 2025. As Trustee Bernardo was the FPC Chair, an election was required to establish a new FPC Chair.

Director Marlor described the election process and initiated the election for the FPC Chair.

Director Marlor asked a first time for nominations. Trustee Maude nominated Trustee Fast and Trustee Elliott seconded that nomination. Trustee Fast accepted the nomination.

Director Marlor asked a second time for nominations. Trustee Patrick nominated Trustee Boland and Trustee Peterson seconded that nomination. Trustee Boland accepted that nomination. Director Marlor asked a third time for nominations. Trustee Peterson nominated Trustee Graham and Trustee Boland seconded that nomination. Trustee Graham declined that nomination.

On not hearing any more nominations, Director Marlor declared an election between Trustees Boland and Fast. The Director explained that the election would be by secret ballot and described the process of voting by each member of the Committee sending an email to himself indicating their vote.

Director Marlor then requested that the FPC appoint an election scrutineer.

**FPC-2025-001**

**It was MOVED and SECONDED,**

that Financial Planning Committee appoint Trustee Maude as election scrutineer.

**CARRIED**

Director Marlor conducted the election with support from Trustee Maude and declared Trustee Fast elected as Chair of FPC. Trustee Fast then chaired the rest of the meeting.

**3. AGENDA**

**3.1 Review of the Agenda**

The following addition to the agenda was presented for consideration:

- appointment of Trustee Fast to the Annual Audit Committee – to be agenda item 10.1 under New Business

**3.2 Approval of the Agenda**

**By general consent** the Committee approved the agenda as amended.

**4. PUBLIC COMMENT PERIOD**

No member of the public was present.

**5. DELEGATIONS**

None.

**6. CORRESPONDENCE**

None.

**7. ADMINISTRATIVE COORDINATION**

**7.1 Draft Minutes of Previous Meetings**

7.1.1 Financial Planning Committee Regular Meeting draft minutes of November 13, 2024

**By general consent** the Committee approved the minutes as presented.

**7.2 Resolutions Without Meeting**

None.

**7.3 Follow up Action List (FUAL)**

Received for information.

**8. BUSINESS - WORK PROGRAM ITEMS**

**8.1 Budget Changes Since Last Review – Briefing**

Director Mobbs reviewed the Briefing. Discussion included:

- Executive Committee’s changes to their budget request
- no additional changes of the Islands Trust Conservancy Board (ITCB) budget request were adopted by the ITCB at their meeting on January 21, 2025
- the amount budgeted for legal costs has increased which cannot be fully covered by the General Revenue Surplus Fund as it was in the prior year’s budget, as that would result in fund balances below the level recommended by policy
- a draft business case for a Freshwater Atlas will be presented at the next Regional Planning Committee meeting scheduled for February 7, 2025, which may result in new costs for this work being added to the budget in next version

**8.2 Draft 2025/26 Budget Overview – Briefing**

Director Mobbs introduced the Briefing. Committee discussion included:

- the December Consumer Price Index used for determining trustee remuneration is still pending; the budget will be updated once that data is made publicly available
- Bowen Island Municipality (BIM) does not contribute to Bylaw Enforcement costs
- whether BIM contributes to individual budget items could be identified
- conducting a Trust Council meeting electronically, rather than in-person, could be considered to support civil discourse, cost savings, and equitable trustee participation
- one in-person Trust Council meeting costs approximately \$30,750 which is about 0.3% impact to general local trust area taxes
- the Committee asked about rules or best practices in regards to reconsideration of resolutions. Director Marlor indicated that, in general, if a committee is presented with new information that likely would impact the committee’s decision-making, then the committee could revisit a resolution. He also stated that he would review

legal opinions to provide a more fulsome answer to the Committee at the next meeting.

**FPC-2025-002**

**It was MOVED and SECONDED,**

that Financial Planning Committee recommend that Trust Council revisit the decision to have four in-person meetings in the next fiscal year in light of the new budget.

**CARRIED**

- the Committee indicated that the rationale for Trust Council to reconsider their previous resolutions in this regard is the new information in the budget, including increases to BIM contributions, impacts to the General Revenue Surplus Fund, and a potential for increasing civility, safety, and equitable participation in an electronic meeting
- the possibility of providing an assessment of the effectiveness of the annual Living in The Trust Area mailing program

**8.3 Budget Funding Requests**

**8.3.1 Strategic and Programming and Governance Initiatives**

Committee discussion included:

- possibility of a table that shows all items (cross-referenced) that relate to First Nations and Reconciliation activities
- such information may be best captured in the Reconciliation Action Plan

**8.3.2 Operational Initiatives and Staffing**

No Committee discussion.

**8.3.3 Islands Trust Conservancy Board – Briefing**

No Committee discussion.

**8.3.4 Local Trust Committee Projects**

No Committee discussion.

Financial Planning Committee recessed at 11:38 a.m. and returned at 11:50 a.m.

**9. BUSINESS - OTHER**

**9.1 2026/27 Budget Public Engagement Process**

**9.1.1 2026/27 Budget Public Engagement Project Charter – Request For Decision**

**DRAFT**

Communications Specialist Van Niekerk spoke to the Request For Decision. Committee discussion included various potential edits:

- provide feedback to the public about how survey results helped to develop or amend the budget
- use the terminology “priorities to help craft a budget”
- add another question: “do you want to receive a summary?”

**FPC-2025-003**

**It was MOVED and SECONDED,**

that Financial Planning Committee amend the 2026/27 Budget Public Engagement Project Charter deliverables to include how feedback from public engagement informed the 2026/27 budget considerations.

**CARRIED**

- the tax notice is being redesigned and plans are to include the graphic that provides information about tax on average property values in the Trust Area.

**FPC-2025-004**

**It was MOVED and SECONDED,**

that Financial Planning Committee approve the 2026/27 Budget Public Engagement project charter as amended.

**CARRIED**

9.1.2 Draft Public Survey for 2026/27 Budget – Briefing

The Committee provided various comments and suggestions that Communications Specialist Van Niekerk will incorporate into a revised draft public survey to be presented to the Committee at the next scheduled meeting.

Financial Planning Committee recessed at 12:52 p.m. and returned at 1:20 p.m.

**10. BUSINESS - NEW**

**10.1 Appointment of Trustee Fast to the Annual Audit Committee**

Trustee Fast was appointed to the Financial Planning Committee on January 21, 2025.

**FPC-2025-005**

**It was MOVED and SECONDED,**

that Financial Planning Committee appoint Trustee Fast to the Audit Committee for the remainder of the 2022 to 2026 term.

**CARRIED**

**11. NEXT MEETING**

Wednesday, February 19, 2025, from 10:30 a.m. to 3:00 p.m.

**DRAFT**

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

**12. CLOSED MEETING**

The meeting was not closed.

**13. RISE AND REPORT**

No Rise and Report.

**14. ADJOURNMENT**

**By general consent** the meeting adjourned at 1:36 p.m.

\_\_\_\_\_  
Sue Ellen Fast, Chair

Certified Correct:

\_\_\_\_\_  
Robert Barlow, Legislative Services Clerk/Recorder

**Minutes are not official until adopted at a subsequent meeting.**

## Follow Up Action Report

### Financial Planning Committee

12-Oct-2022

Progress	Activity	Responsibility	Dates	Status
0%	1 <b>Re: Reserves and Surplus Policy:</b> that Financial Planning Committee request staff to investigate possible language changes to TC Policy 6.5.1 Reserves and Surplus to ensure that it does not violate best practices related to use of surplus funds to fund operating expenses.	Julia Mobbs	Target: 28-May-2025	In Progress

13-Nov-2024

Progress	Activity	Responsibility	Dates	Status
100%	1 that Financial Planning Committee recommend to Executive Committee to request staff to explore opportunities to provide a rotating display in the new Salt Spring office for Coast Salish and local art with the Salt Spring Arts Council.	Clare Frater	Target: 19-Feb-2025	Completed
100%	2 that Financial Planning Committee recommend that option 4, "Partner with an Indigenous arts organization to procure art pieces to be installed in Islands Trust offices", of the "Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola office" business case be pursued by the Executive Committee.	Clare Frater	Target: 19-Feb-2025	Completed

## Follow Up Action Report

### Financial Planning Committee

22-Jan-2025

Progress	Activity	Responsibility	Dates	Status
0%	1 Review of legislation, bylaws and policy in regards to reconsideration of resolutions in light of FPC's resolution 2025-02: that Financial Planning Committee recommend that Trust Council revisit the decision to have four in-person meetings in the next fiscal year in light of the new budget.	David Marlor	Target: 28-May-2025	In Progress
100%	2 amend the 2026/27 Budget Public Engagement Project Charter deliverables to include how feedback from public engagement informed the 2026/27 budget considerations.	Morgana van Niekerk	Target: 19-Feb-2025	Completed
100%	3 amend the the 2026/27 Budget Public Engagement project charter as per the discussion at FPC.	Morgana van Niekerk	Target: 19-Feb-2025	Completed



## REQUEST FOR DECISION

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**To:** Financial Planning Committee                      **For the Meeting of:** February 19, 2025  
**From:** Financial & Employee Services -              **Date Prepared:** February 10, 2025  
Finance  
**SUBJECT: DECEMBER 31, 2024 FINANCIAL REPORT**

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### RECOMMENDATION:

That Financial Planning Committee forward the December 31, 2024 Financial Report to Trust Council for approval.

### CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The third quarter financial report indicates that Islands Trust is generally following the financial plan for 2024/25. However, it is notable that pressures are being offset by savings in both staffing vacancies and a significant number of projects that are behind schedule or have been deferred.

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#### 1 PURPOSE:

To summarize the findings of the December 31, 2024 third quarter financial report.

#### 2 BACKGROUND:

Islands Trust *Policy 2.3.1 Council Committee Systems* requires the Financial Planning Committee (FPC) to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, 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 nine months of operations can be estimated at 75% of the annual budget.

As at December 31, 2024 Islands Trust has consumed a net 70% 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 \$2,114,000 (20%) due to revenues from taxation (*General Property Tax Levy, Special Property Tax Requisition, and Bowen Tax Levy*) and from *Provincial Grant – Unrestricted* reporting at 100% due to all taxes being received in the first quarter of the year, and full receipt of the unrestricted operating grant from the province.

Other revenue items with significant variances from benchmark are as follows:

- ~ *Fees* are lower than benchmark by \$74,000 (27%). 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 three quarters that has not yet been recognised is \$63,000, accounting for the majority of the amount below the quarter three benchmark.
- ~ *Federal and Provincial Grants – Restricted* is below benchmark by \$130,000 (20%) due to projects funded by these grants that are scheduled to be completed by fiscal year end. 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 a temporary Registered Professional Biologist to staff.
- ~ *Investment Income* is higher than the benchmark by \$17,000 (7%) due to an increased return on invested funds resulting from higher than anticipated interest rates in the first three quarters of the year.

## **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 \$1,157,000 (67% of budget) which is lower than the 75% benchmark by \$132,000 (8%).

- ~ Executive Committee spending is \$6,000 (4%) above benchmark due primarily to higher costs associated with registration, travel and accommodation fees for attendance at the 2024 UBCM convention.
- ~ Trust Area Services spending is \$110,000 (15%) below benchmark due primarily to:
  - o Staff vacancies: Senior Indigenous Relations Advisor (1 month), Senior Policy Advisor (1 week), and Program Coordinator (9 months) which was partially offset by spending for a temporary contract worker into this position (2 months).
  - o Policy Statement Amendment Project: Underspending of \$42,000 is forecast for this project due to delay by Trust Council in revision and approval of the project charter.
  - o Stewardship Education and Secretariat Services: Administration of these programs is planned for the fourth quarter of the year, as such no spending has been incurred to date for this work.

### **Local Trust Committee (LTC) Services**

LTC Services expenses include costs related to five main areas: Local Trust Committees (LTCs) administration costs; 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 \$5.7M (71% of budget) which is lower than benchmark by \$279,000 (4%). 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 December 31, 2024 is \$893,000 (107% of budget), higher than benchmark by \$270,000 (32%), due primarily to increased legal costs associated with the following:

- ~ Bylaw Enforcement legal costs are over benchmark by \$179,000 (237%) due to three major files, one each on North Pender Island, 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 as part of the 2024/25 budget approval process.
- ~ Litigation costs are over benchmark by \$133,000 (318%) due primarily to three significant legal files, one each on Gabriola Island, Galiano 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 as part of the 2024/25 budget approval process.
- **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 \$266,000 (36% of budget), which is less than benchmark by \$284,000 (39%). 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 \$267,000 (47%). This is primarily due to the following:
  - Denman Island LTC Housing Review – very limited spending on this \$15,000 project in the first three quarters of the fiscal year. A review of project milestones by the LTC delayed the project moving forward earlier in the year. \$5,000 of this project budget is directed to First Nations capacity funding, for which an agreement was signed in mid-January 2025. Due to the late start on this work, a large portion of the work supported by the capacity funding will not occur this fiscal and the funds will be drawn from surplus to cover them in Fiscal 2025/26.
  - Gabriola Island LTC OCP/LUB – A significant portion (65%) of this project's \$77,000 budget is allocated to a water study, of which \$13,500 will be unspent at the end of this fiscal period and will be completed in fiscal 2025/26 with the funds coming from surplus.
  - Hornby Island LTC First Nations Relationship Building– this budget (\$31,500) was reallocated by the LTC to the Hornby OCP/LUB in quarter two. The Hornby OCP/LUB is therefore underspent to the end of quarter three due to a reevaluation of work and priorities by the LTC during the first half of the fiscal year. \$25,000 of these funds are directed to First Nations capacity funding, for which an agreement was signed in mid-January 2025. Due to the late start on this work, a large portion of the work supported by the capacity funding will not occur this fiscal and the funds will be drawn from surplus to cover them in Fiscal 2025/26.
  - Mayne Island Housing – no spending on this project in the first three quarters of the fiscal year. The majority of the \$10,000 approved budget for this work was for First Nations engagement and legal review. First Nations did not respond to requests for

feedback and it has been determined that a legal review will not be needed. Therefore, this will remain unspent this fiscal year.

- North Pender Housing Access & Affordability – very limited spending on this project in the three quarters of the fiscal year. The majority of the \$15,000 approved budget for this work was for First Nations engagement and legal review. First Nations did not respond to requests for feedback and a legal review will not be needed. Therefore, this will remain unspent at the end of the fiscal year.
  - Salt Spring OCP/LUB Review – the budget of \$222,000 reports at 60% spent to the end of third quarter. The Complete Communities Assessment portion of this project is primarily completed. A delay in issuing the Salt Spring Island OCP/LUB slowed progress on the remainder of the project and the full budget is not expected to be spent this fiscal year. Funds remaining in this fiscal year will flow into surplus and will be used towards the funding of the work in Fiscal 2025/26.
  - Salt Spring Ganges Village Area Planning – no spending against the \$86,500 project budget in the first three quarters 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 three quarters of the fiscal year. This work has not advanced due to lack of staff capacity in the Salt Spring Island office, and no direction from the LTC to advance this work ahead of other significant priorities.
  - Salt Spring Island Groundwater Sustainability Strategy – no spending against the \$16,500 budget for SSIWPA coordination has taken place in the first three quarters of the fiscal year. This work has not advanced due to lack of staff capacity in the Salt Spring Island office, and no direction from the LTC to advance this work ahead of other significant priorities.
- ~ **Other projects** – Spending on other planning projects is less than benchmark by \$284,000 (39%). Underspending on other projects is as indicated below:
- Housing Strategy – Development of a strategy to undertake this project has been completed by the Regional Planning Committee. However, the budget of \$30,000 reports at only 27% spent to the end of the third quarter. Work on the tiny homes project, also overseen by RPC, is expected to use \$20,000 of this budget by fiscal year end.
  - Housing Needs Assessments – the budget of \$127,000 reports at 25% spent to the end of the third quarter. Work is underway and will be fully completed by the end of the fiscal year.
  - Building Footprint: Data Update – none of the \$10,000 budget has been spent as at the end of the third quarter. This project is not expected to advance this fiscal year.
  - 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 temporary human resources associated with planning work. Spending to December 31, 2024 reports at \$2.4M (74% of budget) which is very slightly below benchmark by 35,000 (1%) due primarily to a vacancy in the Registered Professional Biologist position (9 months) who reports directly to the Director of Planning Services.

- The northern office planning team has been fully staffed in the first three quarters of the fiscal year and reports salaries spending at 70% of budget. This is primarily due to the office administrative assistant hired below budgeted amounts, reduced Island Planner staff hours, and the planned co-op student for this team reallocated to the southern team.
- The southern planning team has been fully staffed for all three quarters of the year thus far, and reports salaries spending at 89% of budget due to a SSI Island Planner working on Regional Planning Committee initiatives for 6 months, as well as a co-op student joining the southern team in lieu of the northern team.
- The Salt Spring planning team has not been fully staffed, and salaries report at 67% of budget to date. There have been several staff movements within this team to cover for temporary assignments, but despite best effort to recruit an Island Planner, this team has experienced a vacancy in an Island Planner role for 6 months, as well as a short office administrative assistant vacancy of 2 months.

Savings from planning staff vacancies have been offset by overtime incurred for the Cityview implementation project and associated training that took place in quarter one.

- **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 devices. Spending to December 31, 2024 reports at \$327,000 (57%), which is lower than benchmark by \$104,000 (18%). This is primarily due to underspending for the Salt Spring Island office move and renovation, which will not complete until mid-May next fiscal, due to revised project timelines.
- **Bylaw Enforcement** costs include staff salaries and benefits, training, mobile devices, travel costs and the Cityview Bylaw Portal project. Spending to December 31, 2024 reports at \$341,000 (64% of budget), which is lower than benchmark by \$56,000 (11%). This is due primarily to no spending on the Cityview Bylaw Portal project this far in the year. This project has been delayed by the vendor and is currently schedule to be completed in the second quarter of next fiscal year.

### **Islands Trust Conservancy Services**

Total ITC expenses include costs related to three main areas: Board expenses; Operations expenses; and Property management expenses; as well as an allocation of administrative expenses. Inclusive of the general admin allocation, reports at \$951,000 (62%) which is lower than benchmark by \$194,000 (13%). Individual expense lines within ITC services that deviate from benchmark are as follows:

- ~ **Board** costs included ITC Board Honoraria, Meeting Expenses, and Training and Conferences. Board expenses report at \$6,000 (51%), lower than benchmark by \$3,000 (24%). This is due to fewer meetings being held in person than anticipated in the budget.
- ~ **Conservancy Staff and Associated Costs** include communications, contracted temporary staffing, legal, memberships, safety, subscriptions, mobile devices, staff salaries and benefits, training and travel. Conservancy staff and associated costs report at \$639,000 (70%), lower than benchmark by \$48,000 (5%). Primarily due to underspending on communications, contracted temporary staffing, legal, and salaries and benefits where the vacancy in the Manager of Property Management position for 9 months has affected work in these areas being advanced.
- ~ **Property Management** costs include ITC property management expenses, ITC conservation planning and land securement expenses, and First Nations engagement plan. Property management expenses report at \$65,000 (31% of budget), lower than benchmark by \$94,000 (44%). This is due primarily to the following:

- Property Management – Staff capacity constraints delayed issuing of property management contracts early in the fiscal year which has contributed to underspending. However, it is expected the full budget for property management will be spent by year-end due to contracts signed in the second quarter.
- Conservation Planning & Land Securement – The ITC Board is taking a cautious approach to new land securement projects, as new conservation acquisitions and covenants now require individual Ministerial approval, and due to the limited capacity of property management staff to take on the additional work that comes with these acquisitions. There are currently four covenant projects and two land acquisition projects underway, at various stages of completion, with a third land acquisition at the application stage. 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 constraints and a new ITC Manager in the year, there has been limited ability to begin this project. It is expected that this budget will remain unspent at the end of the fiscal year and that the work will take place in fiscal 2025/26 and be funded from surplus.

### **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 \$1.9M (70% of budget), which is lower than benchmark by \$150,000 (5%). 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 \$524,000 (85%), which is higher than benchmark by \$63,000 (10%). This is primarily due to higher than anticipated expenditures for salaries and benefits where the departing CAO remained on payroll for 2 months post-retirement in order to draw down unused leave balances, and where the new CAO has been recruited at a higher salary than anticipated in the approved budget.
- ~ **Administrative Services** costs include contractors hired to take on work displaced by staff vacancies, administrative staff salaries, benefits, training, and travel costs. These costs report at \$326,000 (50% of budget), which is lower than benchmark by \$161,000 (25%) primarily due to delayed hiring of the new Manager of Finance and Accounting position and 6-month 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	9 months ending December 31, 2023	2024/25 Approved Budget	9 months ending December 31, 2024	% of Budget Consumed
Staff Salaries and benefits	4,359,866	6,652,424	4,846,472	73%
Office Operations	882,282	1,377,327	991,353	72%
Council and trustee costs	790,515	1,089,218	808,379	74%
Programs	186,715	1,345,277	411,515	31%
Legal - General	78,775	96,101	43,224	45%
Legal - Bylaw Enforcement	108,552	75,701	236,363	312%
Legal - Litigation	52,234	41,801	164,257	393%
Legal - Statutory Notices	11,433	17,000	7,533	44%
Travel/training and recruitment	164,002	284,370	216,141	76%
Subtotal	6,634,375	10,979,219	7,725,238	70%
Amortization	123,576	224,000	71,688	32%
Total Expenses	6,757,950	11,203,219	7,796,927	70%

*Staff salaries and benefits* costs are less than benchmark due to staff vacancies for the Program Coordinator, the Professional Biologist, Manager of Accounting and Finance, Director of Administrative Services, the Salt Spring Office Administrative Assistant and Salt Spring Office Island Planner.

*Office Operations* costs are slightly below benchmark due primarily to a lack of communications spending 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 several instances projects not advancing in planned timelines.

*Total Legal* expenses for general, bylaw, litigation, and statutory notices are at 196% of budget spent to the end of the first quarter, 121% above benchmark, due primarily to high legal costs incurred for bylaw enforcement and litigation approved by the Executive Committee. 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.

*Traveling/training and recruitment* costs are tracking slightly 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 lower than budget as amortization associated with newly purchased assets is delayed to later in the year.

### 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** None.

**FINANCIAL:** None. Expenditures to December 31, 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):**

December 31, 2024 Financial Report

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**RESPONSE OPTIONS**

**Recommendation:**

That Financial Planning Committee forward the December 31, 2024 Financial Report to Trust Council for approval.

**Alternative:**

None.

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**Prepared By:** N. Roggers, Finance Officer

**Reviewed By:** Director, Financial and Employee Services  
CAO/February 13, 2025

**Islands Trust**  
**Detailed Statement of Operations**  
**For The 9 Months Ending December 31, 2024**

Expected % of Budget Received/Used as at Report date = 75%

Exceptions: Grant revenue, property tax levies, other revenues, project spending

Variances > +/- 10% and +/- \$5000 include explanations

Description	9 months	2024/25	9 months	Portion of	
	ending	2024/25	ending	Annual	Budget
	December 31,	Approved	December 31,	Budget	Budget
	2023	Annual Budget	2024	Consumed	remaining
				(%)	(\$)
<b>REVENUE:</b>					
Fees & Sales	201,263	275,500	132,553	48%	142,947
Provincial Grant - Unrestricted	180,000	180,000	199,000	111%	(19,000)
Federal and Provincial Grants - Restricted	217,008	653,919	360,382	55%	293,537
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	244,341	260,000	212,100	82%	47,900
<b>Total Revenue</b>	<b>9,278,728</b>	<b>10,315,719</b>	<b>9,850,335</b>	<b>95%</b>	<b>465,384</b>
<b>EXPENSES:</b>					
<b>Trust Council Services</b>					
Trust Council	317,067	432,309	327,916	76%	104,393
Executive Committee	104,940	138,171	109,365	79%	28,806
Trust Area Services	408,773	714,456	426,140	60%	288,316
General Admin Allocation - 15%	267,388	434,408	293,631	68%	140,777
<b>Total Council Expenses</b>	<b>1,098,168</b>	<b>1,719,344</b>	<b>1,157,051</b>	<b>67%</b>	<b>562,293</b>
<b>Local Trust Committee Services</b>					
Local Trust Committees	682,346	830,937	892,892	107%	(61,955)
Projects - <b>Note 1</b>	89,143	733,837	266,093	36%	467,744
Planning Staff	2,193,011	3,270,446	2,417,787	74%	852,659
LPS Facilities	299,267	574,518	327,179	57%	247,339
Bylaw Enforcement	324,013	529,432	341,163	64%	188,269
General Admin Allocation - 73%	1,154,737	2,017,442	1,443,672	72%	573,770
<b>Local Trust Committee Services</b>	<b>4,742,517</b>	<b>7,956,612</b>	<b>5,688,787</b>	<b>71%</b>	<b>2,267,825</b>
<b>Trust Conservancy Services</b>					
Board	6,210	11,450	5,865	51%	5,585
Conservancy Staff and Associated Costs	618,992	916,120	638,620	70%	277,500
Property Management	68,722	212,690	65,242	31%	147,449
General Admin Allocation - 12%	223,341	387,003	241,363	62%	145,640
<b>Total Trust Conservancy Expenses</b>	<b>917,265</b>	<b>1,527,263</b>	<b>951,089</b>	<b>62%</b>	<b>576,174</b>
<b>General Administration Services</b>					
Senior Management	345,560	614,239	523,694	85%	90,545
Admin Services	370,487	649,529	325,723	50%	323,806
Office Operations	235,621	329,450	249,545	76%	79,905
Information Systems	486,059	834,935	625,517	75%	209,418
Computer/Furniture & Equipment	84,162	186,700	182,498	98%	4,202
Amortization Expense	123,576	224,000	71,688	32%	152,312
General Admin Recovery	(1,645,466)	(2,838,853)	(1,978,665)	70%	(860,188)
<b>Total General Administration Expenses</b>	<b>(0)</b>	<b>-</b>	<b>0</b>		
<b>Total Expenses</b>	<b>6,757,950</b>	<b>11,203,219</b>	<b>7,796,927</b>	<b>70%</b>	<b>3,406,292</b>
<b>YTD Surplus (Shortfall)</b>	<b>2,520,778</b>	<b>(887,500)</b>	<b>2,053,408</b>		
Amortization Adjustment	n/a	(224,000)	n/a		
Capital adjustment	84,162	n/a	182,498		
<b>Adjusted surplus (shortfall)</b>	<b>\$ 2,604,940</b>	<b>\$ (663,500)</b>	<b>\$ 2,235,906</b>		
<b>Funded by:</b>					
Transfer from (to) General Revenue Surplus Fund	(2,629,678)	371,500	(2,393,479)		
Transfer from (to) LTC Project Reserve Fund	24,738	219,000	157,574		
Transfer from (to) Special Tax Requisition Fund	-	73,000	-		
<b>Net Unfunded Balance</b>	<b>(0)</b>	<b>-</b>	<b>(0)</b>		

Description	9 months	2024/25 Approved Annual Budget	9 months	Portion of Annual Budget Consumed (%)	Budget remaining (\$)
	ending December 31, 2023		ending December 31, 2024		
<b>Note 1: LTC &amp; Planning Services Project Spending</b>					
<b>LTC Projects</b>					
LTC Projects funded by Reserve Fund	-	1,001	-	0%	1,001
Denman Housing Review	363	15,000	97	1%	14,903
Denman Farming Regulations Review	466	500	-	0%	500
Denman TUP Review	-	2,500	47	2%	2,453
Gabriola OCP/LUB	3,868	77,000	14,607	19%	62,393
Gabriola Ecological Protection Zone	-	2,000	-	0%	2,000
Galiano Groundwater Strategy Implementation	434	1,500	1,241	83%	259
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	90	2%	4,910
North Pender Housing Access & Affordability	-	15,000	423	3%	14,577
Salt Spring OCP/LUB	-	222,000	134,084	60%	87,916
Salt Spring Ganges Village Area Planning	-	86,500	-	0%	86,500
SSIWPA Events & Communications Expense	800	-	-	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	517	15%	2,983
Thetis Unzoned Marine Area LUB Amendment	-	1,000	-	0%	1,000
	25,739	566,501	157,574	28%	(408,927)
Regional Freshwater Management	22,784	-	15,900	0%	(15,900)
Housing Strategy	26,779	30,000	8,000	27%	22,000
Groundwater Recharge Mapping	721	-	-	0%	-
Cityview Planning Portal (LGDAP)	13,120	-	53,220	0%	(53,220)
Housing Needs Assessments	-	127,336	31,400	25%	95,936
Building Footprint: Data Update	-	10,000	-	0%	10,000
<b>Total All LTC Projects</b>	<b>89,143</b>	<b>733,837</b>	<b>266,093</b>	<b>36%</b>	<b>(467,744)</b>



# BRIEFING

**To:** Financial Planning Committee      **For the Meeting of:** February 19, 2024

**From:** Financial and Employee Services      **Date Prepared:** February 7, 2024  
 - Finance

**SUBJECT: FINANCIAL FORECAST AS AT DECEMBER 31, 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 to March 31, 2025 have been prepared based on actual financial performance to December 31, 2024 plus estimates of forecasted spending for the remainder of the fiscal year submitted by expense authorities across the organization.

DESCRIPTION	Approved	9 months to December 31, 2024	Forecast to March 31, 2025	Forecast Over (Under) Budget
	Annual 2024/25 Budget			
<b>TOTAL REVENUE</b>	10,315,719	9,850,336	10,182,962	(132,757)
Operating Expenses	9,873,682	7,272,770	10,090,000	216,318
Capital Expenses	346,700	210,978	327,000	(19,700)
Project Expenses	982,837	317,932	600,000	(382,837)
<b>TOTAL EXPENDITURES</b>	11,203,219	7,801,680	11,017,000	(186,219)
<b>SURPLUS (SHORTFALL)</b>	<b>(887,500)</b>	<b>2,048,655</b>	<b>(834,038)</b>	<b>53,462</b>
<u>Funded by:</u>				
Changes in amounts invested in TCA	224,000	139,290	171,445	(52,555)
Transfer from (to) Gen Rev Surplus Fund	371,500	(2,257,982)	443,593	72,093
Transfer from (to) LTC Project Reserve Fund	219,000	70,037	219,000	-
Transfer from (to) Special Property Tax Reserve Fund	73,000	-	-	(73,000)
<b>Net unfunded</b>	<b>(0)</b>	<b>-</b>	<b>-</b>	<b>0</b>

## **SUMMARY:**

The forecast to March 31, 2025 reflects a projected annual shortfall of \$834,000 which is lower than the approved budgeted shortfall of \$887,500.

Total revenue is forecasted lower than budget primarily due to decreased application fee revenue and reduced recognition of grant funds.

Operating expenses are forecasted higher than budgeted due primarily to overspending in legal expenses associated with bylaw enforcement litigation and litigation defense, as well as unbudgeted spending on external contactors related to Trust Council strategic planning sessions, and planning services projects.

Capital spending is forecasted lower than budgeted due to revised timelines for completion of the Salt Spring Office renovation which will extend into next fiscal year.

Project spending is forecasted lower than budget due to specific project delays, or projects not moving forward at all in the year. Much of this is a result of vacancies in staff positions where that staff person would normally take on the project work or oversight.

An explanation of the significant revenue and expenditure areas contributing to this forecasted 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 \$133,000 lower than budgeted due to:

- Application Fees – forecasted at \$99,000 (36%) 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.
- 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. Forecasted grant revenue recognition that differs from budget is as follows:
  - ~ Federal Grant income for the Environment and Climate Change Canada grant revenue is forecasted \$50,000 lower than budget due to a 5-month delay in the hiring of the Register Professional Biologist position for which these grants were given. The delay in hiring will result in approximately \$49,000 being returned to the funder.
  - ~ Provincial Grant Income for First Nations Engagement is forecasted \$36,000 lower than expected due to no spending on planned First Nations Engagement for the Salt Spring Island OCP/LUB and no spending on the Islands Trust Conservancy First Nations Engagement Plan.
  - ~ Provincial Grant Income for the Local Government Climate Action grant revenue is forecasted \$38,000 lower than budget due to no receipt of these funds in the current year. The program provided 3-years worth of funding last fiscal year, and thus no amounts for this grant will be received this year or the next two years.
  - ~ Unanticipated additional unconditional operating grant funds were received from the province in quarter three.
  - ~ Provincial Grant Income for the Complete Communities grant to the Salt Spring Island (SSI) Local Trust Committee (LTC) is forecasted to land higher than budget (\$7,900) due to more spending against this grant taking place in the fiscal year than anticipated. The total grant of \$150,000 will not be spent within grant timelines and as such, approximately \$16,000 will be returned to the funder.

- ~ Provincial Grant Income for the Local Government Development Approvals Program is expected 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.

**EXPENDITURES:**

Total expenditures are forecasted to be \$186,00 under than budget.

Significant areas of underspending and overspending by expense type include:

- Amortization Expense – forecasted underspending of \$57,000 due to delayed capital spending on the SSI Office Renovation Project.
- Contracted Temporary Staffing – forecasted overspending of \$37,000 (185%). 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).
  - ~ \$10,000 for backfill of Information Systems Coordinator vacancy
- Professional Consultant Fees – forecasted overspending of \$8,000 (100%). This is for the contractors who led the strategic planning sessions for Trust Council which was not a planned and budgeted expense.
- Legal – the total forecasted overspending for all legal expense categories is \$334,000 (257%), 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 over budget by \$5,000 (5%) primarily due to anticipated spending in the third quarter to fulfill Trust Council’s responsibilities associated with responsible conduct.
  - Bylaw Enforcement Litigation – forecasted overspending of \$181,000 (239%) primarily due to unanticipated legal costs for ongoing cases on Salt Spring Island and a court ordered property clean up on Thetis Island of \$125,000 approved by Executive Committee.
  - Litigation Defence – forecasted overspending of \$148,000 (355%) primarily due to high legal costs for significant ongoing cases on Gabriola Island, Galiano Island, and Salt Spring Island.
- Salaries and Benefits – forecasted underspending totaling \$95,000 (1%) broken down as follows:
  - ~ Trust Area Services salaries are forecasted to be underspent by \$33,000 due to the vacancy of the program coordinator for 6 months.
  - ~ ITC salaries is forecasted to be underspent by \$42,000 due a vacancy in the Protected Area Management Team Lead which is partially offset by staff overtime.

- ~ Southern planning team salaries are forecasted to be overspent by \$101,000 due to a SSI Island Planner working on Regional Planning Committee projects, plus costs for a planning services co-op student originally intended for the northern team.
  - ~ Northern planning team salaries are forecasted to be underspent by \$22,000 due to the reassignment of the planning co-op student to the southern team.
  - ~ SSI planning team salaries are forecasted to be underspent by \$71,000 due to vacancies in the Island Planner and Office Administrative Assistant positions.
  - ~ Planning Services specialists salaries are forecasted to be underspent by \$44,000 due to delayed hiring of the Registered Professional Biologist.
  - ~ Bylaw Enforcement salaries are forecasted to be overbudget by \$18,000 due to staff overtime incurred.
  - ~ Information Services salaries are forecasted to be \$126,000 overspent due mainly to elevated overtime for the Information Systems Coordinator compounded by vacation time not being drawn down.
  - ~ Financial and Employee Services is forecasted to be underspent by \$195,000 due to long-term vacancies in the Manager of Finance & Accounting role as well as a 6-month vacancy in the Director of Financial and Employee Services role, offset partially by union staff overtime
  - ~ Executive Office salaries is forecasted to be overspent by \$68,000 due to outgoing CAO remaining on payroll for a 2-month period after final working day, plus the incoming CAO hired at rates beyond what was budgeted.
- Capital spending on the Salt Spring Island Office Renovation Project is forecasted to be below budget by \$20,000 (13%) where the Salt Spring Office renovation will not be complete until next fiscal year. This amount is carrying into next year in addition to the \$55,500 extra project cost approved by Executive Committee.
  - Projects - forecasted underspending totals \$383,000 (39%) for all projects, is broken down as follows:

#### Strategic Plan and Governance Projects:

- ~ Governance Committee projects – forecasted underspending of \$3,000 (100%) due to no projects requiring external consultants being undertaken this fiscal year.
- ~ Policy Statement Review - A decision by Trust Council in December 2024 to adopt a revised project charter for the Policy statement Review is delaying some project activities until next fiscal year (\$42,000)
- ~ First Nations Engagement Plan - Staff vacancies in Islands Trust Conservancy have delayed this work until next fiscal year (\$20,000)
- ~ Forecasted project underspending is partially offset by unanticipated spending that took place on the Regional Freshwater Management project of \$16,000. This amount is paid for by unspent grant funds received in previous years.

#### Operational Projects:

- ~ The Cityview: Bylaw Portal Project being delayed until next fiscal year by the contractor (\$65,000)
- ~ Housing Strategy – forecasted underspending of \$10,000 (33%) where RPC did not determine where this would be spent during this fiscal year.
- ~ Building Footprint data update – forecasted underspending of \$10,000 (100%) due to vacancy in the GIS Coordinator position where that position would obtain this data.
- ~ Forecasted operational project underspending is partially offset by unanticipated spending that took place on the Cityview system for planning applications under Local Government Development Approvals Program of \$53,000. This amount is paid for by grant funds.

LTC Projects:

- ~ Gabriola Island OCP/LUB – forecasted underspending of \$13,000 (17%) due to delay of the completion of the water study which will occur in fiscal 2025/26.
- ~ Mayne Island Housing – forecasted underspending of \$9,500 (95%) as to date no First Nations have responded expressing an interest in engagement.
- ~ North Pender Island Housing Access & Affordability – forecasted underspending of \$13,000 (87%) due to First Nations not undertaking engagement.
- ~ SSI Water Protection Authority (SSIWPA): the three projects for 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 \$174,500 (57%). 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 \$24,000 (65%), due to delayed First Nations consultation, and changing priorities of LTCs.

Other variances are not significant for the purposes of reporting.

**CONCLUSIONS:**

The approved budget expected revenues of \$10.32M. The forecast estimates revenues at \$10.18M, which is approximately \$133,000 (1.3%) less than budgeted.

The approved budget approved spending of \$11.20M. The forecast estimates spending for the year at \$11.02M, lower than the annual budget by approximately \$186,000 (1.7%).

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

- ~ The draw from the general revenue surplus fund is forecasted to be \$72,000 higher than planned.
- ~ The transfer from the LTC reserve fund is forecasted to fall in line with plan.
- ~ The transfer from the SSI special reserve fund is forecasted to be \$73,000 lower than plan due to not spending on projects funded from this reserve fund advancing in the year.

**ATTACHMENT(S):**

- December 31, 2024 Financial Forecast

**FOLLOW-UP:** Forward to Trust Council for information.

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**Prepared By:** N. Roggers, Finance Officer  
**Reviewed By:** Director, Financial and Employee Services

ISLANDS TRUST  
Q3 Forecast to March 31, 2025  
As at December 31, 2024

Acct #	Description	Annual Budget	YTD Actuals at December 31, 2024	FORECAST TO MARCH 31, 2025	Forecast Over (Under) budget \$	Forecast Over (Under) budget %
<b>REVENUES</b>						
40300	Fees & Sales	275,500	132,553	176,737	(98,763)	-36%
44001	Federal Grant Income R - SAR	220,000	126,293	220,000	-	0%
	Federal Grant - Restricted - ECCC	65,500	-	16,000	(49,500)	-76%
45000	Provincial Grant - Unrestricted	180,000	199,000	199,000	19,000	11%
45001	Provincial Grant Income R on LTC projects:					
	Provincial Grant R- SSI Complete Communities	126,000	133,901	133,901	7,901	6%
	Provincial Grant R - First Nations Engagement	77,000	-	41,000	(36,000)	-47%
	Provincial Grant Income - Loc Gov Climate Action	38,082	-	-	(38,082)	-100%
	Provincial Grant Income R Local Government Development					
45003	Approvals Program (LGDAP)	-	53,220	53,220	53,220	0%
	Provincial Grant - Restricted - Housing Initiatives (Housing Needs					
	Assessments)	127,336	31,400	127,336	-	0%
	Provincial Grant Income R Healthy Watersheds	-	15,568	15,568	15,568	0%
46000	Property Tax Levy General	8,555,040	8,555,040	8,555,040	-	0%
	Property Tax Levy - BIM	391,260	391,260	391,260	-	0%
46200	Special Levy Property Tax Requisition					
48000	Interest Income and Other Income	260,000	212,100	253,900	(6,100)	-2%
49001	Contingent Grants - Projects	1	-	-	(1)	-100%
	<b>Total Revenue</b>	<b>10,315,719</b>	<b>9,850,336</b>	<b>10,182,962</b>	<b>(132,757)</b>	<b>-1.29%</b>
<b>EXPENSES</b>						
50900	Amortization Expense	224,000	71,688	167,000	(57,000)	-25%
50950	Applications Sponsored by EC	15,000	8,115	15,000	-	0%
50951	NAPTEP Applications Sponsored by EC	1,000	-	1,000	-	0%
50960	History and Heritage Funding Grants in Aid	-	-	-	-	0%
51000	Audit	22,000	1,215	24,000	2,000	9%
51500	Bank Charges & Interest	3,500	3,166	4,000	500	14%
51501	Moneris Fees	-	2,467	3,000	3,000	0%
52500	Board of Variance	1,200	135	1,000	(200)	-17%
54000	Committee Expense - FPC	-	-	-	-	0%
54100	Committee Expense - RPC	-	-	-	-	0%
54200	Committee Expense - TPC	3,700	-	-	(3,700)	-100%
54230	Committee Expense - CAOHC	-	807	1,000	1,000	100%
54210	Committee Meeting Expense - Governance	-	-	-	-	0%
54220	Committee Meeting Expense - Accessibility*	-	-	-	-	0%
54500	Communications and ITC Fundraising	73,000	15,089	68,000	(5,000)	-7%
55105	SW Support and Licensing	203,600	123,330	204,000	400	0%
55200	Internet	46,700	36,015	48,000	1,300	3%
55500	Technical Support	100,000	66,331	100,000	-	0%
55510	Meeting Streaming Services	15,000	10,449	15,000	-	0%
56500	Contracted Temporary Staffing	20,000	23,384	57,000	37,000	185%
56100	Professional Consultant Fees	-	8,100	8,000	8,000	100%
57000	Elections - By-elections	-	-	-	-	0%
60000	Insurance	198,300	148,824	198,000	(300)	0%
61100	ITC "Board Honoraria"	7,000	4,400	5,000	(2,000)	-29%
61200	ITC "Board Meeting Expense"	2,850	827	2,000	(850)	-30%
61210	ITC "Board Training & Conferences"	1,600	638	1,000	(600)	-38%
61300	ITC "Property Management"	166,140	59,803	166,000	(140)	0%
61500	Conservation Planning & Land Securement	26,550	5,439	27,000	450	2%
61600	ITC "Ecosystem Mapping"	-	-	-	-	100%
62000	Land Title Registrations	4,750	2,361	4,000	(750)	-16%
63000	Legal "General"	96,100	43,224	101,000	4,900	5%
63100	Legal "Bylaw Enforcement Litigation"	75,700	236,363	257,000	181,300	239%
63200	Legal "Litigation Defence"	41,800	164,257	190,000	148,200	355%
65000	LTC - Trustee Expense	4,430	4,153	7,000	2,570	58%
65050	LTC "Executive Expense on LTC's"	36,900	19,742	26,000	(10,900)	-30%
65200	LTC Local Exp LTC Meeting Expenses	36,260	23,275	30,000	(6,260)	-17%
65210	LTC Local Exp APC Meeting Expenses	9,500	7,146	9,000	(500)	-5%
65220	LTC Local Exp Communications	6,850	4,002	5,000	(1,850)	-27%
67000	Meeting Expense	137,400	109,067	154,000	16,600	12%
67500	Memberships	19,000	13,993	19,000	-	0%
68100	Notices Statutory & Non Statutory	17,000	7,533	14,000	(3,000)	-18%
68200	FOI & Records Management	5,000	2,254	5,000	-	0%
69000	Office Rent	455,400	337,452	450,000	(5,400)	-1%

69005	Office Services	59,100	40,644	54,000	(5,100)	-9%
70000	Postage & Courier	7,800	6,479	9,000	1,200	15%
74000	Recruitment & Labour Relations	96,000	79,169	91,000	(5,000)	-5%
74005	Payroll Processing	19,500	16,622	22,000	2,500	13%
74900	Safety	7,040	6,117	8,000	960	14%
75100	Salaries - Admin Staff	2,877,108	2,011,999	2,782,000	(95,108)	-3%
75110	Benefits - Admin Staff	730,785	509,983	708,000	(22,785)	-3%
76100	Salaries - Planners & RPMs	1,593,281	1,203,241	1,582,000	(11,281)	-1%
76110	Benefits Planners & RPMs	404,693	305,108	402,000	(2,693)	-1%
77100	Salaries Planning Support	497,794	380,450	515,000	17,206	3%
77110	Benefits Planning Support	126,440	96,457	130,000	3,560	3%
78100	Salaries Bylaw	320,828	251,960	336,000	15,172	5%
78110	Benefits Bylaw	81,490	63,889	85,000	3,510	4%
79000	Stationary & Supplies	21,300	16,197	21,000	(300)	-1%
79001	Tech Supplies	9,300	9,663	12,000	2,700	29%
79500	Subscriptions	7,900	7,436	10,000	2,100	27%
80100	Telephone	16,100	11,628	16,000	(100)	-1%
80300	Mobile Devices	21,300	19,897	27,000	5,700	27%
81100	Training "Organization Wide"	5,000	1,682	2,000	(3,000)	-60%
81200	Staff Meetings and Recognition	10,000	16,256	18,000	8,000	80%
81300	Training & Conferences	61,150	24,967	48,000	(13,150)	-22%
81305	Travel for Training	32,850	32,586	34,000	1,150	4%
82300	Travel	79,370	61,483	80,000	630	1%
84100	Trustee Remuneration	610,870	454,802	606,000	(4,870)	-1%
84110	Trustee Remuneration "CPP Expense"	21,670	20,231	27,000	5,330	25%
84120	Trustee Remuneration Health/Dental Benefits	65,870	50,035	67,000	1,130	2%
84140	Trustee Remuneration Pay In Lieu of Benefits	-	-	-	-	0%
84150	Trustee Remuneration "Employer Health Tax"	11,912	8,746	12,000	88	1%
84500	Trustee Remuneration "Executive on LTC's"	-	-	-	-	0%
<b>Operating Expenses Subtotal</b>		<b>9,873,682</b>	<b>7,272,770</b>	<b>10,090,000</b>	<b>216,318</b>	<b>2.19%</b>
<b>CAPITAL</b>						
55101	Computer H/W & S/W	181,700	179,576	182,000	300	0%
69100/101	Furniture and Equipment	5,000	2,922	5,000	-	0%
73001-520-8019	Salt Spring Island Office Move	160,000	28,480	140,000	(20,000)	-13%
<b>Capital Subtotal</b>		<b>346,700</b>	<b>210,978</b>	<b>327,000</b>	<b>(19,700)</b>	<b>-6%</b>
<b>PROJECTS</b>						
LTC Projects		493,500	157,574	261,000	(232,500)	-47%
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	-	-	(1)	-100%
Strategic Plan Projects		316,336	107,139	261,500	(54,836)	-17%
Operational Projects		100,000	53,220	77,500	(22,500)	-23%
<b>Projects Subtotal</b>		<b>982,837</b>	<b>317,932</b>	<b>600,000</b>	<b>(382,837)</b>	<b>-39%</b>
<b>Total Expenditures</b>		<b>11,203,219</b>	<b>7,801,680</b>	<b>11,017,000</b>	<b>(186,219)</b>	<b>-1.7%</b>
<b>Surplus (shortfall)</b>		<b>(887,500)</b>	<b>2,048,655</b>	<b>(834,038)</b>	<b>53,462</b>	<b>-6.0%</b>
<b>Funded by:</b>						
Changes in amounts invested in TCA		224,000	139,290	-	(224,000)	-100%
Transfer (to) from General Revenue Surplus Fund		371,500	(2,257,982)	615,038	243,538	66%
Transfer (to) from LTC Project Specific Reserve Fund		219,000	70,037	219,000	-	0%
Transfer (to) from Special Tax Requisition Fund		73,000	-	-	(73,000)	-100%
<b>Net Surplus (Shortfall)</b>		<b>(0)</b>	<b>-</b>	<b>-</b>	<b>0</b>	

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**To:** Financial Planning Committee      **For the Meeting of:** February 19, 2025  
**From:** Financial and Employee Services      **Date Prepared:** February 12, 2025  
- Finance  
**SUBJECT**      **Changes to the Draft 2025/26 Budget Since Last Reviewed**

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**PURPOSE:**

To inform the Financial Planning Committee (FPC) of changes made to the draft 2025/26 budget since it was last reviewed.

**BACKGROUND:**

Since Financial Planning Committee’s review of the draft 2025/26 budget in January, a number of updates have been made to the draft budget:

**SUMMARY OF BUDGET CHANGES**

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Expenses

Total planned spending has increased from \$11.01M to \$11.27M, a total increase of \$256,000, as follows:

- Planned operating costs have decreased by approximately \$15,900.
- Planned project costs have increased by approximately \$196,000.
- Planned capital spending has increased by approximately \$75,500.

External Revenues

Total estimated revenues have increased by \$138,000:

- Local Trust Area (LTA) general tax increase has shifted from 5.97% to 7.1%, with LTA tax revenues not associated with non-market change increasing by \$99,000.
- The Bowen Island Municipal (BIM) tax levy remained largely unchanged at \$469,960.
- External revenue sources from grant income increased by \$35,000.
- External revenue sources from investment income increased by \$4,000.

Shortfall, Surplus & Reserves

The budgeted shortfall has increased from \$303,000 to \$420,500 due to the noted increases in expenses, offset by the noted increase in revenues. This increase in shortfall is funded by:

- An additional draw from general surplus funds of \$46,500
- An additional draw from the LTC reserve fund of \$71,000

Format Update

The numerical budget document has been updated to indicate which expenditure lines Bowen Island Municipality contributes to, as requested by the Bowen Island Trustees on Financial Planning Committee.

## CHANGES TO PLANNED SPENDING

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### **Amortization Expense (non-cash, not taxed for)**

Amortization estimates have been updated and show an \$18,000 reduction in this budget line since last review.

### **Audit**

Review of estimates for audit expenses resulted in an increase of \$1,900 (from \$25,000 to \$26,900).

### **Software Support & Licensing**

An increase of \$27,000 due primarily to costs that were not included in the previous draft budget for implementing and maintaining the Cityview Bylaw Portal, and new software for time tracking, and Customer Relationship Management.

### **Insurance**

Actual costs for this year's insurance renewal resulted in a decrease to the budgeted insurance amounts of \$19,000 (from \$218,000 to \$199,000).

### **Legal Expenses**

Legal General has increased by \$10,000 to include planned spending on legal input associated with review of Trust Council's Code of Conduct Policy and related processes for complaint adjudications. This work is fully funded by a grant approved by the LGMA.

### **Local Trust Committee Expenses**

A net decrease of \$14,430 is reflected for Local Trust Committee (LTC) direct expenses, which more closely represents current spending trends seen by LTCs. The following changes contribute to this net decrease:

- Trustee expenses – decreased by \$7,600 to reflect only one SSI trustee attendance at UBCM and AVICC in 2025, who will also not need accommodation for conventions held in Victoria.
- Executive expenses on LTC – decreased by \$5,500 at the direction of EC
- LTC Meeting expenses – increased by \$400
- Advisory Planning Committee Meeting expenses – increased by \$1,000
- Communications expenses – reduced by \$750

### **Notices**

Review of current spending trends in this area have seen this budget line reduced by \$2,500.

### **FOI & Records Management**

In light of budget pressures, Legislative Services staff have reviewed their needs for this work next fiscal year and have reduced this funding request by \$3,000.

### **Payroll Processing**

Review of current spending trends in this area have seen this budget line increase by \$2,000.

### **Staff Salaries & Benefits**

The largest expense in the Trust budget has increased by about \$4,000 due to the following:

- BCGE Union increases have been reduced from 3.0% to 2.5% to reflect December 2024 inflation, given actual union staff increases are unknown until a new union agreement is negotiated. Increases for Islands Trust's top executive has been removed in anticipation that provincial belt-tightening will limit or prohibit increases for this group. Salaries and benefits expense was reduced by approximately \$21,000 as a result of these changes.
- The addition of an Information Services Co-op Student budgeted at \$25,000 has been added to the budget to complete required updates to internal applications used by staff to conduct their work.

### **Stationery & Office Supplies**

Review of current spending trends in this area have seen this budget decrease by \$5,000. It is expected a minor culture shift will be required to meet this target next fiscal year.

### **Tech Supplies**

A new corporate policy associated with tech supplies anticipates lower spending needs for this budget line, which has decreased by \$3,500.

### **Mobile Devices**

Islands Trust intends to move to a new mobile service provider with reduced rates, negotiated by the province. This provider offers a credit for bringing existing cell phones into the plan which will offset nearly all costs for billed services next fiscal year. As such this budget has been reduced by \$24,300.

### **Training Organization Wide**

Review of current spending trends in this area, along with plans for next fiscal year, have seen this budget line decrease by \$2,500.

### **Training and Conferences**

Trust Council's training budget associated with responsible conduct has been increased by \$15,000 to reflect grant amounts received from the LGMA. Other training has been reduced by \$3,000 for a net increase to training of \$12,000.

### **Travel**

Staff have reviewed current spending trends in this area and plans for next fiscal year, and keeping in mind budget pressures, have reduced this budget line by \$3,000.

### **Trustee Remuneration**

Trustee Remuneration and the associated costs for Canada Pension Plan (CPP) contributions and Employer Health Tax remittances have increased by \$6,000 due to updates for:

- New CPP rates and update of the CPP formula to include the new CPP2 requirements.
- Updates to the Health/Dental benefits budget to reflect updated rates for the employee and family assistance program.

### **Projects**

Projects have increased by a total of \$196,000 over the previous draft budget (from \$523,000 to \$719,000), as follows:

1. **LTC Projects** increased by a total of \$70,500 (from \$295,000 to \$365,000) primarily due to the carry forward of current year work forecasted to be incomplete by the end of fiscal 2024/25. Work carried forward will be funded from the LTC reserve fund for the following projects:
  - Denman Island Housing Review – increase of \$3,750 for a total project budget of \$15,750
  - Gabriola OCP/LUB Review– increase of \$18,000 for a total project budget of \$48,000
  - Hornby OCP/LUB Review– the first nations engagement portion of the project – increase of \$18,750 for a total project budget of \$18,750
  - Salt Spring OCP/LUB Review– increases of \$158,500 for a total project budget of \$204,000
2. **Strategic Plan and Governance Projects** increased by a total of \$125,500 (from \$157,500 to \$283,000) as follows:
  - Governance Committee submitted a new funding request valued at \$15,000 to fund external research of a new staff secretariat position. They revisited previous submissions of funding requests and reduced the request for Trust Council Policy Review by \$4,000. The net change for Governance Committee projects is an increase of \$11,000.

- Trust Programs Committee reviewed the stewardship education budget requirements and reduced their funding request by \$7,500
- Regional Planning Committee has advanced a request for funding associated with Trust Council's Freshwater Sustainability Strategy for a freshwater atlas. This represents an increase of \$12,000.
- ITC First Nations Engagement Plan – increase of \$20,000 due to the full budget from the current year remaining unspent and moving into next fiscal year.
- Cityview Bylaw Portal – increase of \$90,000, due to the implementation of this software not taking place this fiscal and needing to move into next fiscal to advance.

### 3. Capital Projects

Planning spending on capital projects has increased by \$75,500 over the previous draft due to changes in timing of the SSI office relocation which is now set to be complete in May 2025. Amounts needed to complete this project next fiscal has been added to the budget.

## CHANGES TO REVENUES

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### Investment Income:

Expected earnings from investments has been increased by \$4,000 over last version due to expected interest from new investments which is offset by lower interest rates to reflect the reduction in interest rates made by the Bank of Canada.

### Local Trust Area Taxes:

The LTA general tax increase has shifted from 5.97% to 7.1% , plus a 2.5% additional increase coming from non-market factors which is unchanged from the previous budget draft.

### Bowen Island Municipal Tax Levy:

The BIM tax levy is calculated at \$469,960 in the current draft budget, a mere \$10 lower than the previous budget draft, remaining at an 18.9%, plus a 1.2% additional increase coming from non-market factors.

Changes to the overall budget impacts local trust area taxation as well as the BIM tax levy. The allocation of expenses across business units impacts the municipal pool allocation rate which informs the calculation of the BIM levy. Changes to the budget have resulted in a municipal pool allocation rate of 31.8% versus the previous budget draft rate of 32.2%, a minor difference thus not significantly contributing to changes in the BIM tax levy.

### Draws from Surplus & Reserves:

The total draw from all surplus and reserve funds has increased by 117,500 in the current draft budget, broken down as follows:

- Transfer from General Revenue Surplus Fund has increased by \$46,500, allocated to Trust Council and ITCB projects to afford benefit to BIM.
- Transfer from the LTC project reserve fund has increased by \$71,000 due to LTC project work carrying over to next year as outlined in the project section of this report.

### General Revenue Surplus Fund Balance

The projected balance in the General Revenue Surplus Fund at the end of 2025/26 based on the current version of the draft budget is approximately 95% of the recommended minimum balance per [Policy 6.5.1 Reserves and Surplus](#), or \$1.87M versus the \$1.98M minimum balance requirement. This calculation takes into consideration anticipated results from the current fiscal year forecast plus the draft budget for next fiscal year. If actual results from the current year vary significantly from projections, this estimate of surplus balance may change significantly as well.

## ATTACHMENT(S):

1. Draft 2025/26 Budget – D2V2

**FOLLOW-UP:**

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

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

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**Prepared By:** N. Roggers, Finance Officer  
**Reviewed By:** Director, Financial and Employee Services



# Islands Trust

## March 2025 Islands Trust Council 2025/26 Proposed Budget

**Purpose:**

- To provide Trust Council with an overview of the Financial Planning Committee’s recommended 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 debate amongst Trustees in advance of Trust Council’s financial plan bylaw approval on Thursday, March 13, 2025.

**Resources:**

**Financial Planning Committee**

Julia Mobbs, Director, Financial & Employee Services  
Rueben Bronee, Chief Administrative Officer

Stefan Cermak, Director, Planning Services

Clare Frater, Director, Trust Area Services

David Marlor, Director, Legislative Services

WHAT	WHO
<p><b>Introduction</b> (4 minutes)</p>	<p>Chair, FPC</p>
<p><b>Comments</b> (1 minutes)</p>	<p>Chief Administrative Officer</p>
<p><b>1. 2025/26 Proposed Budget Overview</b> (up to 15 minutes)</p> <p><u>Document References</u></p> <ul style="list-style-type: none"> <li>• Budget Assumptions, Principles, Guidelines (BAPG)</li> <li>• Draft Budget Overview</li> <li>• Draft Budget Detail</li> <li>• Funding Requests               <ul style="list-style-type: none"> <li>○ Strategic Plan Initiatives</li> <li>○ Committee Projects</li> <li>○ Operational Initiatives</li> </ul> </li> </ul>	<p>Director, Financial &amp; Employee Services – general overview</p> <p>Senior Leadership Team – specific funding requests</p>
<p><b>Questions, Comments, Debate, Direction for Change</b> (remainder, up to 2 hours, 15 mins)</p>	<p>Trustees</p>

**NEXT STEPS:**

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



# BRIEFING

**To:** Financial Planning Committee      **For the Meeting of:** February 19, 2025

**From:** Financial and Employee Services      **Date Prepared:** February 11, 2025  
 – Finance

**SUBJECT: Draft 2025/26 Budget Overview**

**PURPOSE:**

To provide Financial Planning Committee with an overview of the current draft of the 2025/26 budget for review, comment and direction.

**BACKGROUND:**

The Budget Assumptions, Principles, and Guidelines for the 2025/26 budget cycle were approved 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 reasonably 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 and has submitted requests for its operational and programming functions, as well as for Trust Council projects under its oversight. Initial requests have been reviewed and reduced at Trust Council’s direction.
Governance Committee (GC)	GC has submitted requests for three proposed initiatives. These initiatives are tied to Governance Report recommendations and direction of Trust Council. At the direction of Trust Council, initial requests have been reviewed with the intent of reducing the budget requests. GC reduced one request but has submitted another, effectively increasing their total budget request.
Islands Trust Conservancy Board (ITCB)	The ITCB has discussed its budget needs for next fiscal year and has advanced their request to the budget cycle. Initial requests have been reviewed and reduced at Trust Council’s direction.
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.

	<p>RPC reviewed the initial project feasibility assessment prepared by staff which assesses if all planned projects are achievable in the fiscal year. The updated version that accompanies the final version of the budget has not been reviewed by RPC.</p> <p>RPC had no initial budget requests requiring review under Trust Council’s direction from December 2024. However, RPC has revisited its budget needs for next fiscal and has advanced a request for funding associated with Trust Council’s Freshwater Sustainability Strategy.</p>
Trust Programs Committee (TPC)	<p>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. Initial requests have been reviewed and reduced at Trust Council’s direction.</p>
Local Trust Committees (LTCs)	<p>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.</p> <p>Staff have reviewed current year LTC projects not yet completed to determine if funding to complete these projects is required next fiscal year. Where it is, these amounts have been included in the budget.</p>
Operational Business Units	<p>All business units in Islands Trust have provided their departmental budget requests and submitted business cases for new operating initiatives as required. Staff have prepared estimates of Trust-wide expenses with the input of management. Staff have reviewed their departmental budget needs since December 2024 and where amendments have been identified, they are reflected in the budget.</p>

The above information has been collated into the draft 2025/26 budget that is presented in this agenda.

**PREAMBLE**

The draft 2025/26 budget shows a 2.6% increase in overall planned spending, driven primarily by increased costs for Trust Council and Islands Trust Conservancy. This percentage increase aligns with Consumer Price Index reports for Victoria BC as at December 2024. However, revenue from external sources (fees, grants, investment income) and internal funds (surplus, reserve transfers) has decreased significantly, with a total reduction of 27% and 37%, respectively. As a result, to cover the increased spending and non-tax revenue shortfall, an additional \$898,200 in taxes is required. The majority of these additional taxes (\$683,870) is collected on the general tax base, resulting in a general tax increase of 7.1% for local trust areas and 18.9% for Bowen Island Municipality respectively.

External revenue sources like fees, grants, and investment income are largely beyond the organization’s control. While local trust committees can influence fee revenue by adjusting application fees, the volume of applications is driven by decisions of individual community members. The inclusion of grants is also outside the organization’s control, as it depends on funding availability and funders’ decisions. Given that these revenue streams cannot be easily increased, Islands Trust must rely on internal funding sources such as surplus or reserves to balance the budget and avoid steep tax hikes. However, projections indicate

that surplus funds available at the end of the current year will be lower than in previous years, reducing the ability to offset tax increases. As a result, less surplus funding is included in the draft 2025/26 budget, leading to higher tax increases. (See related attachment for a detailed numerical explanation).

A review of local governing bodies near, or in the Trust Area reveals that the Islands Trust is not alone in facing the possibility of significant tax increases. Bowen Island Municipality, Nanaimo Regional District, Victoria, Salt Spring Fire Protection District, and Beddis Water (CRD Managed) face projected tax increases of 9.5%, 7%, 8%, 9.9%, 10.8% respectively. While the Islands Trust is not be directly impacted by infrastructure and asset management cost pressures, other key budget drivers—such as inflation, rising operational and contractor costs, gaps in provincial funding, new spending requirements for climate change mitigation and adaptation, and initiatives related to First Nations reconciliation—are all influencing factors in our context.

## SUMMARY OF DRAFT BUDGET RESULTS

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The draft 2025/26 budget contains the following:

- Total proposed planned spending of \$11.27M:
  - Operating budget \$10.3M (excluding amortization expense)
  - Projects budget \$719,000
  - Capital budget \$241,000
- A proposed 7.1% general tax increase to local trust areas (exclusive of NMC)
- An estimated 18.9% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of \$150,000.
- A proposed draw from the LTC Project Reserve Fund of \$199,000.
- A proposed draw from the Special Property Tax (SSIWPA) Reserve Fund of \$71,500.

## SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS

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*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 somewhat helpful to determine trends in spending levels across time, which can inform budget development. Comparisons of the draft budget against this information must acknowledge two years of separation, thus it is expected that larger increases will be seen across this time frame in an economic climate of rising costs.

*Comparison to the current year (2024/25) financial forecast* – A comparison to the current year-financial forecast is the most helpful comparison to inform current real spending trends which influence budget development.

The draft **operating budget** has increased by \$387,000 (4%) over the current year financial forecast exclusive of non-cash amortization expense. The largest factors contributing to this increase are as follows:

Expenses	Increase (decrease)	
	over 2024-25 Forecast	over 2023-24 Actual Spending
Applications sponsored by EC	\$ 10,000	\$ 9,000
History and Heritage Funding Grants-in-Aid	6,000	6,000
Communications and ITC Fundraising	(13,000)	(9,000)
Software Support and Licensing	18,000	70,000
Technical Support	(8,000)	36,000
Contracted Temporary Staffing	(42,000)	(15,000)
Professional Consultant Fees	11,000	19,000
Insurance	1,000	(13,000)
ITC - Property Management	2,000	33,000
ITC - Conservation Planning & Land Securement	10,000	24,000
ITC - Ecosystem Mapping	9,000	6,000
Legal - general	(11,000)	(1,000)
Legal - bylaw enforcement litigation	(96,000)	33,000
Legal - litigation defence	(85,000)	(39,000)
LTC Meeting Expenses	1,000	(11,000)
Meeting Expense	(7,000)	11,000
Office - Lease costs	(18,000)	22,000
Office - Outside services	18,000	12,000
Safety	8,000	12,000
Salaries and Benefits	562,000	1.2M
Mobile Devices	(24,000)	(24,000)
Training and related Travel	21,000	38,000
Travel	3,000	5,000
Trustee Remuneration	22,000	44,000

The draft **projects budget** has increased by \$104,000 (17%) over the current year forecast due primarily to increase in planned spending for Reconciliation Action Plan, Policy Statement Amendment Project, new Governance Committee projects, as well as projects funded in 2024/25 that are delayed and have been moved into next fiscal year requiring budget to complete. These are primarily LTC projects, planning services operational projects, and one ITCB project.

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 \$86,000 (26%) over the current year forecast primarily due to the completion of a portion of the Salt Spring Island office renovation and the completion of the Microsoft 365 implementation in the current fiscal year.

### **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 \$9.37M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 9.6% (\$820,000). This amount is comprised of:

- A proposed average tax increase of 7.1% (\$610,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 2.5% (\$210,000) 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 \$470,000 in the draft budget. This is a total increase over last year's budget of 20.2% (\$78,700). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 18.9% (\$74,000) from the existing tax base; plus,
- An estimated 1.2% (\$5,000) 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 tax levy are driven 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 new 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 \$596,000, 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 to 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 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, \$36,000 is expected to be spent in fiscal 2025-26.
- A restricted grant from the Local Government Management Association's responsible conduct resource administration program of \$25,000 to support Trust Council training next year
- 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 \$211,000 (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 \$420,500 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of \$150,000 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 \$199,000 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 is 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 64% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

Department	Functions	Base		Total		% of Salaries
		FTE	New FTE	FTE	Budget (\$)	Cost
Executive Office	Office of CAO	3.0		3.0	\$ 454,063	6%
Legislative and IS Services	Legislation, Policy, Risk & Records Management, Info Services	7.0	0.3	7.3	790,445	11%
Administrative Services	Finance & Accounting, Procurement Coordination, Human Resource	5.1		5.1	666,183	9%
Trust Area Services	Communications, Government Relations, Grants	5.4	1.0	6.4	744,713	10%
Islands Trust Conservancy	Land Management and Acquisition	8.8		8.8	902,189	13%
Planning & Bylaw Services	Land Use Planning, Bylaw Enforcement	34.3		34.3	3,543,868	50%
Total		63.6	1.3	64.9	\$ 7,101,461	100%

*Note: Islands Trust Conservancy, Planning Services, and Information Services include a 0.3 FTE co-op student 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.
  - Addition of an Information Services Co-op Student for up to 16 weeks (\$25,000) to support catching up on required updates and rebuilds to Island Trust in-house applications used by staff to manage all trust body meetings.
- Staff salaries and benefits have been adjusted from previous years for the following factors:
  - An estimated 2.5% 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 2.5% estimate used in this draft is based on December 2024 Victoria CPI values.
  - An adjustment for 27 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. potential up to 3.0% increase four months into the fiscal year) for excluded managers and directors 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 same year does not add to salaries cost and as such does not require an increase to the budget.
  - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at \$1.5M (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.

- An allowance of \$182,000 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.
- **Contracted Temporary Staffing** expenses have been budgeted at \$15,000 (2024/25 \$20,000). 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. This amount is allocated solely to the ITC as per the ITCB budget request.

**Trustee remuneration and benefits** remains quantified by Trust Council [Policy 7.2.1 Trustee Remuneration](#) amounts to \$734,000 in the 2025/26 draft budget (2024/25- \$710,000). Factors influencing this figure include the following:

- An anticipated 2.5% increase to base remuneration to adjust for CPI changes, based on December, 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 December 2024 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 GC, and four meetings for the new Accessibility Committee have been budgeted based on approved meeting schedules for these bodies.

**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. Financial Planning Committee has recommended that Trust Council reconsider its decision to have four in person in person, in light of budget pressures.

**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. This budget line will also fund EC in-person meetings with external agencies such as BIM and SJC.

**Council Committees meeting** expenses are budgeted at a total of \$nil (2024/25 - \$6,500) as all committees have adopted plans to meet fully electronically.

**LTC-direct** expenses amount to \$84,000 (2024/25- \$94,000). 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 Trustee expenses have increased over the prior year budget (\$3,000) to align with current spending trends in this area.

- LTC Executive Expense on LTCs pays for LTC Chair travel for LTC business, primarily to attend LTC meetings. Review of the budget that funds EC members while traveling to LTC meetings was undertaken and a revised budget of \$30,600 for this function was approved by EC.
- LTC Meeting expenses have decreased over the prior year budget (\$5,000) to align with current spending trends in this area. The reduction reflects reduced use of contracted minute takers whose cost was formerly reflected in this line. This change arose from the hiring of the Meeting Administrator in the current year.
- LTC APC meeting expenses align with the previous year budget and current spending trends.
- LTC Communications have decreased over the prior year budget (\$1,500) to align with current spending trends in this area.

Next 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 early in the budget cycle. These costs

**LTC project** expenses are budgeted at \$436,000 (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	Carryover from Prior Year (from surplus)	New funding request	Total 2025/26
<b><u>Specific Projects &gt;\$5000:</u></b>			
DE: Denman Island Housing Review - Phase 2	3,750	12,000	\$ 15,750
GM:Gambier OCP/LUB Amendments Implementation		10,000	\$ 10,000
GB:Gabriola OCP/LUB - Phase 3	18,000	30,000	\$ 48,000
LA: OCP and LUB Review - Phase 1		15,500	\$ 15,500
MA: Housing Options - Year 2		8,000	\$ 8,000
NP:Housing Access and Affordability - Year 2		8,000	\$ 8,000
HO:First Nations	18,750		\$ 18,750
SS:OCP/LUB - Year 2	158,500	45,500	\$ 204,000
			\$ 328,000
<b><u>Minor Projects Placeholder:</u></b>			
Pool for Allocation to LTCs in Year			\$ 36,500
<b>Total Specific LTC Projects</b>			<b>\$ 364,500</b>
<b><u>SSI LTC projects proposed for funding from Special Tax Reserve Funds:</u></b>			
SSIWPA Plan Coordination		\$ 55,000	
SSI Groundwater Sustainability Strategy		16,500	\$ 71,500
<b>Total planned spending on LTC projects</b>			<b>\$ 436,000</b>

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

Islands Trust Conservancy expenses, (excluding ITC staff salaries and benefits of \$902,000), amount to \$364,000 in the 2025/26 draft budget (2024/25- \$324,000). The increase in budget is primarily due to the following:

- \$10,000 increase to ITC Conservation Planning and Land Securement. This takes the planned spending level to the minimum required of \$37,000 in this area of work next fiscal under the approved Environment and Climate Change Canada multi-year grant.
- \$9,000 increase to Ecosystem Mapping. There is a minimum requirement to spend \$9,200 in this area of work under the approved Environment and Climate Change Canada grant.
- \$8,000 increase to Legal costs to address increased complexity of legal needs for land conservation and management in the Trust Area.
- \$19,000 increase for Professional Services which will pay for new bookkeeping services (\$4,000), a funder-required Species at Risk program evaluation (\$7,000), and a consultant on First Nations work and liaison activities (\$8,000), required by the ECCC grant.
- \$2,000 increase to Board Training and Conferences
- \$3,000 increase to Safety for GPS locator monitoring
- \$3,000 increase to Property Management, acknowledging growing numbers of properties and covenants under ITC management

Detail on the formal budget request from the ITCB is attached to the agenda for review.

**Office leases and associated costs** amount to \$540,000 (2024/25- \$515,000). 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.

**Mobile Devices** is budgeted at \$3,000 (2024/25 - \$21,000). This budget line is for cellular phone services. Islands Trust has been able to secure a new plan with a new provider offering reduced rates to provincial government entities as part of a provincial mobile plan negotiation. As incentive to switch providers, Islands Trust will receive a credit for all cell devices brought into the new plan. This credit is sufficient enough to reduce spending on mobile services next fiscal to just a few thousand dollars. This is a one time benefit that will not transition into future years.

**FOI & Records Management** is budgeted at \$12,000 (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 \$22,000 (2024/25 – \$20,000) reflecting expenses paid to the public service agency for processing staff payroll. This amount reflects current costs for this service.

**Insurance** costs are budgeted at \$199,000 (2023/24- \$198,000) which reflects known renewal amounts. 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 \$356,000 (2024/25- \$214,000).

- **Legal General** is budgeted at \$90,000, which is lower than 2024/25 budget but is in line with the forecasted spending in the area for the current 2024/25 year. The legal general budget pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files. Management has increased rigor around spending in this area, but acknowledges this term’s Council is tending to lean into legal opinions quite frequently which may drive costs up in this area.
- **Legal for Bylaw Enforcement** has been budgeted at \$161,000, consistent with the 2024/25 budget. This amount reflects existing enforcement levels in the Islands
- **Legal Litigation** is budgeted at \$105,000 (2024/25 - \$42,000) higher than the 2024/25 budget. The previous budget intentionally budgeted low and chose to fund overages from surplus. This approach for next fiscal is ill-advised given pressures on existing excess surplus funds available. Next year’s budget estimate for this area is based on current spending trends, adjusted for known information associated with current and potential future claims.

**Software Support and Licensing** expenses are budgeted at \$222,000 (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 increased over the prior year due primarily to Increased costs for Cityview Bylaw Portal, and new software for time tracking and Customer Relationship Management.

**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 as part of our cyclical replacement program.
- \$ 29,000 in contracted technical support to complete these projects

**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. This amount is allocated solely to the ITC as per the ITCB budget request.

**Strategic plan projects** with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to \$283,000 (2024/25- \$416,000), broken down in the following list:

- |                                      |           |
|--------------------------------------|-----------|
| • Reconciliation Action Plan         | \$ 50,000 |
| • Policy Statement Amendment         | \$ 53,500 |
| • Stewardship Education Program      | \$ 9,500  |
| • Secretariat Services               | \$ 17,000 |
| • Freshwater Sustainability Strategy | \$ 12,000 |
| • ITC First Nations Engagement       | \$ 20,000 |
| • Trustee Remuneration Review        | \$ 10,000 |
| • Trust Council Policy Review        | \$ 6,000  |
| • Secretariat Research               | \$ 15,000 |
| • Cityview Bylaw Portal              | \$ 90,000 |

*Business cases outlining rationale for each funding request is attached to the agenda.*

**Surplus balances:** Staff estimate the balance in the general revenue surplus fund to be ~\$1.99M, which is only slightly above the recommended balance to be held in surplus per Trust Council’s policy. This means there is less available excess monies in the general surplus fund to draw on to offset spending in the 2025/26 budget. As such, only \$150,000 is drawn on to support spending next fiscal year, far less than historical budgets have included. The estimated balance in the general revenue surplus fund at the end of 2025/26 is expected to be 95% of the minimum recommended by policy, should forecast results closely mirror actual results at year-end. Historically, actual spending tends to be less than forecasted.

**ATTACHMENT(S):**

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

**FOLLOW-UP:** As directed.

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**Prepared By:** N. Roggers, Finance Officer  
J. Mobbs, Director, Financial and Employee Services

**Reviewed By:** CAO/February 13, 2025

ISLANDS TRUST  
 BUDGET DRAFT:  
 Fiscal Year 2025/26

BIM Contrib	DESCRIPTION	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
	<b>REVENUE</b>										
	Fees	190,453	275,500	176,737	198,100	(77,400)	-28%	21,363	12%	7,647	4%
✓	Provincial Grant - Unrestricted	180,000	180,000	199,000	180,000	-	0%	(19,000)	-10%	-	0%
	Provincial Grant - FN Engagement	40,000	77,000	41,000	36,000	(41,000)	-53%	(5,000)	-12%	(4,000)	-10%
✓	Provincial Grant - LG Climate Action Funds	149,665	38,082	-	-	(38,082)	-100%	-	0%	(149,665)	-100%
	Provincial Grant - Complete Communities (SSI LTA)	-	126,000	133,901	-	(126,000)	-100%	(133,901)	-100%	-	0%
	Provincial Grant - BC Active Transportation Grant (SSI LTA)	-	-	-	-	-	0%	-	0%	-	0%
	Provincial Grant - LG Development Applications	107,144	-	53,220	-	-	0%	(53,220)	-100%	(107,144)	-100%
	Provincial Grant - Restricted - Housing Initiatives	-	127,336	127,336	-	(127,336)	-100%	(127,336)	-100%	-	0%
	Provincial Grant - Restricted (Freshwater Initiatives/Healthy Waters)	34,149	-	15,568	-	-	0%	(15,568)	-100%	(34,149)	-100%
✓	Provincial Grant - Restricted (ITC Conserv. Stimulus)	-	-	-	-	-	0%	-	0%	-	0%
✓	Federal Grant - Restricted (ITC SAR)	220,000	220,000	220,000	220,000	-	0%	-	0%	-	0%
✓	Federal Grant - 65,500	-	65,500	16,000	134,930	69,430	106%	118,930	743%	134,930	0%
✓	Federal Grant - Transport Canada - Community Participation Funding	1,775	-	-	-	-	0%	-	0%	(1,775)	-100%
✓	LGMA: Responsible Conduct Resource Administration Program	-	-	-	25,000	25,000	100%	25,000	100%	25,000	0%
	Contingent Grants - Projects	-	1	-	1	-	0%	1	0%	1	0%
	Property Tax Levy - LTA Base	8,046,628	8,555,040	8,555,040	8,555,040	-	0%	-	0%	508,412	6%
7.1%	Property Tax Levy - LTA General Increase	-	-	-	609,900	609,900	0%	609,900	0%	609,900	0%
2.5%	Property Tax Levy - LTA NMC Increase	-	-	-	209,600	209,600	0%	209,600	0%	209,600	0%
	Special Tax Requisition - SSI LTA (SSIWPA)	43,500	-	-	-	-	0%	-	0%	(43,500)	-100%
	Property Tax Levy - Bowen Base	345,989	391,260	391,260	391,260	-	0%	-	0%	45,271	13%
18.9%	Property Tax Levy - Bowen General Increase	-	-	-	73,970	73,970	0%	73,970	0%	73,970	0%
1.2%	Property Tax Levy - Bowen NMC Increase	-	-	-	4,730	4,730	0%	4,730	0%	4,730	0%
✓	Investment Income	319,327	260,000	253,900	211,000	(49,000)	-19%	(42,900)	-17%	(108,327)	-34%
	<b>Total Revenue</b>	<b>9,678,630</b>	<b>10,315,719</b>	<b>10,182,962</b>	<b>10,849,531</b>	<b>533,812</b>	<b>5%</b>	<b>666,569</b>	<b>7%</b>	<b>1,170,901</b>	<b>13%</b>
	<b>EXPENSES</b>										
	Amortization expense	154,425	224,000	167,000	211,000	(13,000)	-6%	44,000	26%	56,575	37%
	Applications sponsored by EC	16,136	15,000	15,000	25,000	10,000	67%	10,000	67%	8,864	55%
✓	Gain/Loss on Disposal	-	-	-	-	-	0%	-	0%	-	0%
✓	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	24,000	26,900	4,900	22%	2,900	12%	(2,273)	-8%
✓	Bank Charges & Interest	5,078	3,500	4,000	3,600	100	3%	(400)	-10%	(1,478)	-29%
✓	Moneris Fees	264	-	3,000	6,000	6,000	0%	3,000	100%	5,736	2173%
✓	Board of Variance	839	1,200	1,000	1,050	(150)	-13%	50	5%	211	25%
✓	Carbon Offset Purchases	-	-	-	-	-	0%	-	0%	-	0%
✓	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%
✓	Cultural Working Group	-	-	-	-	-	0%	-	0%	-	0%
✓	Communications and ITC Fundraising	64,003	73,000	68,000	55,000	(18,000)	-25%	(13,000)	-19%	(9,003)	-14%
✓	FN Protocol Funds	-	-	-	-	-	0%	-	0%	-	0%
✓	SW Support and Licensing	152,169	203,600	204,000	222,400	18,800	9%	18,400	9%	70,231	46%
✓	Internet	47,949	46,700	48,000	47,250	550	1%	(750)	-2%	(699)	-1%
✓	Technical Support	56,356	100,000	100,000	92,500	(7,500)	-8%	(7,500)	-8%	36,144	64%
✓	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	57,000	15,000	(5,000)	-25%	(42,000)	-74%	(15,083)	-50%
✓	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	198,000	198,940	640	0%	940	0%	(12,574)	-6%
✓	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	2,000	2,850	-	0%	850	43%	325	13%
✓	ITC - Board Training & Conferences	961	1,600	1,000	1,600	-	0%	600	60%	639	66%
✓	ITC - Property Management	135,926	166,140	166,000	168,460	2,320	1%	2,460	1%	32,534	24%
✓	ITC - Conservation Planning & Land Securement	12,837	26,550	27,000	37,000	10,450	39%	10,000	37%	24,163	188%
✓	ITC - Ecosystem Mapping	3,545	-	-	9,200	9,200	0%	9,200	0%	5,655	160%
✓	Land Title Registrations	3,079	4,750	4,000	4,750	-	0%	750	19%	1,671	54%
✓	Legal - general	90,595	96,100	101,000	90,000	(6,100)	-6%	(11,000)	-11%	(595)	-1%
✓	Legal - bylaw enforcement litigation	127,570	75,700	257,000	161,000	85,300	113%	(96,000)	-37%	33,430	26%
✓	Legal - litigation defence	144,177	41,800	190,000	105,000	63,200	151%	(85,000)	-45%	(39,177)	-27%
✓	LTC "Trustee Expenses"	2,028	4,430	7,000	7,210	2,780	63%	210	3%	5,182	256%
✓	LTC "Executive Expense on LTC"	25,965	36,900	26,000	30,600	(6,300)	-17%	4,600	18%	4,635	18%
✓	LTC Meeting Expenses	42,351	36,260	30,000	31,040	(5,220)	-14%	1,040	3%	(11,311)	-27%
✓	LTC Local Exp APC Meeting Expenses	6,646	9,500	9,000	9,530	30	0%	530	6%	2,884	43%
✓	LTC Local Exp Communications	5,749	6,850	5,000	5,330	(1,520)	-22%	330	7%	(419)	-7%
✓	Meeting Expense	136,495	137,400	154,000	147,200	9,800	7%	(6,800)	-4%	10,705	8%
✓	Memberships	16,871	19,000	19,000	19,950	950	5%	950	5%	3,079	18%
✓	Notices - Statutory & Non-Statutory	16,371	17,000	14,000	15,000	(2,000)	-12%	1,000	7%	(1,371)	-8%
✓	FOI & Records Management*	4,316	5,000	5,000	12,000	7,000	140%	7,000	140%	7,684	178%
✓	Office - Lease costs	445,559	455,400	450,000	467,500	12,100	3%	17,500	4%	21,941	5%
✓	Office - Outside services	60,445	59,100	54,000	72,200	13,100	22%	18,200	34%	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	91,000	21,530	(74,470)	-78%	(69,470)	-76%	(529)	-2%
✓	Payroll Processing*	20,864	19,500	22,000	22,200	2,700	14%	200	1%	1,336	6%
✓	Safety	4,790	7,040	8,000	16,350	9,310	132%	8,350	104%	11,560	241%
✓	Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,445,810	2,877,108	2,782,000	3,193,142	47,000	2%	411,142	15%	747,331	31%
✓	Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	619,387	730,785	708,000	811,058	80,273	11%	103,058	15%	191,671	31%
✓	Sal & Ben - Salaries - Planners & RPMs	1,502,765	1,593,281	1,582,000	1,633,904	40,623	3%	51,904	3%	131,139	9%
✓	Sal & Ben - Benefits - Planners & RPMs	379,972	404,693	402,000	415,012	10,318	3%	13,012	3%	35,040	9%
✓	Sal & Ben - Salaries - Planning Support	426,092	497,794	515,000	501,396	3,602	1%	(13,604)	-3%	75,304	18%
✓	Sal & Ben - Benefits - Planning Support	107,563	126,440	130,000	127,355	915	1%	(2,645)	-2%	19,791	18%
✓	Sal & Ben - Salaries - Bylaw	319,897	320,828	336,000	334,606	13,778	4%	(1,394)	0%	14,708	5%

ISLANDS TRUST  
 BUDGET DRAFT:  
 Fiscal Year 2025/26

BIM Contrib	DESCRIPTION	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 - Bylaw	80,890	81,490	85,000	84,990	3,500	4%	(10)	0%	4,100	5%
✓	Stationery & Office Supplies	22,797	21,300	21,000	20,000	(1,300)	-6%	(1,000)	-5%	(2,797)	-12%
✓	Tech Supplies	12,965	9,300	12,000	10,000	700	8%	(2,000)	-17%	(2,965)	-23%
✓	Subscriptions	12,042	7,900	10,000	11,900	4,000	51%	1,900	19%	(142)	-1%
✓	Telephone	13,535	16,100	16,000	16,100	-	0%	100	1%	2,565	19%
✓	Mobile Devices	26,897	21,300	27,000	3,162	(18,138)	-85%	(23,838)	-88%	(23,735)	-88%
✓	Training - Organization-wide	3,130	5,000	2,000	2,500	(2,500)	-50%	500	25%	(630)	-20%
✓	Training - staff recognition & meetings	9,623	10,000	18,000	10,240	240	2%	(7,760)	-43%	617	6%
✓	Training & Conferences	43,980	61,150	48,000	64,000	2,850	5%	16,000	33%	20,020	46%
✓	Travel for Training	29,229	32,850	34,000	27,150	(5,700)	-17%	(6,850)	-20%	(2,079)	-7%
✓	UBCM/AVICC Convention	-	-	-	19,600	19,600	0%	19,600	0%	19,600	0%
✓	Travel	77,892	79,370	80,000	83,225	3,855	5%	3,225	4%	5,333	7%
✓	Trustee Remuneration	587,528	610,870	606,000	626,047	15,177	2%	20,447	3%	38,519	7%
✓	Trustee Remuneration - CPP Expense	26,725	21,670	27,000	27,629	5,959	27%	629	2%	904	3%
✓	Trustee Remuneration - Health/Dental benefits	63,837	65,870	67,000	68,017	2,147	3%	1,017	2%	4,180	7%
✓	Trustee Remuneration - Employer Health Tax	11,567	11,912	12,000	12,208	296	2%	208	2%	641	6%
<b>Operating Budget Subtotal</b>		<b>8,955,525</b>	<b>9,873,682</b>	<b>10,090,000</b>	<b>10,521,430</b>	<b>647,748</b>	<b>7%</b>	<b>431,430</b>	<b>4%</b>	<b>1,565,905</b>	<b>17%</b>
Amortization budget adjustment (not taxed for)			(224,000)		(211,000)		-6%				
<b>Net Operating Budget Subtotal</b>		<b>8,955,525</b>	<b>9,649,682</b>	<b>10,090,000</b>	<b>10,310,430</b>	<b>660,748</b>	<b>7%</b>	<b>431,430</b>	<b>4%</b>	<b>1,354,905</b>	<b>15%</b>
<b>PROJECTS</b>											
<u>LTA Projects:</u>											
	LTA Work Funded by Special requisition (SWIPPA)	800	-	-	-	-	0%	-	0%	(800)	-100%
	LTC Projects funded by Special Requisition (SSWPA) Reserve 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	261,112	364,500	(129,000)	-26%	103,388	40%	293,386	413%
	LTC Projects Funded by Approved Grants (590) - SSI LTA	-	-	-	-	-	0%	-	0%	-	0%
	LTC Projects Funded by Contingent Grants (590)	-	1	-	1	-	0%	1	0%	1	0%
<u>Strategic and Governance Projects</u>											
✓	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	39,000	53,500	(27,500)	-34%	14,500	37%	41,287	338%
✓	Stewardship Education Program	7,799	15,000	12,000	9,500	(5,500)	-37%	(2,500)	-21%	1,701	22%
✓	Secretariat Services	11,985	15,000	14,250	17,000	2,000	13%	2,750	19%	5,015	42%
✓	Trustee Remuneration Review	-	-	-	10,000	10,000	0%	10,000	0%	10,000	0%
✓	Trust Council Policy Review	-	-	-	6,000	6,000	0%	6,000	0%	6,000	0%
✓	Secretariat Research	-	-	-	15,000	15,000	100%	15,000	100%	15,000	100%
✓	Housing Needs Assessments	-	127,336	127,336	-	(127,336)	-100%	(127,336)	-100%	-	0%
✓	Housing Strategy	26,779	30,000	20,000	-	(30,000)	-100%	(20,000)	-100%	(26,779)	-100%
✓	ITCB First Nations Engagement Plan	-	20,000	-	20,000	-	0%	20,000	0%	20,000	0%
✓	Governance Committee Project Funds	-	3,000	-	-	(3,000)	-100%	-	0%	-	0%
✓	Indigenous Watersheds Initiative	34,149	-	-	-	-	0%	-	0%	(34,149)	-100%
✓	Freshwater Sustainability Strategy	-	-	23,900	12,000	12,000	0%	(11,900)	-50%	12,000	0%
✓	Seniors Video Project	364	-	-	-	-	0%	-	0%	(364)	-100%
✓	Groundwater Recharge Mapping	721	-	-	-	-	0%	-	0%	(721)	-100%
✓	IG Development Approvals Program: PS	107,144	-	53,220	-	-	0%	(53,220)	-100%	(107,144)	-100%
✓	Cityview: Bylaw Portal	-	90,000	24,182	90,000	-	0%	65,818	272%	90,000	0%
✓	Building Footprint: Data Update	-	10,000	-	-	(10,000)	0%	-	0%	-	0%
<b>Projects Total</b>		<b>290,993</b>	<b>982,837</b>	<b>600,000</b>	<b>719,001</b>	<b>(263,836)</b>	<b>-27%</b>	<b>119,001</b>	<b>20%</b>	<b>428,008</b>	<b>147%</b>
<b>Total Operating + Projects Expenditures</b>		<b>9,246,517</b>	<b>10,632,519</b>	<b>10,690,000</b>	<b>11,029,431</b>	<b>396,912</b>	<b>0</b>	<b>339,431</b>	<b>3%</b>	<b>1,782,914</b>	<b>19%</b>
<b>CAPITAL</b>											
✓	Coast Salish Art for Main Offices	-	-	-	2,000	2,000	0%	2,000	0%	2,000	0%
✓	Computer H/W & S/W	10,283	181,700	182,000	156,100	(25,600)	-14%	(25,900)	-14%	145,817	1418%
✓	Software - separate from Hardware for 2021	-	-	-	-	-	0%	-	0%	-	0%
✓	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	140,000	75,500	(84,500)	-53%	(64,500)	-46%	70,746	1488%
<b>Total Capital Spending</b>		<b>17,920</b>	<b>346,700</b>	<b>327,000</b>	<b>240,600</b>	<b>(106,100)</b>	<b>(0)</b>	<b>(86,400)</b>	<b>-26%</b>	<b>222,680</b>	<b>1243%</b>
<b>Total Cash Operating, Projects, Capital Budget</b>		<b>9,264,437</b>	<b>10,979,219</b>	<b>11,017,000</b>	<b>11,270,031</b>	<b>290,812</b>	<b>0</b>	<b>464,031</b>	<b>0</b>	<b>2,005,594</b>	<b>0</b>
<b>Surplus (deficit)</b>		<b>414,193</b>	<b>(663,500)</b>	<b>(834,038)</b>	<b>(420,500)</b>	<b>243,000</b>	<b>-37%</b>	<b>413,538</b>	<b>(0)</b>	<b>(834,693)</b>	<b>(2)</b>
<u>Funded by:</u>											
✓	Change in Amounts invested in Tangible Capital Assets	32,392	-	171,445	-	-		-		-	
✓	Transfer from (to) General Revenue Surplus Fund	(347,101)	371,500	443,593	150,000						
✓	Transfer from (to) LTC Project Specific Reserve Fund	(56,784)	219,000	219,000	199,000						
✓	Transfer (to) from Special Tax Requisition Fund	(42,700)	73,000	-	71,500						
<b>Net Balance</b>		<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>243,000</b>	<b>(0)</b>	<b>413,538</b>	<b>(0)</b>	<b>(834,693)</b>	<b>(2)</b>

**ISLANDS TRUST**

LTA's 7.1%

**SUMMARY EXPLANATION OF 2025/26 TAX PRESSURES**

BIM 18.9%

PURPOSE - To demonstrate why draft tax increases are higher than planned spending increases

\* represents categories influencing the BIM levy

PLANNED SPENDING BY FUNCTION	2024/25 Approved	2025/26	Increase	Increase
	Budget	Draft Budget	(Decrease) \$	(Decrease) %
TRUST COUNCIL*	1,276,864	1,471,636	\$ 194,772	15%
ISLANDS TRUST CONSERVANCY*	1,140,718	1,266,055	\$ 125,337	11%
PLANNING	5,946,236	5,867,924	\$ (78,312)	-1%
ADMINISTRATATION & CAPITAL* (excl. amort)	2,615,401	2,664,416	\$ 49,015	2%
<b>TOTAL PLANNED SPENDING</b>	<b>\$ 10,979,219</b>	<b>\$ 11,270,030</b>	<b>\$ 290,811</b>	<b>2.6%</b>

*Increases in spending require increased revenue to pay for new costs.*

NON-TAX EXTERNAL REVENUE SOURCES	2024/25 Approved	2025/26	Increase	Increase
	Budget	Draft Budget	(Decrease) \$	(Decrease) %
FEES	275,500	198,100	\$ (77,400)	-28%
GRANTS*	833,919	595,931	\$ (237,988)	-29%
INVESTMENT INCOME*	260,000	211,000	\$ (49,000)	-19%
<b>TOTAL NON-TAX EXTERNAL REVENUE SOURCES</b>	<b>\$ 1,369,419</b>	<b>\$ 1,005,031</b>	<b>\$ (364,388)</b>	<b>-27%</b>

*Reductions in external revenue sources generates a need for more tax revenue, or more internal revenue (surplus/reserves)*

INTERNAL REVENUE SOURCES	2024/25 Approved	2025/26	Increase	Increase
	Budget	Draft Budget	(Decrease) \$	(Decrease) %
TRANSFER FROM GENERAL REVENUE SURPLUS FUND*	371,500	150,000	\$ (221,500)	-60%
TRANSFER FROM LTC RESERVE FUND	219,000	199,000	\$ (20,000)	-9%
TRANSFER FROM SPECIAL LEVY RESERVE FUND	73,000	71,500	\$ (1,500)	-2%
<b>TOTAL INTERNAL REVENUE SOURCES</b>	<b>\$ 663,500</b>	<b>\$ 420,500</b>	<b>\$ (243,000)</b>	<b>-37%</b>

*Reductions in internal revenue sources generates a need for more tax revenue.*

Required increase in taxes to pay for increased spending + reduced revenues =	\$ 898,199
Funded from NMC:	214,330
Funded from increase to Base:	683,870
<i>difference</i>	<i>(1) due to roundir</i>

**Islands Trust  
Budget 2024/25  
SURPLUS ALLOCATIONS**

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

Area	Project/Area	Prior Year Carryover \$ - allocated from surplus	New \$ allocated from surplus	Total Surplus Funding in 2025/26	Dept	BIM Contrib Factor	\$ Credit to BIM
<b><u>Allocation of Funding Transferred from General Revenue Surplus Funds:</u></b>							
Strat	Reconciliation Program	-	50,000	<b>50,000</b>	TC	100%	50,000
Strat	Policy Statement Amendment	-	53,500	<b>53,500</b>	TC	100%	53,500
Prog	Stewardship Education Program	-	9,500	<b>9,500</b>	TC	100%	9,500
Prog	Secretariat Services	-	17,000	<b>17,000</b>	TC	100%	17,000
Gov	Trustee Remuneration Review	-	10,000	<b>10,000</b>	TC	100%	10,000
ITC	ITC FN Engagement Plan	10,000	-	<b>10,000</b>	ITC	100%	10,000
Total transfer from General Revenue Surplus Fund (GRSF)		10,000	140,000	<b><u>150,000</u></b>			150,000
<b><u>Allocation of Funding Transferred from SSIWPA Special Requisition Surplus Funds:</u></b>							
LTC	SSIWPA Plan Coordination	55,000	\$ -	55,000	LPS - SSI	0%	-
LTC	SSI Groundwater Sustainability Strategy	16,500	\$ -	16,500	LPS - SSI	0%	-
Total transfer from SSIWPA reserve fund		71,500	-	<b><u>71,500</u></b>			-
<b><u>Allocation of Funding Transferred from LTC Project Specific Reserve Fund:</u></b>							
LTC	DE: Denman Island Housing Review - Phase 2	3,750	-	3,750	LPS	-300%	(11,250)
LTC	GB:Gabriola OCP/LUB - Phase 3	18,000	-	18,000	LPS	-200%	(36,000)
LTC	HO:First Nations	18,750	-	18,750	LPS	-100%	(18,750)
LTC	Salt Spring Bylaw Review - (OCP/LUB)	158,500	-	158,500	LPS	0%	-
		199,000	-	<b><u>199,000</u></b>			-
<b>TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS</b>				<b><u>\$ 420,500</u></b>			

**ISLANDS TRUST  
DRAFT 2025/26 BUDGET  
FIRST NATIONS ENGAGEMENT FUNDS SUMMARY**

<b>Area</b>	<b>Project/Initiative</b>	<b>Activity</b>	<b>Amount (\$)</b>	<b>Included in Budget Area</b>	<b>Funding Source</b>
ITCB	FN Engagement on ITC 5-Year Plan	FN Engagement	20,000	Strategic and Governance Projects	50/50 surplus/grant
LTC	DE: Denman Island Housing Review - Phase 2	FN Consultation	8,750	LTC Projects	Taxes
LTC	GB:Gabriola OCP/LUB - Phase 3	FN Consultation	14,500	LTC Projects	Taxes
LTC	LA: OCP and LUB Review - Phase 1	FN Engagement & Consultation	8,000	LTC Projects	Taxes
LTC	MA: Housing Options - Year 2	FN Consultation	2,000	LTC Projects	Taxes
LTC	NP:Housing Access and Affordability - Year 2	FN Consultation	2,000	LTC Projects	Taxes
LTC	HO:First Nations	FN Consultation	18,750	LTC Projects	
LTC	SS:OCP/LUB - Year 2	FN Consultation	26,000	LTC Projects	Grant
LTC	SS: SSWIPA Coordination	FN Engagement	10,000	LTC Projects funded by Special Requi	Reserves
<b>Total Planned Spending on FN Engagement in Draft 2025/26 Budget</b>			<b>\$ 110,000</b>		

**ISLANDS TRUST**  
**Fiscal Year 2025/26**  
**PROPOSED LTC PROJECTS**

<b>ITEM</b>	<i>Carryover from Prior Year (from surplus)</i>	<i>New funding request</i>	<b>Total 2025/26</b>	<i>Funding Source</i>
<b><u>Specific Projects &gt;\$5000:</u></b>				
DE: Denman Island Housing Review - Phase 2	3,750	12,000	\$ 15,750	<i>surplus/taxes</i>
GM:Gambier OCP/LUB Amendments Implementation		10,000	\$ 10,000	<i>taxes</i>
GB:Gabriola OCP/LUB - Phase 3	18,000	30,000	\$ 48,000	<i>surplus/taxes</i>
LA: OCP and LUB Review - Phase 1		15,500	\$ 15,500	<i>taxes</i>
MA: Housing Options - Year 2		8,000	\$ 8,000	<i>taxes</i>
NP:Housing Access and Affordability - Year 2		8,000	\$ 8,000	<i>taxes</i>
HO:First Nations	18,750		\$ 18,750	<i>surplus</i>
SS:OCP/LUB - Year 2	158,500	45,500	\$ 204,000	<i>surplus/grant/taxes</i>
			<b>\$ 328,000</b>	
<b><u>Minor Projects Placeholder:</u></b>				
Pool for Allocation to LTCs in Year			\$ 36,500	<i>taxes</i>
<b>Total Specific LTC Projects</b>			<b>\$ 364,500</b>	
<b><u>SSI LTC projects proposed for funding from Special Tax Reserve Funds:</u></b>				
SSIWPA Plan Coordination		\$ 55,000		<i>reserve funds</i>
SSI Groundwater Sustainability Strategy		16,500	\$ 71,500	<i>reserve funds</i>
	0			
<b>Total planned spending on LTC projects</b>			<b>\$ 436,000</b>	

Islands Trust  
Proposed Staffing  
Fiscal Year 2025/26

CATEGORY	DESCRIPTION	AMOUNT	Funding Source
<b>STAFFING, Temporary (T)</b>			
	<u>Temporary Policy Advisor (FT, 12 months), funded by taxes</u>		
	Salary	100,200	
	Benefits	25,550	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop	1,800	
	Training	500	
	<b>Total</b>	<b>128,050</b>	<i>Taxes</i>
	<u>Planning Services Co-op Student (FT, 4 months), funded by taxes</u>		
	Salary	19,200	
	Benefits	4,900	
	Pacific Leaders Tuition Grant	1,253	
	Travel	100	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	<b>Total</b>	<b>25,453</b>	<i>Taxes</i>
	<u>ITC Species at Risk Co-op Student (FT, 4 months), funded by grants</u>		
	Salary	18,600	
	Benefits	4,700	
	Pacific Leaders Tuition Grant	1,253	
	Travel	2,000	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	<b>Total</b>	<b>26,553</b>	<i>Grant</i>
	<u>Information Services Species at Risk Co-op Student (FT, 4 months), funded by taxes</u>		
	Salary	19,200	
	Benefits	4,900	
	Pacific Leaders Tuition Grant	1,253	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	<b>Total</b>	<b>25,353</b>	<i>Taxes</i>
	<b>Total Temporary Staff Costs</b>	<b>205,409</b>	



# BRIEFING

**To:** Financial Planning Committee      **For the Meeting of:** January 22, 2025  
**From:** Executive Committee      **Date Prepared:** January 17, 2025  
**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:**

Executive Committee (EC) considered its budget needs for the 2025/26 fiscal year in September 2024 and October 2024 and submitted its request to the budget cycle. At Trust Council’s direction, EC re-evaluated its needs and reduced its budget requests by \$15,200. The following represents EC’s revised funding requests for 2025/26:

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. \$1,500 for Executive Committee Training and Conferences
6. \$1,000 for Executive Committee Travel for Training
7. \$19,600 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. \$45,000 for Public Communications
12. \$50,000 for Reconciliation Action Plan Implementation
13. \$36,000 for Executive Committee on local trust committee costs
14. \$128,050 for an Auxiliary (temporary) Senior Policy Advisor staff position in Trust Area Services
15. \$53,500 for the Policy Statement Amendment Project (Increased at the direction of Trust Council in December 2024)
16. \$2,000 for Purchase and Installation of Coast Salish Art in the Victoria, Salt Spring and Gabriola offices

Summarised background information supporting EC’s budget requests 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 <a href="#">Trust Council Policy 6.12.1 Trustee Training/Conference Attendance</a> . See also, <a href="#">Trust Council Policy 7.2.3 Trustee Travel</a> .  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 <a href="#">Trust Council Policy 7.2.3 Trustee Travel</a> .  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	\$1,500	This item is guided by <a href="#">Trust Council Policy 6.12.1 Trustee Training/Conference Attendance</a> . See also <a href="#">Trust Council Policy 7.2.3 Trustee Travel</a>  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	\$1,000	Reduced to reflect AVICC/UBCM in dedicated line (see below)
7. UBCM/AVICC Conventions	NA <i>*new line for FY2025/26</i>	\$19,600	Attendance at UBCM and AVICC is guided by <a href="#">Trust Council Policy 6.12.2 UBCM/AVICC Membership and Resolutions</a>
<b>TRUST COUNCIL PROGRAMS</b>			
<b>Potential funding request</b>	<b>Approved 2024/25 Budget</b>	<b>Proposed 2025/26 Budget</b>	<b>Notes</b>
8. History and Heritage Conservation Grants-in-Aid	\$ Not Funded	\$6,000	This program is guided by <a href="#">Trust Council Policy 2.1.14 (History And Heritage Conservation Grants-In-Aid)</a>  Prior year actual spending: FY2023: \$6,000

			<p>FY2024: not funded FY2025 budget: not funded</p> <p>Program background available at: <a href="https://islandstrust.bc.ca/programs/history-and-heritage-grants-in-aid/">https://islandstrust.bc.ca/programs/history-and-heritage-grants-in-aid/</a></p>
9. Planning Application Sponsorship	\$15,000	\$25,000	<p>Sponsorship of Land Use applications is guided by <a href="#">Trust Council Policy 4.1.13 (Guidelines for Executive Committee Sponsored or Local Trust Committee Initiated Development Applications)</a></p> <p>Application fees increased in FY2023 when LTCs adopted new fees bylaws. LTC fees bylaws stipulate an automatic increase in fees of 2% annually.</p> <p>Prior year actual spending: FY2021: \$13,485 FY2022: \$7,150 FY2023: \$5,950 FY2024: \$16,136 FY2025 budget: \$15,000</p>
10. NAPTEP Application Sponsorship	\$1,000	\$1,000	<p>In 2022 Trust Council approved <a href="#">Policy 2.1.16 Guidelines For Executive Committee Sponsored Or Islands Trust Conservancy Initiated NAPTEP Applications</a> regarding sponsorship of NAPTEP applications. This budget supports implementation of that policy.</p> <p>Prior year actual spending: FY2024: \$275 FY2025 budget: \$1,000</p>
11. Public Communications (informed by Trust Council’s Communications Strategy)	\$55,000	\$45,000	<p>This budget request supports implementation of the Islands Trust Communications Strategy, approved by Executive Committee in February 2024.</p> <p>In addition to costs (est. \$22,100) associated with routine corporate communication functions (contracted graphic design, social media advertising/boosting, signage, and publication re-printing etc.) this budget request supports:</p> <ul style="list-style-type: none"> <li>• \$5,000 - Process improvement and procedure creation via contracted specialist support</li> <li>• \$5,000 - Trust Area-wide promotion of budget consultation</li> <li>• \$3,400 - Annual report design, printing and mailing</li> <li>• \$4,000 - Graphic design for National Day for Truth and Reconciliation</li> <li>• \$1,500 - contractor support for Development of elements of Public Engagement Strategy</li> <li>• \$4,000 Continued website improvements</li> </ul>

			<ul style="list-style-type: none"> <li>• <del>\$5,000 as contingency communication funds available to be responsive to emerging issues.</del></li> </ul> <p>Prior year actual spending:  FY2021: \$9,313  FY2022: \$15,104  FY2023: \$29,931  FY2024: \$50,000  FY2025 budget: \$55,000</p>
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**TRUST COUNCIL PROJECTS**

Potential funding request	Approved 2024/25 Budget	Proposed 2025/26 Budget	Notes
12. Reconciliation Action Plan Implementation	\$25,000	\$50,000	<p>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)</p> <p>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.</p> <p>The budget includes:</p> <ul style="list-style-type: none"> <li>• \$27,500 for training of staff and trustees</li> <li>• \$8,000 for operations (honoraria, gifts and contracted external advisors)</li> <li>• \$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.)</li> <li>• There is also \$2,500 in contingency funds budgeted to support a response to emerging issues.</li> </ul> <p>Prior year actual spending:  FY2023: \$ 7,219  FY2024: \$17,925  FY2025 budget: \$25,000</p> <p>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.</p>

<b>OPERATING ITEMS</b>			
<b>Potential funding request</b>	<b>Approved 2024/25 Budget</b>	<b>Proposed 2025/26 Budget</b>	<b>Notes</b>
13. 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.
14. Auxiliary (temporary) Senior Policy Advisor Staff Position	NA	<b>\$128,050</b>	See business case for rationale.
<b>TRUST COUNCIL PROJECTS</b>			
15. Policy Statement Amendment Project	\$81,000	\$53,500 (includes increase by Trust Council in December 2024)	Prior year actual spending: FY2022: \$129,819 FY2023: \$67,430 FY2024: \$12,213 FY2025 approved budget: \$81,000 FY2026 draft budget: \$96,000
16. Purchase and Installation of Coast Salish Art in the Victoria, Salt Spring and Gabriola offices	\$0	\$2,000	N/A

**ATTACHMENT(S):** None

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

**Prepared By:** Executive Coordinator

**Reviewed By/Date:**



**Budget Funding Request  
Short-Form Business Case**

**TO BE COMPLETED BY INITIATOR**

<p><b>Requested by :</b> Executive Committee</p>	<p><b>Budget Source :</b></p>
<p><b>Department:</b> Trust Area Services</p>	<p><input checked="" type="checkbox"/> <b>Specific Project Funding</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input checked="" type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul>
<p><b>Name of Request:</b> Policy Statement Amendment Project (PSAP)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Furniture &amp; Equipment</li> <li><input type="checkbox"/> Computer Hardware/Software/Supplies</li> <li><input type="checkbox"/> New Staff Resources (see Staff Costing Tool) <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> </li> </ul>
<p><b>\$ Value of Request</b></p> <p>FY25/26 \$53,500<sup>1</sup> (Option 1)</p> <p>FY 26/27 \$15,000 estimated</p> <p>FY 27/28 \$ depends on implementation plan not yet developed</p> <p>Total: \$68,500 plus FY27/28 TBD</p> <p>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.</p>	<p><input checked="" type="checkbox"/> <b>Other – please describe:</b> Communications (graphic design, messaging, advertising, printing)</p> <hr/> <p><b>Budget Breakdown:</b> This budget breakdown reflects decisions arising from decisions arising from the December 2024 Trust Council regular meeting:</p> <p>\$26,000: Implementation of revised Communications Strategy, including Trust Area-wide mail-out</p> <p>\$17,500: Staff developed/delivered (with consultant advice) Trust Area-wide survey and virtual community workshop; on-Island engagement as requested by select LTCs</p> <p>\$10,000: Legal services</p>
<p><b>Date of Submission to Finance:</b> January 15, 2025</p>	<p><b>Funding Required for (date range):</b> April 1, 2025 – March 31, 2026</p>

<sup>1</sup> Assumes that \$42,000 in unspent project funds from fiscal 2024/25 will be available from General Revenue Surplus Fund.

## 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 and workshop developed by staff with consultant support, legal advice, and other activities directed via a revised project charter.

**RISK ASSESSMENT:**

The proposed recommended option of a \$53,500 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 due to staff, rather than consultant-led, engagement.

- This risks will be partly mitigated by using some project funds to hire a consultant to *advise* on, rather than deliver, community engagement strategy.

Risk: A lack of public confidence in the project due to staff, rather than consultant-led, survey.

- This risk will be partly mitigated by using some project funds to hire a consultant to *advise* on survey design, rather than delivering it themselves.

Risk: Timeline delays due to staff, rather than consultant-led, administering the survey and the time and complexity of collating survey results.

- This risk and potential mitigation approaches depends on the volume of survey responses received and number of open-ended survey questions.

**ALTERNATIVES CONSIDERED:**

**Option 1: \$53,500**

*Description* – This option reflects decisions made by Trust Council at its December 2024 regular meeting where it increased the proposed project budget from \$31,000 to \$53,500 by allocating an additional \$12,500 to fund on-Island engagement activities as requested by selected LTCs and an additional \$10,000 to fund a Trust-wide mail-out. This option includes:

- A staff-developed/delivered (with consultant advice) public survey; and
- A staff-developed/delivered (with consultant advice) public workshop with Q/A
- On-island engagement in the manner requested by LTCs
- A Trust-wide mail-out, 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

Option 1 communications activities include:

- Public Education:
  - Trust-wide mail-out\*
  - On-Island engagement as requested by LTCs
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications
- Survey promotion:
  - Posters
  - Printed surveys with pre-paid postage envelopes
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications\*\*
- Workshop promotion:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - One printed advertisement in the Driftwood

\*will include survey and workshop promotion

\*\*includes combined advertising for survey and the workshop

*Benefits* – Enhanced public education through Trust-wide mail-out and on-Island engagement opportunities where such have been requested.

*Risks* – See Risk Assessment section above.

*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 \$11,500 in additional funding for fiscal 2025/26.

*Resource requirements* – Requires significant support of Senior Policy Advisor and additional support from Director of Trust Area Services, Communication Specialist and Program Coordinator. Staff hours required for revising the draft Policy Statement will depend on the scope of changes requested by Trust Council. Staff resources for survey result analysis dependent on extent of open-ended questions.

*Other implications* – None

**Option 2: \$20,000**

*Description* – This option was created to reflect a now-superseded October 30, 2024 Executive Committee resolution to revise the 2025/26 PSAP budget to \$20,000.

With this budget amount 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 workshop 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

Option 1 communications activities include:

- Public Education:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
- Survey promotion:
  - Posters
  - Printed surveys with pre-paid postage envelopes
  - Social media (free)
  - Social media advertising (paid for)
- Workshop promotion:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)

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

*Risks* – Generally as in Risk Assessment section above, but with higher risk of lack of public confidence in the project due to no print advertising, no Trust Area-wide mail-out and no on-island engagement opportunities.

*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* – 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. Staff resources for survey result analysis dependent on extent of open-ended questions.

Other implications – None

**Option 3: \$31,000**

*Description* – This option includes the same elements as Option 2, but with Trust Area-wide printed advertising in local publications. This option includes public engagement activities limited to:

- a staff-developed/delivered (with consultant advice) public survey; and
- a staff-developed/delivered (with consultant advice) public workshop 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

Option 3 communications activities include:

- Public Education:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications
- Survey promotion:
  - Posters
  - Printed surveys with pre-paid postage envelopes
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications\*
- Workshop promotion:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - One printed advertisement in the Driftwood

\*includes combined advertising for survey and the workshop

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

*Risks* – Generally as in Risk Assessment section above, but with higher risk of lack of public confidence in the project due to no Trust-wide mail-out and no on-Island engagement opportunities.

*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* – 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. Staff resources for survey result analysis dependent on extent of open-ended questions.

*Other implications* – None

**Option 4: \$66,000**

*Description* – This option includes the same elements as Option 3, 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 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.

Option 4 communications activities include:

- Public Education:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications
- Survey Promotion:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - Printed surveys with pre-paid postage envelopes
  - Trust Area-wide printed advertising in local publications\*
- Workshop Promotion:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - One printed advertisement in the Driftwood

*\*includes combined advertising for survey and the workshop*

*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* – 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 \$24,000 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 revising the draft Policy Statement will depend on the scope of changes requested by Trust Council.

*Other implications*- None

**Option 5: \$96,000**

*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-out to each household, 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

Option 5 communications activities include:

- Public Education:
  - Mail out to homeowners (Trust Area-wide)
  - Posters
  - Social Media (free)
- Survey Promotion:
  - Posters
  - Printed surveys with pre-paid postage envelopes
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications\*

- Workshop Promotion:
  - Posters
  - Public engagement events promotion
  - Social media (free)
  - Social media advertising (paid for)
- Public Engagement Events Promotions
  - Posters
  - Public events communications materials and printing
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications

*\*includes combined advertising for survey and the workshop*

*Benefits* – This is consistent with a 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* –: 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* - 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 6: \$56,000**

*Description of activities in 2025/26 – Option 4, 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

Option 6 communications activities include:

- Public Education:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications
- Survey Promotion:
  - Posters
  - Printed surveys with pre-paid postage envelopes
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications\*\*
- Workshop Promotion: N/A
- Public Engagement Events Promotion:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - Public events communications materials and printing

*\*\*includes combined advertising for survey and the public engagement events*

*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 7: \$86,000**

*Description* – This option would include all elements of Option 5 minus a Trust Area-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 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.

Option 7 communications activities include:

- Public Education:
  - Mail out (Trust Area-wide)
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications
- Survey Promotion:
  - Posters
  - Printed surveys with pre-paid postage envelopes
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications\*\*
- Workshop Promotion: N/A
- Public Engagement Events Promotion:
  - Consultant support (limited)
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - Public events communications materials and printing

*\*\*includes combined advertising for survey and the public engagement events*

*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 5 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 8: \$66,000**

*Description* – This option would include all elements of Options 5 minus a Trust Area-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

Option 8 communications activities include:

- Public Education:
  - Crisis communications support (as needed)
  - Mail out (Trust Area-wide)
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications
- Survey Promotion: NA
- Webinar Promotion:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
- Public Engagement Events Promotion:
  - Posters
  - Social media (free)
  - Social media advertising (paid for)
  - Trust Area-wide printed advertising in local publications
  - Public events communications materials and printing

*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 Option 5 risk assessment, with added risk that some constituents may feel deprived of the structured feedback mechanism a survey provides.

*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 \$24,000 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 9: \$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

<b>SUMMARY TABLE OF ALTERNATIVE OPTIONS</b>									
<b>Activities</b>	<b>Opt 1 (recommended option)</b>	<b>Opt 2</b>	<b>Opt 3</b>	<b>Opt 4</b>	<b>Opt 5</b>	<b>Opt 6</b>	<b>Opt 7</b>	<b>Opt 8</b>	<b>Opt 9</b>
Communications (\$)	26k	5k	\$16k	16k	26k	16k	26k	26k	
Legal (\$)	10k	10k	10k	10k	10k	10k	10k	10k	
Local LTC/BIM led public engagement (\$)	12.5k				20k		20k	20k	
Trust Area-wide virtual/print survey (\$)	2.5k	2.5k	2.5k	30k	30k	30k	30k		
Trust Area-wide Virtual Community Workshop (\$)	2.5k	2.5k	2.5k	10k	10k			10k	
<b>SUBTOTAL</b>	<b>\$53.5k</b>	<b>\$20k</b>	<b>\$31k</b>	<b>\$66k</b>	<b>\$96k</b>	<b>\$56k</b>	<b>\$86k</b>	<b>\$66k</b>	<b>\$0</b>
<p><b>CRITICAL SUCCESS FACTORS:</b></p> <ul style="list-style-type: none"> <li>• Full staffing levels within Trust Area Services; administrative support available to manage correspondence as needed</li> <li>• 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.</li> <li>• Available staff and contractors</li> <li>• Trust Council leadership.</li> </ul>									
<p><b>RECOMMENDED OPTION:</b></p> <p>Option 1 results from Trust Council’s resolutions in December 2024.</p>									
<p><b>COST/BENEFIT ANALYSIS:</b></p> <p><u>Quantitative Analysis:</u> 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 local governments.</p> <p><u>Qualitative Analysis:</u> Amending the Islands Trust Policy Statement will enable Trust Council to more effectively carry out its mandate to preserve and protect the unique amenities and environment of the Trust Area. It will also help to fulfill Trust Council’s commitments to address reconciliation, climate change, and housing.</p>									
<p><b>PURCHASING PROCEDURE:</b></p> <p>All expenditures will be in accordance with Procurement Policy 6.5.3.</p>									
<p><b>PROPOSED IMPLEMENTATION STRATEGY:</b></p> <p>Project will be carried out in accordance with Policy Statement Amendment Project Charter v10 endorsed at Trust Council December 2024 regular meeting, the project workplan and the project communications plan.</p>									
<p><b>STAFF RESOURCING</b></p> <p>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:</p> <ul style="list-style-type: none"> <li>• 0.1 FTE - TAS Director</li> <li>• 0.5 FTE - Senior Policy Advisor</li> <li>• 0.05 FTE - Program Coordinator</li> </ul>									

- 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/January 8, 2024



**TO BE COMPLETED BY INITIATOR**

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

Executive Committee

**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

**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

**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.

**Option 3: 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,

**Option 4: 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 \$2,000.

Resource requirements –This would likely take 35+ hours of Senior Indigenous Relations Advisor time.

Other implications- None.

**Option 5: 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.)*

Option 1: 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.

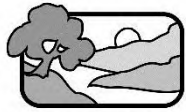
**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

No change management/collaboration considerations.

**Requested by** (Committee or Business unit): Trust Area Services

**Prepared by** (title)/date: Senior Indigenous Relations Specialist/October 22, 2024

**Reviewed by** (name, title)/date: Director, Trust Area Services/October 22, 2024



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**  
\$9,500

**Date of Submission to Finance:** August 26, 2024

**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,

**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 undertook a public survey to seek views on which stewardship education topics should be addressed in the future via webinars, and will consider the results when selecting topics and activities for 2025/26.

**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 *Create 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.
- 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 \$9,500 be budgeted for the Stewardship Education Program.

**COST/BENEFIT ANALYSIS:**

Quantitative:

- \$9,500 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 150 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, updated February 12, 2024 to reflect TPC budget reduction

Reviewed by: Trust Programs Committee, August 26, 2024



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:**

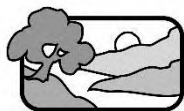
Information about how funding is allocated is posted to the Secretariat Services Program webpage and staff may promote the Islands Trust's contributions, as appropriate.

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**

Islands Trust

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**

<b>Requested by (Committee or Operational Unit):</b> Governance Committee	<b>Budget Source</b> (select all that apply):  <input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply) X Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software  <input type="checkbox"/> <b>Furniture &amp; Equipment</b>  <input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b>  <input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool) <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary Temp Duration: _____  <input type="checkbox"/> <b>Other – please describe:</b> _____
<b>Department:</b> Executive Office	
<b>Name of Request:</b> Trustee Remuneration Review	
<b>\$ Value of Request (indicate by fiscal year and total if project is multi-year):</b>  \$10,000	
<b>Date of Submission to Finance:</b> November 2024	<b>Funding Required for (date range):</b> 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 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.
- [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 5<sup>th</sup> 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 around trustee remuneration that was 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. Questions were raised 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. (Staff note there are other factors that may limit certain demographics from running for trustee – other key factors include day time meetings for example).

An external consultant last reviewed trustee compensation levels in 2010, and the 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 should include:

- Enabling equitable participation/representation
- Evaluation of methodology
- Trustee input.

**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 \$8,000 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 \$8,000 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 \$8,000; 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/January 29, 2025



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):**

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.*

**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):**

\$6,000

**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:** \_\_\_\_\_

**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 (\$4,000) and legal review (\$2,000)

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 (\$2,000) – 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 \$4,000 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 undertaken 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, January 29, 2024



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

**Department:**

Legislative and Information Services

**Name of Request:**

Trust Council Secretariat

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

\$15,000 (uninformed estimate)

Breakdown of funds:  
\$10,000 – consultant  
\$5,000 – legal

**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:**

November 2024 (pending GC review)

**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.)

**Strategic Plan 2025-2028**

1.2.6 Prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report.

**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 2022 Governance Report by Great Northern Management Consultants included the following recommendation:

*Recommendation #8: The Office of Secretary should be staffed with a full-time incumbent, reporting to Trust Council through the Chair of Trust Council.*

In support of the recommendation, Great Northern Management Consultants state:

*Section 17(1)(a) of the Islands Trust Act authorises Trust Council to appoint a person to the Office of Secretary. A corporate secretary's duties include ensuring the framework by which the organisation's governing body fulfils its duties and responsibilities is upheld and operates efficiently, including compliance with statutory and regulatory requirements, and in such a manner as to facilitate optimal interface and alignment with management.*

*It is noted that the manner in which Trust Council organises itself and is supported in terms of developing meeting agendas, organising and conducting meetings, and providing briefing materials needs to be revamped to better foster collaborative decision making. The Corporate Secretary should be the lynchpin between Trust Council and management in the collaborative effort to make this happen.*

*The principals that underpin the Public Service Act must be followed in a hiring process, for example, the hiring of the Secretary should follow sound merit-based public service principles but the classification and the employment relationship directly to Council should be explored by Council.*

Current situation:

Trust Council appoints three officers: by legislation, the Secretary and Treasurer; and by bylaw, the Bylaw Enforcement Officers. These positions are employees of Trust Council who, under the Public Service Act, report to the Chief Administrative Officer. Trust Council may provide direction to these positions.

Trust Council may wish to review the relationship between Trust Council and the office of Secretary, including the role of the position, and the needs of Trust Council.

**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 intent of the review and subsequent recommended changes is to improve the operation and efficiency of Trust Council operations and meetings.

**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. )

- Misunderstanding of the intent of the review, along with what is possible under current legislative framework. To mitigate this, a clear project charter and terms of reference should be developed on the desired outcomes.
- Scope creep – the project is envisioned to work within existing legislation. A project charter should be developed that specifies the scope, and changes to the scope are indicated with subsequent timeline and budget/resource implications addressed.

**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: Consultant Undertake Review**

Benefits – Third party independent review will remove any concerns around potential bias.

Risks – Third party consultant may not fully understand legislative framework. This would have to be a consideration in selection of a proponent during the tendering process.

Financial implications – Cost of hiring a consultant and legal (\$15,000)

Resource requirements – Administrative staff to develop RFP and manage the contract.

Other implications- None

**Option 2: Staff Undertake Review**

Benefits – Staff understand legislation and the operation realities of running Trust Council meetings.

Risks – Potential for perception of bias in staff recommendations. Also risk of other competing priorities reducing staff time available to undertake the work.

Financial implications – Costs of legal advice and staff time (\$5,000 legal)

Resource requirements – Management and administrative.

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.)*

- Successful recruitment of a consultant knowledgeable with BC provincial and local government and Islands Trust legislation.
- Clear understanding of the desired outcomes by Trust Council.

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

**Option 1: Consultant Undertake Review**

**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.)*

No real benefits identified. This is a political request to review and make changes to how staff support trust Council. Without knowing the outcomes, it is impossible to undertake a cost/benefit analysis.

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

As per Trust Council 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?)*

Staff would undertake appropriate process to secure a consultant starting in April 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.)*

- Director, Legislative and Information services (Trust Council Secretary)
- Chief Administrative Officer
- Administrative Staff

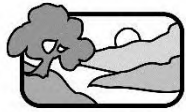
**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

- None identified.

**Requested by** Governance Committee

**Prepared by** David Marlor, Director, Legislative and Information Services/October 18, 2024

**Reviewed by** Governance Committee/January 29, 2025



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**

<p><b>Requested by</b> (<i>Committee or Operational Unit</i>): Trust Area Services</p>	<p><b>Budget Source</b> (select all that apply):</p>
<p><b>Department:</b>  Trust Area Services</p>	<p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)  <input type="checkbox"/> Third Party Contractors  <input type="checkbox"/> Staff Travel Expense  <input type="checkbox"/> Staff Overtime Expense  <input type="checkbox"/> New Staff Member – Temporary for project  <input type="checkbox"/> Computer Hardware/Software</p>
<p><b>Name of Request:</b>  Auxiliary (temporary) Senior Policy Advisor position (1.0 FTE)</p>	<p><input type="checkbox"/> <b>Furniture &amp; Equipment</b>   <input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b>   <input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)  <input type="checkbox"/> Permanent  <input checked="" type="checkbox"/> <b>Temporary</b>  Temp Duration: <u>1 year</u></p>
<p><b>\$ Value of Request</b> (<i>indicate by fiscal year and total if project is multi-year</i>):  Value of Request, 2025/26: \$128,048* – base salaries &amp; 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</p>	<p><input type="checkbox"/> <b>Other – please describe:</b> _____</p>
<p><b>Date of Submission to Finance:</b> October 30, 2024</p>	<p><b>Funding Required for (date range):</b> April 1, 2025-March 31, 2026</p>

**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 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 incompleteness 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.

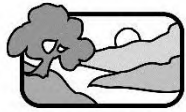
**Requested by:** Trust Area Services

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



TC Guidelines  
Assessment - BRF.doc

**Reviewed by:**



**Budget Funding Request  
Short-Form Business Case**

Islands Trust

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**

<p><b>Requested by</b> (<i>Committee or Operational Unit</i>):</p> <p>Legislative and Information Services</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <p style="margin-left: 20px;"><input checked="" type="checkbox"/> Third Party Contractors</p> <p style="margin-left: 20px;"><input type="checkbox"/> Staff Travel Expense</p> <p style="margin-left: 20px;"><input type="checkbox"/> Staff Overtime Expense</p> <p style="margin-left: 20px;"><input type="checkbox"/> New Staff Member – Temporary for project</p> <p style="margin-left: 20px;"><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <p style="margin-left: 40px;"><input type="checkbox"/> Permanent</p> <p style="margin-left: 40px;"><input type="checkbox"/> Temporary</p> <p style="margin-left: 80px;">Temp Duration: _____</p> <p><input type="checkbox"/> <b>Other – please describe:</b> _____</p>
<p><b>Department:</b></p> <p>Legislative and Information Services</p>	
<p><b>Name of Request:</b></p> <p>EDM-FOI Support</p>	
<p><b>\$ Value of Request</b> (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p>\$15,000</p>	
<p><b>Date of Submission to Finance:</b></p> <p>September 2024</p>	<p><b>Funding Required for (date range):</b></p> <p>April 1, 2024 to March 31, 2024</p>

**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 is 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 unknown 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 timeline and anticipated date of completion 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:** Executive Committee

DRAFT



**Budget Funding Request  
Short-Form Business Case**

**Islands Trust**

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*):

**Information Services**

**Department:**

**Information Services**

**Name of Request:**

**Safety - GPS Locator Devices**

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

FY2026 - Increase in Safety Budget

Total cost for FY 2025/26: **\$10,644**

- \$3,000 for 10 new BIVY devices
- \$5,880 for annual monitoring of 10 new BIVYS
- \$1,764 for annual monitoring of existing 3 BIVYS
- 

Includes annual monitoring cost that will go from 2023/25 actual of \$3,664 (monitoring for 8 SPOTS and 3 BIVYS) to 2024/25 actual of \$7,644 (monitoring for 13 BIVYS).

**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:** \_\_\_\_\_

<p><b>Date of Submission to Finance:</b></p> <p><b>11/15/2024</b></p>	<p><b>Funding Required for (date range):</b></p> <p><b>FY2026</b></p>
<p><b>TIE TO ISLANDS TRUST GUIDING DOCUMENTS:</b> <i>(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.)</i></p> <p><i>This is related to safety requirements under WorkSafe BC and our mandate to be in the field performing multiple tasks in remote locations where cellular coverage is not sufficient to track location.</i></p>	
<p><b>ISSUE/OPPORTUNITY:</b> <i>(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.)</i></p> <p>SPOT devices in production were not consistent in service and presented a safety hazard to our staff performing important field work – to meet safety requirements BIVY GPS locators are being deployed.</p>	
<p><b>PROJECTED RESULTS/DELIVERABLES:</b> <i>(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.)</i></p> <p>Increased safety for staff working in the field, compliance with WorkSafeBC requirements.</p>	
<p><b>RISK ASSESSMENT:</b> <i>(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )</i></p> <p>This project to deploy multiple BIVY devices to each office / department will ensure the safety of our staff out in the field on the Gulf Islands. There are multiple risks in the field related to terrain, over enthusiastic island residents. Having a constant GPS connection will help mitigate some of these risks.</p>	
<p><b>ALTERNATIVES CONSIDERED:</b> <i>(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option <u>must</u> be supported by a succinct and realistic presentation of the benefits, risks, financial implications, <u>resource requirements</u> and <u>other implications</u> to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)</i></p> <p><b>Option 1: Stick with SPOT</b>  Benefits – None  Risks – High risk – the SPOT devices would not work in the field effectively, very difficult to get a connection  Financial implications – Lower monitoring costs per device when compared to the BIVY.  Resource requirements – Monitoring and administration of the devices, space to store the devices in each office  Other implications- N/A</p> <p><b>Option 2: BIVY device deployment</b>  Benefits – Much better connection to satellites in our hemisphere – mitigate connectivity risks</p>	

Risks – Devices may not always work depending on conditions and location – same as with any other GPS locator device.

Financial implications – higher monitoring cost of US\$35 per month per device.

Resource requirements – Monitoring and administration of the devices, space to store the devices in each office

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.)*

- Training users on the new BIVY devices
- Administration of the devices / location monitoring will be critical to deployment success
- Setup of secure location in each office and a ‘check out check in’ system will be critical

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

Acquire BIVY devices , train administrators and users on the management of the devices

**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.)*

Cost - Up front cost to buy 10 new units, with an annual monitoring cost.

Benefits – Increased security of the person(s) in the field – simplified management and monitoring

**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.)*

Direct Award.

**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?)*

- Purchase devices
- Deploy to each office (setup a secure space in each office)
- Train users and administrators

**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.)*

Some hours will be required for Bylaw , and IS. Estimate 40-50 hours for implementation , testing and training.

**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?)*

Any and all changes during implementation will be communicated with all stakeholders – once all devices are deployed and are being monitored – change management will be done internally in Islands Trust Helpdesk as a Service Request.

**Requested by** (Committee or Business unit): Islands Trust Information Services

**Prepared by** (name, title)/date: Jeffrey Lloyd, Senior Technical Analyst

**Reviewed by** (name, title)/date: Director, Legislative and Information Services/Feb 14, 2025

Executive Committee



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**

<p><b>Requested by</b> (<i>Committee or Operational Unit</i>):</p> <p>Executive Committee</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <p style="margin-left: 20px;">Third Party Contractors</p> <p style="margin-left: 20px;"><input type="checkbox"/> Staff Travel Expense</p> <p style="margin-left: 20px;"><input type="checkbox"/> Staff Overtime Expense</p> <p style="margin-left: 20px;"><input type="checkbox"/> New Staff Member – Temporary for project</p> <p style="margin-left: 20px;"><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <p style="margin-left: 20px;"><input type="checkbox"/> Permanent</p> <p style="margin-left: 20px;"><input checked="" type="checkbox"/> <b>Temporary</b></p> <p style="margin-left: 40px;">Temp Duration: <u>Co-op (4 months)</u> _____</p> <p><input type="checkbox"/> <b>Other – please describe:</b> _____</p>
<p><b>Department:</b></p> <p>Legislative and Information Services</p>	
<p><b>Name of Request:</b></p> <p>Programmer Co-op Student</p>	
<p><b>\$ Value of Request</b> (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p>\$25,000 (16 weeks co-op inc. benefits)</p>	
<p><b>Date of Submission to Finance:</b></p> <p>January 30 2025</p>	<p><b>Funding Required for (date range):</b></p> <p>April 1, 2025 to March 31, 2026</p>

**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.*)

**Operational** – to provide support to Information Services in bringing the applications used by staff for managing Trust Council, Islands Trust Conservancy, Council committees and local trust committee meetings to a robust industry standard. Further support in assisting with development of a reconciliation database.

**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 co-op program is an effective way to obtain excellent support from university undergraduate and graduate students in various fields. In this case, the opportunity is to bring in a programmer for four months on the co-op program, to assist with updating, and revising the code of our core apps that are used to support Trust Council, Islands Trust Conservancy, Council committees and local trust committee meetings. Co-op students bring fresh and up to date industry standards to the table, and are a good way to assist our staff in undertaking work.

There is a need to update Islands Trust applications that cannot be transferred to a third-party database. These include the work program and follow-up action lists for all committees and Trust Council, as well as other applications used by staff.

**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.)*

Over the four-month co-op we would identify the work this person can do, that will also align with their needs in the co-op program on reporting back to their school. The outcome will be additional staff support over the summer months when staff generally take vacation, to improve support coverage during this time. The position will also be tasked with deliverables on tangible actions that will improve the applications that staff use daily.

**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. )*

Ensuring that we recruit the right person with the skills and interest to fit with the needs of the Islands Trust. We reach out to educational institutions with co-op programs, and follow a typical recruiting process to match the job to the right person.

**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: Co-op**

As described above. A four-month temporary position that works with and supports university co-op programs. A benefit is we get fresh thinking and skills and ideas injected into the organisation, exposes the organisation to the students, and have the benefit of the work done by that person during their work term with us.

**Option 2: Temporary position**

A temporary position would be recruited as a normal permanent position, at an appropriate job classification. It has similar benefits to the co-op; however, as it is not in the co-op program, we are likely not to get the same interest. The short-term duration would also be a negative factor in this competitive market. Cost would likely be higher depending on the classification of the position.

**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.)*

- Funding in place
- Successful recruitment with the appropriate educational institutions

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

**Option 1: programmer Co-op student for summer 2025**

**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.)*

Our experience with co-op program is we get great value for the money, we gain knowledge from the students, and they gain the experience they need to be successful in their area of expertise. It also exposes the Islands Trust to students, and in the past, we have in many occasions hired co-op students into permanent positions once they have completed their program.

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

As per Public Service Agency hiring 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?)*

Staff would undertake a recruitment process for a co-op to being soon after April 1, 2025 for a four-month period.

**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.)*

- Information Technology Manager and Information Technology specialist
- Director, Legislative and Information Services

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

- Discussion with Information Technology staff on integrating the co-op
- Discussion with department Directors on appropriate priorities for the co-op student.

**Requested by** Executive Committee

**Prepared by** David Marlor, Director, Legislative and Information Services/January 30, 2025

**Reviewed by** Chief Administrative Officer, January 30, 2025

Executive Committee/Feb 5, 2025



**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	
<p><b>Initiated by (name, title):</b> Information Systems</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input checked="" type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="text-align: right;">Temp Duration: _____</p> <p><input type="checkbox"/> <b>Other – please describe:</b> _____</p>
<p><b>Business Area:</b> Administrative Services</p>	
<p><b>Name of Request:</b> Bylaw Portal Licensing and Implementation</p> <p><b>\$90,000</b></p> <p><b>This project was approved in the 2024/25 budget (current year) but will not be completed by year-end. Unspent monies for this work are required in the draft 2025/26 budget to complete the project. Changes to this business case since its approval in March 2024 are noted in blue font.</b></p> <p><b>FY 25/26: \$114, 299</b></p> <ul style="list-style-type: none"> <li>• \$24,182 (software)</li> <li>• \$90,117 (implementation contract)</li> </ul> <p><b>FY 24/25: \$1,900 (software (4 months))</b></p>	
<p><b>Date of Funding Request Submission: 7/21/2023</b></p> <p><b>Amended: February 6, 2025.</b></p>	<p><b>Funding Required for (date range): From April 2023 onwards we are requesting an additional \$6,000 per year for annual license fees for operational software.</b></p>

## ISSUE/OPPORTUNITY:

February 6, 2025:

In March 2024, Trust Council approved a Bylaw Portal Licensing and Implementation business case for \$90,000. The project was deferred until completion and assessment of the Applications Portal. A service contract was signed on December 18<sup>th</sup>, 2024 with to purchase and implement the Bylaw Portal Licensing module. The contract includes increased project management costs by the software company as well as increased time spent on data validation and refinement and training. These costs arose from the lessons learned implementing the Cityview software for current planning. The costs also reflect the delays experienced from losing key GIS staff and the need for technical support to ensure quality. An updated breakdown of amended costs is included in the financial implications section of this business case

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

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

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

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

### **Lack of online transaction capacity**

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

### **No online application status tracking**

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

### **Limited integration of mapping**

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

### **No online access from the field**

Field staff and officials may face challenges accessing critical information in real-time, potentially impacting their ability to make informed decisions on-site.

**Limited reporting capacity**

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

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

**Technology Modernization**

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

**Capacity Building and Training**

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

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

Future Needs:

**Technological Upgrades**

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

**Capacity Building**

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

**Data Integration**

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

**PROJECTED RESULTS/DELIVERABLES:**

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

**Enhanced Land Use Regulation System**

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

**Seamless Data Flow**

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

**Online Transaction Capacity**

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

**Real-time Ticket Status Tracking**

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

**Online Access from the Field**

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

**Expanded Reporting Capacity**

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

**Public Accessible Portal**

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

**Improved Efficiency and Productivity**

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

**Long-term Sustainability**

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

**RISK ASSESSMENT:**

<b>Risks</b>	<b>Impact</b>	<b>Mitigation</b>
<b>Technical Challenges</b> Implementing a new software system, especially one with various integrated modules, can pose technical challenges during the transition phase. Data migration, system compatibility, and potential software bugs or glitches may arise, impacting the smooth functioning of the integrated system.	High Medium Low	<b>Pilot Testing and User Feedback</b> Conduct comprehensive pilot testing of the integrated system with a selected group of staff and stakeholders to identify and address technical challenges. Gathering user feedback during this phase will help refine the system before full deployment.
<b>Staff Training and Adoption</b> Ensuring that staff members are adequately trained and	High Medium Low	<b>Comprehensive Training Program</b> Develop a comprehensive training program to educate staff members on using the new integrated system effectively.

comfortable using the new integrated system is essential. Resistance to change or lack of proper training can lead to inefficiencies and reduced productivity during the initial stages of implementation.		Providing ongoing training and support will aid in the system's smooth adoption.
<b>Data Security and Privacy</b> With an integrated system handling sensitive land use and bylaw enforcement data, there is an increased risk of data breaches, unauthorized access, or potential privacy violations. Protecting confidential information and ensuring robust data security measures become critical.	High Medium Low	<b>Data Security Measures</b> Implement robust data security protocols, such as encryption, and access controls.
<b>Cost Overruns:</b> Complex software integration projects can be subject to unexpected costs, such as additional customization or third-party integration requirements. Budget overruns could strain the financial resources allocated for the initiative.	High Medium Low	<b>Clear Project Scope and Contingency Planning</b> Define a clear project scope and have contingency plans in place for potential cost overruns or delays. Regular monitoring and reporting of project progress can help identify any deviations from the plan and take corrective action.

**ALTERNATIVES CONSIDERED:**

**Option 1: Status Quo (Do Nothing)**

**Benefits:** No immediate financial investment required, and minimal disruption to current operations.

**Risks:** Continued use of the outdated TAPIS system with its limitations, inefficiencies, and reduced community engagement due to outdated technology and limited online access.

**Financial Implications:** No direct financial costs, but potential missed opportunities for improvement.

**Resource Requirements:** No additional resources required although maintaining the legacy TAPIS system for bylaw enforcement while operating a new Cityview system for the rest of Planning Services and the Islands Trust Conservancy leads to inefficiencies which will increase over time as the legacy system is no longer maintained and the rest of the organization uses a different operating system, challenges for staff due to system limitations.

**Other Implications:** Hindered achievement of strategic objectives related to technology modernization, community engagement, and efficient land use regulation.

**Option 2: Incremental Upgrade of TAPIS**

**Benefits:** Lower initial financial investment, familiarity for staff, and gradual improvements to address some limitations.

**Risks:** Incremental approach may not fully resolve all technological challenges, and system may still lack essential functionalities.

**Financial Implications:** Lower initial costs than a full system replacement, but ongoing upgrades and maintenance may be required, which could potentially exceed the initial CityView implementation costs.

**Resource Requirements:** IT resources, developers, and staff training needed for upgrading the existing system.  
**Other Implications:** May not fully address long-term needs, risking inadequate technology for future growth and challenges.

**Option 3: Full System Replacement with CityView Bylaw Module**

**Benefits:** State-of-the-art technology with comprehensive features for efficient land use regulation, seamless integration between planning and bylaw enforcement modules, improved community engagement through a public-accessible portal, and better data analysis capabilities.

**Risks:** High initial investment, potential technical challenges during implementation, and staff adaptation to the new system.

**Financial Implications:** Highest initial investment, but offers comprehensive solution and potential cost savings in the long run.

<b>Cost Summary</b>	<u>Original</u>	<u>Amended</u>
Software Licenses & Subscriptions	\$24,000	\$24,182*
CityView Annual Software Maintenance	\$6,000	(IS Software)
Implementation Services	\$40,000	\$40,420
Information Services	\$2,000	
Data Conversion	\$10,000	\$7,520
Enhanced - Validation and Refinement of data		\$14,570
Final Data Upload		\$1,880
Enhanced - Training	\$7,500	\$11,397
New - Project Manager		\$14,330
<b>Total</b>	<b>Approx. \$90,000</b>	<b>\$114,299</b>

\*includes PST

**Resource Requirements:** Substantial IS and Bylaw staff resources, and Bylaw staff training needed for a successful system replacement.

**Other Implications:** Aligns with strategic objectives, providing a modern, efficient, and user-friendly solution to address current and future land use management challenges.

**CRITICAL SUCCESS FACTORS:**

**Related Factors Identified:**

**Stakeholder Engagement**

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

**Data Migration and Integration**

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

**Comprehensive Training**

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

**Effective Change Management**

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

**Timely Implementation**

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

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

Outcomes if Critical Success Factors are Not Met:

**Ineffective Use of the New System**

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

**Data Inconsistencies and Inaccuracies**

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

**Reduced Efficiency**

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

**Delayed Implementation**

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

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

**RECOMMENDED OPTION:**

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

**Option 3: Full System Replacement with CityView Bylaw Module**

**Summary of Reasons for Choosing Option 3**

**Comprehensive Solution**

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

**Immediate Benefits**

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

**Seamless Integration**

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

**Streamlined Processes**

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

**Mitigating Risks**

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

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

**COST/BENEFIT ANALYSIS:**

**Quantitative Considerations**

**Financial Costs**

**System Replacement Cost**

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

Software Licenses & Subscriptions	\$22,600
Implementation Services	\$40,000
Information Services	\$2,500
Data Conversion	\$7,500
Validation and Refinement	\$14,500
Final data upload	\$2,000
<b>Total</b>	<b>\$89,100</b>

**Training and Support**

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

Training	<b>\$11,500</b>
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**Project Management**

The cost of project management from the software company is a new line item. Successful project management is crucial to implementing the new software. The cost includes potential travel and expenses.

Project Management	\$14,500
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**Maintenance and Upgrades**

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

CityView Annual Software Maintenance	\$6,400
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**Financial Benefits (Savings)****Efficiency Gains**

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

**Qualitative Considerations****Non-Quantifiable Costs****Learning Curve**

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

**Change Management**

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

**Non-Quantifiable Benefits****Improved Decision-Making**

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

**Enhanced Collaboration**

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

**Transparency and Accountability**

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

**Better Community Engagement**

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

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

#### **PURCHASING PROCEDURE:**

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

#### **Unique Qualifications**

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

#### **Seamless Integration**

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

#### **Time Efficiency**

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

#### **Risk Mitigation**

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

#### **Cost-Effectiveness**

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

#### **Minimal Disruptions**

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

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

## **PROPOSED IMPLEMENTATION STRATEGY:**

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

### **Phase 1: Project Planning and Preparation**

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

### **Phase 2: Workflow Review and Optimization:**

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

### **Phase 3: System Configuration and Customization**

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

### **Phase 4: Training and User Acceptance Testing**

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

### **Phase 5: Pilot Implementation**

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

### **Phase 6: Full System Deployment**

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

### **Phase 7: Post-Implementation Support and Optimization**

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

### **Timeline and Anticipated Date of Completion**

The timeline for the roll-out of the recommended solution will be dependent on the complexity of system integration, data migration, and the customization required for the CityView Bylaw Module. However, based on preliminary estimates the anticipated date of completion for this initiative is approximately 4 to 6 months from

the project initiation. It is important to note that this timeline is subject to adjustments based on unforeseen challenges, feedback from pilot implementation, and other factors that may impact the implementation process. Close monitoring and effective project management will be critical in adhering to the timeline and achieving a successful roll-out.

**STAFF RESOURCING:**

Staff Resources Needed for the Initiative

**Project Manager (Senior Management Level)**

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

**Business Analyst (Mid-Level Staff)**

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

**IT Team (Technical Staff)**

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

**User Representatives (End Users)**

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

Total Estimated Staff Hours: 55 - 90 hours.

**Assessment of Expected Staff Hours**

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

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

**Concerns and Mitigation Strategies**

**Change Resistance**

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

**Training and Support**

Adequate training and support for staff and end-users will be vital to ensure a smooth transition to the new system. A comprehensive training program will be developed as part of the service contract to equip staff with

the necessary skills to utilize the CityView Bylaw Module effectively. Ongoing support will be provided post-implementation to address any questions or challenges that may arise.

### **Communication and Collaboration Strategies**

#### **Collaborative Workshops and Feedback Sessions**

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

#### **Regular Progress Updates**

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

#### **Change Champions**

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

#### **Collaborative Decision-Making**

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

#### **Identification of Other Stakeholders**

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

##### **IT Department**

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

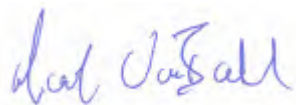
##### **Finance Department**

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

##### **Leadership Team**

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

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



July 21, 2023

Initiator Name, Title

Date

Stefan Cermak, Director Planning Services

September 29, 2023

[Amended February 6, 2024](#)

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Reviewed by Department Lead: Name, Title

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Date

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**Budget Funding Request  
Short-Form Business Case**

Islands Trust

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**

<p><b>Requested by (Committee or Operational Unit):</b></p> <p>Executive Committee</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input checked="" type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input type="checkbox"/> <b>Other – please describe:</b> _____</p>
<p><b>Department:</b></p> <p>Legislative and Information Services</p>	
<p><b>Name of Request:</b></p> <p>Time Tracking Software</p>	
<p><b>\$ Value of Request</b> (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p>\$7680 annual cost</p> <p>32 planning staff – \$20 CAD = \$640 / month x 12</p>	
<p>Date of Submission to Finance Committee:</p> <p>February 7, 2025</p>	<p><b>Funding Required for (date range):</b> 2025-26</p>

**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 Application Processing Services ([Policy 5.6.1](#); last amended June 2021) is intended, in part, to recover from applicants 100 per cent of the average cost of processing the development applications, while permitting consideration of lower cost recovery for environmental protection and community benefit.

**ISSUE/OPPORTUNITY:**

At its March 2024 Trust council meeting, Trust Council carried the following motion:

TC-2024-045

*“That the Trust Council request staff to report in the September [2024] and March [2025] Trust Council meetings about the tracking of planning staff time and application revenue with regards to cost recovery.*

In September 2024 staff reported back to Trust Council that there was a 91% shortfall of revenue versus staff costs using results from 2024/25 Q1 (April 1, 2024- June 30, 2025). Staff time was assessed using (then) time collection methods which involves staff recording time spent processing applications in an aggregated manner via “application processing”. This method was unsatisfactory to assess where shortfalls may be happening. As such, staff amended the time collection categories and all planning staff were directed to begin tracking applications by type and local trust area (for clarity, this would not be per application, but per application type).

Shortly after making changes to the time collection software - it broke. After many attempts to remedy, the software is deemed unrepairable. Options to address include requiring all staff to input hours into an ad hoc type spreadsheet, completely rebuild the time collection software, or to purchase “off the shelf” software.

Current in-house solutions are either out of date or not supported. A replacement is required to provide a robust and effective means for staff to track time. Staff brought the issue to the Executive Committee. On February 5, 2025, the Executive Committee passed the following resolution:

**It was MOVED and SECONDED,**

That Executive Committee forward the Time Tracking Software Business Case and relevant briefing to Financial Planning Committee.

#### **PROJECTED RESULTS/DELIVERABLES:**

Accurate and reliable Time Collection as requested by Trust Council. This may help Trust Council with improved evaluation of cost recovery for applications.

#### **RISK ASSESSMENT:**

Staff cannot provide Trust Council with an assessment of cost recovery without an effective time collection system.

#### **ALTERNATIVES CONSIDERED:**

##### **Option 1: Rebuild Internal Time Collections Application**

- Benefits - staff are familiar with the current time collection system. Little effort would be needed to manage changes. Avoids purchasing new software and avoids annual software maintenance costs.
- Risks - In the past years, problems with the software have resulted in data not being entered, or functionality limitations making it difficult for planner and planning staff to enter tracked hours. We have no guarantees staff will be able to satisfactorily fix the software application although some staff have demonstrated a keen desire to do so.
- Only one staff has the reported expertise/skillset. That person is on leave for an undetermined time. The skillset is not a requirement of the position thus could cause vulnerability's if the rebuilt system required future repair (similar to the current issue).
- Resource Requirements – An assessment of the amount of time required has not been completed due to all IS staff currently having work program demands exceeding available amount of time.
- Limitations - Internal application would be only available via web, on our network (remote desktop if remote).

##### **Option 2: Build An Excel Spreadsheet and Input All Staff Time**

- Benefits – spreadsheets are relatively easy to design. In house staff can develop. Familiarity with MS products; customizable and easy to manipulate data

- Risks – data integrity and consistency. Planning Services has over 30 staff. Staff cannot all enter data into one document at the same time. Managing version control of a single spreadsheet would be challenging.
- Privacy. Multiple staff entering data into a single spreadsheet would put personal information at risk. For example, reasons for leave would need to be required which is personal (ex: medical leave, special leave with reasons given, etc).
- Resource Requirements – Creating a spreadsheet may be relatively simple; however, managing the process for data entry would require additional time spent exploring solutions and eventually managing the issues. Lack of automation will require manual calculations and adjustments which are time consuming.

**Option 3 – Purchase Time Collection Software**

- Benefits – increased accuracy, increased automation and efficiency (including being able to enter time remotely via phones or other devices); real time monitoring; streamlining related processes (ex: time allocation per local trust area); data security; staff self-service – not relying on administrative or management staff to enter on one’s behalf; technical support
- Risks – Implementation challenges – learning new software effectively takes time; employee resistance – tracking time spent processing applications is not common in local governments – nor is expecting 100% cost recovery.
- Resource Requirements – software purchase and annual software maintenance costs. Project management (change management, orientation, training, reinforcement). Data migration takes staff time (may require additional IS services support)

**CRITICAL SUCCESS FACTORS:**

Effective project management by Information Services, in cooperation with Finance and Planning Services will help ensure an effective and efficient implementation of a useful time collection system.

**RECOMMENDED OPTION:**

Option 3 – purchase time collection software. This option most effectively addresses current and future needs with the greatest benefits and least risk.

**COST/BENEFIT ANALYSIS:**

Quantitative:

- Software costs: (\$20/person/month); 32 Planning Staff = \$7,680 annual costs
- Save on staff time not fixing internal software; staff estimate a minimum 2-4 weeks designing and planning; 4-8 weeks developing; testing and debugging for 2-4 weeks; followed by deployment and training of 1-2 weeks. A total of 9-18 intensive weeks.
- Staff time project managing purchasing software and planning (2-4 weeks), setting up and configuring (2-4 weeks), training and documenting (2-3 weeks), full rollout and go live (1 week). A total of 7-12 less intensive weeks.

Qualitative:

- Usability: Intuitive and user-friendly interface.
- Customization: Ability to tailor the software to specific needs.
- Support: customer service and onboarding resources.
- Reporting: Customizable, real-time, and actionable reporting capabilities.
- Employee Self-Service: Features that allow employees to track and manage their own time.
- Vendor Stability: A trusted vendor with a clear roadmap and good reputation.
- Employee Buy-in: Positive feedback from employees regarding ease of use and features.

**PURCHASING PROCEDURE:**

Direct Award - vendor that satisfies both the needs of the Planning department and Finance. Staff have searched for relevant software and have found Harvest Time Tracking to meet the needs of the organization.

**PROPOSED IMPLEMENTATION STRATEGY:**

- Purchase software and planning with Finance, IS and Planning Services (2-4 weeks),
- setting up and configuring (2-4 weeks),
- training and documenting (2-3 weeks),
- full rollout and go live (1 week).
- A total of 7-12 weeks.
  
- First reports at Trust Council in September 2025

**STAFF RESOURCING:**

- Senior Technical Analyst (project manager) – 20 hours
- Information Services Coordinator (project coordinator) - 20 hours
- HR and Finance Staff (advisors and review) - 10 hours each
- Planning staff (advisors and review): 10 hours (2 staff)
- All Planning Staff Training: 2 hours

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

Communication to Staff on selection of new solution, identify pain points, buy-in, and training schedule  
Vendor involvement expected to be minimal – solution is cloud based and fully supported

Requested by: Executive Committee

Prepared by date: Jeffrey Lloyd , Senior Technical Analyst 01/31/2025

Reviewed: Stefan Cermak, Director of Planning Services 01/31/2025 (amended February 6, 2025 based on Executive Committee discussion and resolution)



	by \$7,582. This change will have no impact on proposed taxation as already accounted for by the Director of Trust Area Services.
November 19, 2024	<p><b>ITC-2024-065</b>  <i>that the Islands Trust Conservancy Board indicates to Trust Council and Financial Planning Committee that it considers the Trust Area Services business case for an Auxiliary Policy Advisor for 2025-2026 is critical to support ongoing intergovernmental and policy work, and that ITC requests that a portion of an Auxiliary Policy Advisor position be dedicated to support the Conservancy's engagement with First Nations on the Conservancy's mandate and a renewed five-year plan, and,</i></p> <p><i>that in light of increasing budget requests from the Conservancy, the Board indicates that its request for an increase to Board training (\$3,000) to support education on Indigenous Conserved and Protected Areas, could be de-prioritized for this fiscal.</i></p>
January 21, 2025	<p><b>ITC-2025-008</b>  <i>that the Islands Trust Conservancy Board provide an updated 2025/26 budget request to the Financial Planning Committee and Trust Council that addresses the changes and comments made by the Board November 19, 2024 (resolutions ITC-2024-064 and ITC-2024-065).</i></p>

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

Description	2024/25				2025/26				Increase/Decrease in IT Tax Contribution	
	Islands Trust Contribution: Taxes	Grant Contribution: FN Engagement	Grant Contribution: SAR	Total Approved Budget	Islands Trust contribution: Taxes	Grant Contribution: FN Engagement	Grant Contribution: SAR	Total Draft Budget	\$ Change	% Change
Salaries and Benefits *	700,458		115,000	815,458	799,771		102,418	903,033	99,313	14.2%
Communications	16,500		1,500	18,000	4,500		5,500	10,000	(12,000)	-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	6,000	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	1,600			1,600	-	0.0%
Property Management	99,640		66,500	166,140	99,460		76,582	176,042	(180)	-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	8,450	51.1%
Ecosystem Mapping	-			-	5,200		4,000	9,200	5,200	100.0%
Legal	17,800		4,200	22,000	31,000			31,000	13,200	74.2%
Mobile Devices	2,562			2,562	356			356	(2,206)	-86.1%
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	10,000	10,000		20,000	-	0.0%
<b>TOTAL Direct ITC Costs</b>	<b>926,560</b>	<b>10,000</b>	<b>220,000</b>	<b>1,140,260</b>	<b>1,043,637</b>	<b>10,000</b>	<b>220,000</b>	<b>1,274,481</b>	<b>117,077</b>	<b>12.6%</b>
Admin Allocation - 14% *****	326,086			326,086	364,470			364,470	38,384	11.8%
<b>TOTAL</b>	<b>1,252,646</b>	<b>10,000</b>	<b>220,000</b>	<b>1,466,346</b>	<b>1,408,107</b>	<b>10,000</b>	<b>220,000</b>	<b>1,638,951</b>	<b>155,461</b>	<b>12.4%</b>

\* 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, \$7,000 for contracted program evaluation, and \$4,000 for bookkeeper.  
\*\*\* 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  
\*\*\*\*\* NB: No funds were spent on First Nations Engagement on ITC Plan in 2024/25, so will go to surplus and re-requested for 2025/26  
NOTE: Budget amounts listed for prior year is as per the approved budget.

In September 2024, Trust Council established 2025/26 a budget guideline that resource requests for additional operating budgets (including one-time projects) and 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.

While some budget increases are not directly responding to critical capacity issues and do not result in longer term savings, it should be noted that the \$220,000 from Environment and Climate Canada is supporting increased activities that are not taxpayer-funded, and that advance important conservation efforts.

NB: In January 2025, the Director of Trust Area Services received clarification on matching fund requirements. The Director has received new information and now understands that the matching funds have already been achieved over the life of the agreement and matching funds are not required in this fiscal year. However, the objectives in the agreement must still be achieved and cuts to the proposed budgets may impair our ability to meet these objectives.

Due to time constraints, this updated briefing has not been reviewed by the Islands Trust Conservancy Board.

**ATTACHMENT(S):** Table 2. Explanation of Proposed Budget Increases & Decreases in 2025/26

**FOLLOW-UP:** Staff will follow-up as directed. Staff and the ITC representative to the Financial Planning Committee will convey the results of Trust Council deliberations to the ITC Board at its May 2025 meeting.

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

**Reviewed By/Date:**

**Table 2. Explanation of Proposed Budget Increases & Decreases in 2025/26**

Budget Line Item	2024/25 Budget	2025/26 Budget	Rationale
1. Salaries and Benefits	\$815,458	\$903,033 (ECCC Agreement provides \$102,418)	<p>New Protected Area Team Lead position in place for a full-year in 2025/26. Prior year included only six months to allow time for hiring.</p> <p>Estimate of ITC salaries and benefits assumes 3% wage increases under the BCGEU agreement.</p> <p>Environment and Climate Change Canada Contribution Agreement (ECCC Agreement) provides \$7,582 less towards salaries and benefits in 2025/26 compared to the prior year. Taxation will now cover this amount.</p>
2. Communications	\$18,000	\$10,000 (ECCC Agreement provides \$5,500)	Reduced budget requested reflects the planned work program for 2025/26 which is better matched to staff capacity and includes social media campaigns for ITC's 35 <sup>th</sup> Anniversary.
3. Contracted Temp Staff	\$20,000	\$15,000	\$15,000 for contractors/short-term auxiliary staff to assist with critical policy work that had been delayed due to critical capacity challenges and transitions within the ITC Manager role. Staff anticipate: policy development/ improvement work as priority, plus delayed management plan work.
4. Professional Services	N/A	\$19,000 (ECCC Agreement provides \$13,000)	<p>The following activities are committed to in the ECCC Agreement:</p> <ul style="list-style-type: none"> <li>• First Nation Specialist advisor/liaison</li> <li>• Species at Risk program evaluation</li> </ul> <p>Critical capacity issues exist regarding bookkeeping which have fallen into the ITC Manager role but this is not tenable given workload associated with routine operations. Additional services required:</p> <ul style="list-style-type: none"> <li>• ITC book keeping services at direction of ITC Board.</li> </ul>
5. Board Training	\$1,600	\$1,600	No change.

Budget Line Item	2024/25 Budget	2025/26 Budget	Rationale
6. Property Management	\$166,140	\$176,042 (ECCC Agreements provides \$76,582)	<p>Supports property management activities for Nature Reserves and Covenants, including Management Planning and implementation, First Nations engagement and cultural monitoring, Species at Risk surveys and monitoring, habitat restoration for species and ecosystems at risk, wildlife management (enclosure fence installation/maintenance,) trail construction/maintenance, signage construction/maintenance, wildlife structures (bat/bird boxes, etc) installation/maintenance, hazard assessments/ mitigation of hazards, and archeological assessments.</p> <p>The increase is due to increasing costs associated with registering 2 new covenants in 2024, (NB: The formula which was established in 2021 and has not been adjusted for inflation.) and generally increasing cost. It also supports a continued program to address delayed work which was not completed in prior years due to lack of funds. Addressing invasive species in a timely way results in longer term savings.</p> <p>Priority property management activities planned for 2025/26 include:</p> <ul style="list-style-type: none"> <li>• Engage with First Nations and complete first of two-year archaeological assessment on Link and Saturnina Islands (as requested by First Nations as part of management planning for these nature reserves).</li> <li>• Species at Risk surveys/monitoring and habitat assessments for SARA listed endangered or threatened plant and wildlife species on Salt Spring, Thetis, Link, Lasqueti Islands and other priority protected lands.</li> <li>• Develop invasive species management strategy for ITC’s protected areas on Bowen Island (three nature reserves and two conservation covenants)</li> <li>• Habitat restoration across numerous protected areas that includes planting native species, propagation of an endangered plant species, mapping and removal of invasive plants/species in ecosystems at risk (to inform management planning), installation and monitoring of habitat structures and long-term success monitoring for previous restoration projects.</li> </ul>
7. Safety	\$1,200	\$3,300	<p>Critical capacity issues exist regarding safety in the field:</p> <ul style="list-style-type: none"> <li>• Change from SPOT safety devices to BIVY safety devices for staff field safety (better system) comes with increased costs</li> </ul>

Budget Line Item	2024/25 Budget	2025/26 Budget	Rationale
8. Conservation Planning & Land Securement	\$26,550	\$37,000 (ECCC Agreement provides \$12,000)	<p>Land securement activities planned for 2025/26 include:</p> <ul style="list-style-type: none"> <li>Nature reserve/covenant securement costs: biological surveys, archaeological and Indigenous knowledge surveys, land appraisals, legal advice, land surveys and other needed expertise and reports as relevant; support for select landowner costs (does not include direct purchase costs.)</li> <li>As per Board policy, prior engagement with First Nations</li> <li>Continued negotiation with six current landholders who have shown an interest in donation of ecologically-valuable private land with species at risk values within the Islands Trust Area.</li> <li>Boundary survey for a conservation covenant that is experiencing frequent trespass – this will result in long term savings.</li> <li>Acting on opportunities as they arise.</li> </ul>
9. Ecosystem Mapping	\$0	\$9,200 (ECCC Agreement provides \$4,000)	<p>Ecosystem mapping activities planned for 2025/26 include:</p> <ul style="list-style-type: none"> <li>Critical updates to ITC’s mapping capacity to improve efficiency of data collection, integration into Islands Trust mapping systems, and analysis to support improved conservation planning and management decision making (this planned work follows from the protected area data needs assessment work funded in 2024/25 which is still in progress -the proposed amount will be assistive but is expected to be insufficient to respond to all identified deficiencies),</li> </ul>
10. Legal	\$22,000	\$31,000	Increase is due to trend of ITC issues becoming more complex/increasing need for additional legal input/increasing cost of legal services, and joining a legal advice service through MIABC.
11. Training & Conferences	\$4,700	\$6,400	<p>Increase due to:</p> <ul style="list-style-type: none"> <li>new Protected Area Team Lead position now full-year,</li> <li>increasing registration costs, and</li> <li>anticipated training needs.</li> </ul>
12. Travel for Training	\$4,000	\$4,500	<p>Increase due to:</p> <ul style="list-style-type: none"> <li>new Protected Area Team Lead position now full-year</li> </ul>

Budget Line Item	2024/25 Budget	2025/26 Budget	Rationale
			<ul style="list-style-type: none"> <li>• anticipated increase to km/meal costs required in the union agreement.</li> </ul>
13. Travel	\$26,000	\$26,000 (ECCC Agreement provides \$6,500)	No change.
14. FN Engagement Capacity Funds/ITC Plan	\$20,000	\$20,000	The capacity funding in the 2024/25 budget will not be spent and will be added to the General Surplus Fund and will be required instead in 2025/26.

**ISLANDS TRUST**  
**Fiscal Year 2025/26**  
**PROPOSED LTC PROJECTS**

<b>ITEM</b>	<i>Carryover from Prior Year (from surplus)</i>	<i>New funding request</i>	<b>Total 2025/26</b>	<i>Funding Source</i>
<b><u>Specific Projects &gt;\$5000:</u></b>				
DE: Denman Island Housing Review - Phase 2	3,750	12,000	\$ 15,750	<i>surplus/taxes</i>
GM:Gambier OCP/LUB Amendments Implementation		10,000	\$ 10,000	<i>taxes</i>
GB:Gabriola OCP/LUB - Phase 3	18,000	30,000	\$ 48,000	<i>surplus/taxes</i>
LA: OCP and LUB Review - Phase 1		15,500	\$ 15,500	<i>taxes</i>
MA: Housing Options - Year 2		8,000	\$ 8,000	<i>taxes</i>
NP:Housing Access and Affordability - Year 2		8,000	\$ 8,000	<i>taxes</i>
HO:First Nations	18,750		\$ 18,750	<i>surplus</i>
SS:OCP/LUB - Year 2	158,500	45,500	\$ 204,000	<i>surplus/grant/taxes</i>
			<b>\$ 328,000</b>	
<b><u>Minor Projects Placeholder:</u></b>				
Pool for Allocation to LTCs in Year			\$ 36,500	<i>taxes</i>
<b>Total Specific LTC Projects</b>			<b>\$ 364,500</b>	
<b><u>SSI LTC projects proposed for funding from Special Tax Reserve Funds:</u></b>				
SSIWPA Plan Coordination		\$ 55,000		<i>reserve funds</i>
SSI Groundwater Sustainability Strategy		16,500	\$ 71,500	<i>reserve funds</i>
	0			
<b>Total planned spending on LTC projects</b>			<b>\$ 436,000</b>	

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**To:** Financial Planning Committee      **For the Meeting of:** February 21, 2025  
**From:** Planning Services      **Date Prepared:** February 13, 2025  
**SUBJECT:** Planning Services – Projects Feasibility Assessment

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## PURPOSE

To provide the Financial Planning Committee with an updated feasibility assessment comparing Planning Services related budget case submissions for the next fiscal year (FY2025/26) to projected available staff resources.

## SUMMARY

Planning Services Projects Feasibility Assessment has been updated and amended as follows:

- The total amended requested project funds for 2025/26 has increased from \$257,000 to \$399,500.
  - This total includes \$199,000 carryover from prior year (from surplus),
  - This total includes \$71,500 from unspent special property tax (reserve funds)
- The total estimated Planner staff hours has increased from 3,600 hours to 4,500 hours. (This does not include the estimated 600 hours of contractor time for the Salt Spring LTC OCP project).

As a result of the above, staff recommend reducing demand while increasing resources as follows:

- Continued deferral of projects not currently assigned Planners:
  - Lasqueti Island LTC's OCP/LUB project
  - Salt Spring Island LTC's Well Monitoring Project
  - Salt Spring Islands LTC's SSIWPA Project
- Continued deferral of the above projects will defer demand for an estimated 900 hours bringing the total estimated hours to 3,600.
- 2.6 FTE (full time equivalent staff) are available which is a total 3,100 hours.
- One senior Planner is currently working on a reduced capacity (0.6 FTE). That position is being redrafted as permanently part-time (0.5 FTE) so that we may fill the remaining 0.5 FTE with a new part time staff position. This effectively fills a staffing void that has resulted from accommodating a reduced work schedule.
- Staff are also in the process of seeking coverage for one of Salt Spring Islands Island Planners on temporary assignment with the province. This staff person could contribute at least 450 hours to Salt Spring Island LTC projects.
- With the implementation of 3 FTE planners to the Regional Planning Team and upon successful fulfillment of the temporarily vacant Island Planner position on Salt Spring Island, staff may begin to support the above deferred projects later in the year thus staff recommend supporting all budget requests.
- The above assumes we are able to retain current staffing levels.

## 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.

Current work is being advanced by management while Planner resources are low primarily due to staff taking opportunity of temporary assignments elsewhere in the provincial workforce. This is not sustainable over the long term and impacts management time to review staff work, address staff performance, or to advance operational projects, strategic items and emerging issues.

### Local Trust Committees

#### Major and Extraordinary Projects

Eight Local Trust Committees have submitted additional operations business cases requesting a total of \$399,500 for the 2025/26 fiscal year (Table 1) to support Major and Extraordinary Projects. The focus of most projects are OCP/LUB reviews, with some finishing housing review projects. Enhancing relationships with Indigenous Governing Body staff has been led by the Regional Planning Team.

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 Projects Summary (blue text shows changes)**

Committee	Item	Amount	Planner Time (hours)	Phase
DE	Housing Review	\$15,750	450	Bylaw drafting
GB	OCP and LUB Review	\$48,000	450	Consultation
GM	OCP/LUB amendments	\$10,000	450	Legal review and Implementation
HO	First Nations Relations	\$18,750	300	Legislative review
LA	OCP/LUB Review	\$15,500	450	Initiation (expansion of minor project)
MA	Housing Options	\$8,000	300	Consultation
NP	Housing Access and Affordability	\$8,000	300	Consultation
SS	OCP & LUB Review	\$204,000	1200	Research / Consultation
	<b>Sub-total</b>	<b>\$328,000</b>	<b>3,900</b>	
SS	SSIWPA	\$55,000	300	On-going since 2013 although not coordinated in 2024/25
SS	Groundwater Sustainability (Well monitoring)	\$16,500	150	Monitoring and Reporting
	<b>Sub-Total (Funded via reserve fund)</b>	<b>\$71,500</b>	<b>450</b>	

RPC	Bylaw Compliance & Enforcement	\$0	300	Draft Policy Review
RPC	Freshwater Sustainability Strategy	\$0	150	Various projects and deliverables
RPC	Housing Strategic Action Plan	\$0	300	Various projects and deliverables
	<b>Total</b>	<b>\$399,500</b>	<b>5,100</b>	

**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).

A total budget of \$36,500 for minor 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. Gabriola, Denman, and Lasqueti LTC major project business cases propose drawing support from the Local Planning Team.

- Gabriola LTC does not have a minor project thus the draw of resources is complimentary and supportive of the major project.
- Denman LTC is proposing a new minor project involving OCP Amendments for technical and updates based on First Nations engagement. This work is complimentary and supportive of the major project proposal.
- Lasqueti LTC is proposing to upgrade its minor project to a major project although there are no resources available within the Regional Planning Team. It should be feasible to continue minor project work.
- Ballenas-Winchelsea LTC does not have a minor project.

**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. Special property tax requisition requests are required to be reviewed prior to December Trust Council thus are no longer available until next fiscal cycle.

**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](#)).

As stated within the policies, 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, administrative staff, and other Islands Trust staff such as GIS and communications staff.

The Regional Planning Team is currently assigned 2.6 FTEs (one planner is working part time) an approximate total of 3,100 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 4,500 hours of requested staff time based on business case submissions and using the same staff hour assumptions. Staff cannot meet this demand. Therefore, staff recommend continued lowering demand by deferral of projects not currently assigned Planners. Continued deferral of the above projects will defer demand for an estimated 900 hours bringing the total estimated hours to 3,600. Projects not currently assigned Planners include:

- Lasqueti Island LTC's OCP/LUB project
- Salt Spring Island LTC's Well Monitoring Project
- Salt Spring Islands SSIWPA Project.

Staff are working to increase resources to meet demand. Staff are in the process of creating a part time position to fill the missing 0.4 FTE which would bring the total available hours to 3,600. (This position would not be new staff – it would be filling the vacant 0.4 FTE that has resulted from one staff person who has been working on a reduced schedule). Staff are also in the process of seeking coverage for one of Salt Spring Islands Island Planners on temporary assignment with the province. It is feasible, and recommended, that this resource be assigned some project work and application processing.

With the complete implementation of 3 FTE planners to the Regional Planning Team and upon successful fulfillment of the temporarily vacant Island Planner position on Salt Spring Island, staff may begin to support the above deferred projects later in the year thus staff recommend supporting all budget requests.

The above assumes we are able to retain current staffing levels.

### **ATTACHMENT(S)**

1. None

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**Prepared By:** Stefan Cermak, Director, Planning Services  
**Concurred By:** Rueben Bronee, CAO



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**

**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 and total if project is multi-year*):  
  
**2025-2026: \$15,750**  
• \$12,000 new  
• \$3,750 carryover for Capacity Agreement  
  
Budget to-date: \$33,500  
2022/23 = \$13,500  
2023/24 = \$8,000  
2024/25 = \$12,000

**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** 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**

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
<b>Phase 2C – Options Requiring More Detailed Analysis and Engagement</b>	
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)

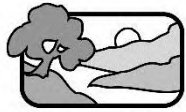
**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

- 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



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**

<p><b>Requested by</b> (<i>Committee or Operational Unit</i>): <b>GABRIOLA LTC</b></p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input checked="" type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input checked="" type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> 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.</p>
<p><b>Department:</b> <b>LPS-Planning Services</b></p>	
<p><b>Name of Request:</b></p> <p>Phase 3 - Gabriola OCP and LUB Review - Major Project (Year 3 of project)</p>	
<p><b>\$ Value of Request</b> (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p><b>2025-2026: \$48,000</b></p> <ul style="list-style-type: none"> <li>• \$30,000 new</li> <li>• \$18,000 carryover for Capacity Agreement</li> </ul> <p>Budget to-date: \$95,000 2023-24 -/2024 \$18,000 2024-25-/2025 \$77,000</p>	
<p><b>Date of Submission to Finance:</b> September 2024</p>	<p><b>Funding Required for (date range):</b> April 1, 2025-March 31, 2026</p>

**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 may 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



**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	
<p><b>Requested by (Committee or Operational Unit):</b> Gambier Island Local Trust Committee</p> <hr/> <p><b>Department:</b> Planning Services</p> <hr/> <p><b>Name of Request:</b> Final Phase Gambier Island OCP and LUB Amendments Implementation- Major Project</p> <hr/> <p><b>\$ Value of Request</b> \$10,000</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> _____</p> <p>For fiscal year 2025-26:</p> <ul style="list-style-type: none"> <li>- 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)</li> </ul>
<p><b>Date of Submission to Finance:</b></p>	<p><b>Funding Required for (date range):</b> April 2025 – March 31, 2026</p>

**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 Sk̓wx̓wú7mesh/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
1 <sup>st</sup> reading, further engagement, referrals to First Nations and agencies	Spring/Summer 2025	0
Consideration of changes and 2 <sup>nd</sup> reading	Fall 2025	0
Community Information Meeting and Public Hearing	Fall/Winter 2025	\$2,000
3 <sup>rd</sup> 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).

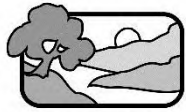
**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

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



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**

<p><b>Requested by</b> (<i>Committee or Operational Unit</i>):</p> <p>Regional Planning Committee</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> <u>existing First Nation Capacity Funding Program</u></p>
<p><b>Department:</b></p> <p>Planning Services</p>	
<p><b>Name of Request:</b></p> <p>Hornby Island LTC – Relationship Building Actions with K’ómoks First Nation</p>	
<p><b>\$ Value of Request</b> (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p><b>2025/26: \$18,750</b></p> <p><b>This project was approved in the 2024/25 budget (current year) but will not be completed by year-end. Unspent monies for this work appear in the draft 2025/26 budget to complete the project. Changes to this business case since its approval in March 2024 are noted in blue font.</b></p> <p><b>2024/25: \$31,5000</b></p>	
<p><b>Date of Submission to Finance:</b> October 6, 2023 <i>Amended February 6, 2025</i></p>	<p><b>Funding Required for (date range):</b> April 1, 2024 – March 31, 2025</p>

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:**

Islands Trust has adopted policies regarding reconciliation, respect, communication and actions that build relations with Indigenous Communities on whose traditional and unceded lands the Islands Trust operates.

- 1) Islands Trust Reconciliation Declaration, adopted by Islands Trust Council on March 14, 2019.

*“The Islands Trust Council acknowledges that the lands and waters that encompass the Islands Trust Area have been home to Indigenous peoples since time immemorial and honours the rich history, stewardship, and cultural heritage that embody this place we all call home. The Islands Trust Council is committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples. Islands Trust states a commitment to Reconciliation with the understanding that this commitment is a long-term relationship-building and healing process.*”

*The Islands Trust Council will strive to create opportunities for knowledge-sharing and understanding as people come together to preserve and protect the special nature of the islands within the Salish Sea."*

2) The Hornby Island LTC's standing resolution regarding First Nations in the Local Trust Area, adopted May 24, 2019.

*"Whereas the Local Trust Committee seeks to engage in Reconciliation with local First Nations, governments and the island community by honouring the Truth and Reconciliation Commission Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples, Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples, and Islands Trust First Nations Engagement Principles, the Local Trust Committee endeavours to:*

- a) Annually, write a letter to First Nations, (re)introducing Trustees and staff and provide a schedule of known Local Trust Committee meetings for the upcoming year, as well as, provide an update of current projects and advocacy activities;*
- b) For various Local Trust Committee meetings, invite elders from local First Nations to attend and provide a traditional welcome to the territory;*
- c) Work with First Nation governments on cooperative initiatives, including and not limited to, language, place names, territorial acknowledgements, and community education on Coast Salish and local First Nations' cultural heritage and history;*
- d) Work with First Nation governments on engagement principles for inclusive land use, marine use, and climate change planning; advocacy, protection and stewardship; and knowledge and information sharing protocols;*
- e) Establish and maintain government-to-government dialogue with First Nations, now and into the future, based on respect and recognition of Aboriginal rights and title, treaty rights, and First Nations' traditional territories within the Islands Trust Area."*

- 3) Islands Trust Conservancy Reconciliation Declaration, ratified by the Islands Trust Conservancy Board on June 16, 2019, in the territories of the Lək'wəḡən Peoples, METULIYE/Victoria, B.C.
- 4) Reconciliation Action Plan 2019-2022, passed by the Islands Trust on June 19, 2019, in the Coast Salish/Penelakut Territory, Galiano Island.
- 5) Islands Trust Council Strategic Plan 2018-2022. Addresses Objective to Strengthen Relations with First Nations

**ISSUE/OPPORTUNITY:**

Hornby Island LTC trustees have requested this initiative because of their desire to grow and foster a better relationship with K'ómoks First Nation, and to understand what they would like to see for reconciliation actions by the LTC, and perhaps even the larger organization (Islands Trust).

The LTC has also discussed as part of the LTC's current fiscal (2023/2024) Major Project, considering more robust acknowledgement of First Nations within the OCP, and comprehensive engagement with the K'ómoks First Nation has been a cornerstone to the development of draft bylaws for the current project. The LTC considers engagement with K'ómoks First Nation to be a top priority for the following fiscal year, as well.

**PROJECTED RESULTS/DELIVERABLES:**

The scope for this project is to support and carry out activities identified by the LTC to promote and build positive political/governance relationships with K'ómoks First Nation, and which would be led by the Hornby Island LTC and K'ómoks First Nation, with support from staff.

- Relational aspects only; led by LTC with support from staff.
- Subject to interest by K'ómoks First Nation, the LTC wants the project to accommodate time and budget to include discussions on setting up scheduled meetings and 'ways of working together' which could include an agreement, MOU, or Friendship Accord, for example.

The work is expected to be ongoing and based on specific actions may require multiple years of LTC priority and staff resources and budget. Anticipated actions could focus on relational aspects such as calls, meetings, activities between LTC Chair & Trustees, and K'ómoks First Nation Chief & Council. In addition, this scope of work could accommodate the opportunity, with interest from K'ómoks First Nation, to initiate any agreements such as Memorandum of Understanding (MOU), Friendship Accord, or protocol agreement.

The proposed Major Project would address issues and provide opportunities as follows:

- Work with K'ómoks First Nation to determine how they wish to be engaged.
- Strengthen and improve the LTCs relations with K'ómoks First Nation, while taking actions that align with the Trust Council Declaration on Reconciliation and the Standing Resolution regarding First Nations in the Hornby LTA.

## RISK ASSESSMENT:

### BENEFITS:

- This proposed fiscal project seeks to 'address the missing pieces' of this relational and governance aspect, to establish and continue a positive relationship between K'ómoks First Nation and Hornby Island LTC.
- The relationships fostered can support future discussions of mutual interest regarding key strategic and planning policies, Islands Trust and planning processes, bylaws, and tools (both for new and revising existing ones).
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of \$150,000 over 5 years) and is the suggested source of funding for this project through TAS. An implication to accessing this funding may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
- For 'Step 2', the cost estimate and feasibility is based on assumption that staff expertise and capacity to draft a protocol MOU agreement is available in-house, rather than engaging with a consultant service to support this work.
  - To be confirmed if there is in-house expertise from PS and TAS.
  - Consultant service benefits include expertise regarding nature of the work and process, capacity, connected to outside agencies and resources.
  - Staff benefits include potential cost savings to complete work in-house, intimate knowledge of Islands Trust process.

### RISKS:

- Approach: There's no approach in-place yet for the organization so the LTC will need to support the evolution of an approach as it's being created and tried. The nature of the work does not clearly fall under the LPS planning or TAS role and function for the organization so this is also in a state of evolution. Also since this project is new for the Islands Trust, a strategic and coordinated approach is needed at the senior governance and management level to inform and support the approach and identify the staff to support it.
- Capacity/Resources: IT Staff capacity and K'ómoks First Nation capacity to support the work. First Nation capacity and interest to engage may not align with desired project timelines.
- Cost: Cost of First Nation capacity support funding/honoraria, compensation for participation may be beyond estimated budget.
- Time/Resources: The project may take longer to complete, running into multiple fiscal years. Once started, the commitment to complete a protocol MOU agreement with K'ómoks First Nation must remain a priority both financially (budget) and as a strategic priority (politically, staff time).
  - Hornby LTC supports the priority of this as a major project should it run into multiple years.
  - This may mean other projects would not be initiated by TAS and/or LPS for Hornby Island and other LTC areas.
- Resources: Uncertainty of staff allocation for time and limited hours of staff time available to any large level of activities. Staff will recommend to keep the scope small and simple to focus on building strong positive relationships consistently/over time and to achieve results incrementally.

## ALTERNATIVES CONSIDERED:

### Option 1: Do Nothing

#### Benefits –

- no cost or resources applied.

#### Risks –

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

#### Financial implications –

- none.

#### Resource requirements –

- none.

#### Other implications-

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

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

Benefits –

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

Risks –

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

Financial implications –

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

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

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

<sup>+</sup> Estimated hours of 1 full-time staff time.

Resource requirements –

- Planning staff time (Island Planner or Planner 2), re: staff liaison to support LTC & KFN desired actions and discussions.
- Administration time to coordinate meetings, events, activities, take minutes, etc.
- Finance re: honorariums
- Communication staff time for preparing any external public communication materials, postings.
- Will ideally include briefing updates by LTC trustees, to share with TC and community.

Other implications-

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

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

Benefits –

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

Risks –

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

Financial implications –

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

Funding Request (FY24/25)	Target Duration	Estimated Cost
<b>Budget Approval</b>	2024 Q1	
<b>Step 1: On-going meetings between elected officials 'Council &amp; LTC', i.e. once per quarter</b>	<b>Start in 2024 Q2</b>	\$2,000
<b>Honoraria for First Nation participation in Step 1 (~80hrs)</b>		\$12,000**
<b>Step 1: Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)</b>	<b>Start in 2024 Q3</b>	\$8,000
<b>Travel costs</b>		TBD
<b>Step 2: *Develop of an Agreement (i.e. protocol, MOU, Friendship Accord) – includes capacity funding to support KFN participation in this work, plus related costs for meetings</b>	Start in 2024 Q3. Likely 6 months, possibly longer.*	~\$7,500** + \$2,000
<b>Step 2: Legal Review</b>	~3 months	~\$2,000
<b>Step 2: Finalize Agreement &amp; Celebration</b>	~1 month	~2,000
<i>May need multiple fiscal years' budget &amp; priority to support a protocol/MOU agreement.</i>	~13 months (Q2 2024 – Q2 2025)	
	Total Hours ~600*	<b>Total ~\$31,500</b>

\*A Protocol/MOU Agreement may take more than one fiscal year, subject to interest and availability by K'ómoks First Nation.

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

+ Estimated hours of 1 full-time staff (i.e. Island Planner, Planner 2, and Manager) time.

A \$25,000 Capacity Funding Agreement was signed with K’ómoks First Nation, effective January 2025 – December 31, 2025. The agreement requires reporting and records throughout the 25/26 fiscal period. Expenses are expected to be:

- January – March 31, 2025: \$6,250
- April 1 – December 31, 2025: \$18,750

**Resource requirements –**

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

**Other implications-**

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

**Option 4: Request LTC Project Funding for Steps 1 & 2**

- ‘Business as Usual’ approach in regards to funding
- This would be a new discrete line item in the budget to fund this project.
- Avoids requesting accessing \$150,000 grant until terms are established
- \$31,500 estimate as per option 3

**CRITICAL SUCCESS FACTORS:**

First Nation reconciliation efforts are advanced.  
 Dedicated resources and an agreed-upon approach will greatly contribute to the success of the project.  
 Ongoing, consistent, and positive efforts by LTC, supported by staff.  
 Interest from K’ómoks First Nation to initiate and engage in discussion with the LTC.

**RECOMMENDED OPTION:**

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

**COST/BENEFIT ANALYSIS:**

Quantitative:  
 \$31,500

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

<b>Step 2: Finalize Agreement &amp; Celebration</b>	~1 month	~2,000
<i>May need multiple fiscal years' budget &amp; priority to support a protocol/MOU agreement.</i>	~13 months (Q2 2024 – Q2 2025)	
	Total Hours ~600*	<b>Total ~\$31,500</b>

\*A Protocol/MOU Agreement may take more than one fiscal year, subject to interest and availability by K'ómoks First Nation.

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

\* Estimated hours of 1 full-time staff (i.e. Island Planner, Planner 2, and Manager) time.

Qualitative:

- Relationship building and forming connections between K'ómoks First Nation and the LTC, and respective staff.
- As an LPS – planning major project (and not under the purview of another department), then it would be classified as 'major' because of following criteria: (Policy 5.9.1)
  - Will likely exceed 12 to 18 months to complete;
  - The budget is expected to exceed \$5,000; and
  - The approach is newer to the IT and not formally established. Therefore the project requires discretionary and additional activities that exceed planning processes.

**PURCHASING PROCEDURE:**

As per Procurement policies.

Will require additional new process for establishing any agreements, such as capacity work agreements, Friendship Accords, etc.

Potential funding sources include:

- Islands Trust First Nation Reconciliation/Capacity funding program, \$150,000 over 5 years, existing from 2023-2028, managed by Trust Area Services.\*
- TAS reconciliation budget – not applicable.
- LTC Project Funding request as a new discrete line item, endorsed by LTC, to be approved by Trust Council.
- Honorarium budget, managed by Administrative Services (Finance).
- Future funding opportunities that align and meet the results of this request, none identified.

\*Subject to input from Trust Area Services, the proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

**PROPOSED IMPLEMENTATION STRATEGY:**

April 1, 2024 – March 31, 2025 or over 2 years (April 1, 2024 – March 31, 2026)

- LTC Trustees to reach out to K'ómoks First Nation elected members.
- Actions that focus on relational aspects such as calls, meetings, activities between LTC Chair & Trustees, and K'ómoks First Nation Chief & Council. In addition, this scope of work could accommodate the opportunity, with interest from K'ómoks First Nation, to initiate any agreements such as Memorandum of Understanding (MOU), Friendship Accord, or protocol agreement.
- LTC workshops for example can be ways to approach this, or Friendship talks, other topics may be captured.
- An Agreement (i.e. Protocol, MOU, Friendship Accord) may take more than 1 year, subject to interest and availability by K'ómoks First Nation.
- When providing capacity support funding to First Nations, IT administration has been allotting \$150 per hour to the Nation.
- Updates to Regional Planning Committee
- Updates to Legislative/Governance Committee

**STAFF RESOURCING:**

Staff involvement to support the LTC's work, will need to be identified and confirmed. Staff may include:

- LPS – Depending on which steps are initiated. Lead at different times may be: Island Planner (RPT), Planner 2, and RPM.
- Senior Management (support)
- Senior Indigenous Relations Advisor, Trust Area Services (team)
- Communications Specialist, Trust Area Services (support)
- Legislative Services (support)
- Regional Planning Team capacity to manage the project in 2024/2025 along with other LTC projects that are yet to be approved for that time frame.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

The key objectives, activities and timing, will be led and championed by the HO LTC.

This is governance and advocacy work for the Islands Trust & LTC, and does not solely fall under the planning function in the organization. Also since this is newer for the Islands Trust, a strategic and coordinated approach is needed at the senior governance and management level to inform how this request will be approached and identify the staff to support it.

Should a formal MOU or agreement be established, then administrative meetings (staff to staff) could identify actions as identified by the HO LTC as appropriate to discuss with K’ómoks First Nation in addition to others topics that K’ómoks First Nation may identify.

Communications will be an important aspect accounting for what gets communicated, how, and when. This could include material, updates shared out to communities.

Collaboration on actions may need to be a joint supportive effort with Islands Trust staff (various departments) and K’ómoks First Nation staff. For example, coordinating meetings, events, and joint communications as needed.

This proposed fiscal project seeks to ‘address the missing pieces’ of this relational and governance aspect, to establish/continue a positive relationship between K’ómoks First Nation and Hornby Island LTC, before staff begin exploring the analysis of larger policy processes and tools (both new and revising existing ones).

**Requested by:** Hornby Island Local Trust Committee

**Prepared by:** Renee Jamurat, Regional Planning Manager, Planning Services / September 29, 2023

**Reviewed by:** Stefan Cermak, Director, Planning Services / October 6, 2023 ([amended February 6, 2025](#))



**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	
<p><b>Requested by (Committee or Operational Unit):</b> Lasqueti Island Local Trust Committee</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> _____</p> <p>For fiscal year 2025-26:</p> <ul style="list-style-type: none"> <li>- Community consultation, shoreline value mapping exercise, First Nations consultation, support for advisory bodies, and contingency</li> </ul>
<p><b>Department:</b> Planning Services</p>	
<p><b>Name of Request:</b> Phase 1 Lasqueti Island OCP and LUB Review - Major Project</p>	
<p><b>\$ Value of Request</b>  \$15,500</p>	
<p><b>Date of Submission to Finance:</b> September 2024</p>	<p><b>Funding Required for (date range):</b> April 1, 2025 – March 31, 2026</p>
<p><b>TIE TO ISLANDS TRUST GUIDING DOCUMENTS:</b> <i>(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.)</i></p> <p>The most recent Islands Trust Council <a href="#">Strategic Plan 2018-2022</a> contains objectives to:</p> <ul style="list-style-type: none"> <li>• Preserve, protect and advocate for forest and terrestrial ecosystems</li> <li>• To preserve and protect marine ecosystems</li> <li>• Mitigate and adapt to climate change impacts</li> </ul>	

- 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 <b>Proposed Phase 1 (2025/26):</b> 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,	<p align="center"><b>Future Business Cases to be prepared for work extending beyond the 2025-26 Fiscal Year.</b></p> <p><b>Proposed Phase 2 (2026/27):</b></p> <ul style="list-style-type: none"> <li>- Ongoing community engagement;</li> <li>- Update the OCP and LUB to align with the model bylaw template; the Regional Conservation Plan, and Coastal Douglas-Fir Toolkit;</li> <li>- 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;</li> <li>- Develop a management plan for mooring buoys and access to the shoreline in Scottie Bay;</li> <li>- Develop a marine conservation designation and zone.</li> </ul>	
Phase 3: Legislative Review and Bylaw Readings	<p align="center"><b>Future Business Cases to be prepared for work extending beyond the 2025-26 Fiscal Year.</b></p>	

**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

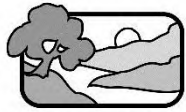
Date: June 2024

**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	<b>Total</b>	<b>\$15,500</b>
2026-27	OCP and LUB Drafting and Consultation	TBD
2027-28	OCP and LUB Legislative Review and Adoption	TBD



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	
<p><b>Requested by:</b></p> <p><b>Mayne Island Local Trust Committee</b></p> <hr/> <p><b>Department:</b></p> <p><b>Planning Services</b></p> <hr/> <p><b>Name of Request:</b></p> <p><b>Mayne Island Housing Options Project (Year 2 of project)</b></p> <hr/> <p><b>\$ Value of Request (indicate by fiscal year and total if project is multi-year):</b></p> <p><b>FY 2026: \$8,000</b> <b>FY 2025: \$10,000</b></p> <hr/> <p><b>Date of Submission to Finance:</b> <b>LTC resolution: July 29, 2024</b></p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe: _community engagement, First Nations engagement, public hearing, legal contingency</b></p> <hr/> <p><b>Funding Required for (date range): Apr 2025 to Dec 2025</b></p>
<p><b>TIE TO ISLANDS TRUST GUIDING DOCUMENTS:</b></p> <p>Islands Trust Council <a href="#">Strategic Plan 2018-2022</a>. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, <a href="#">Islands Trust Council amended the Strategic Plan</a> to:</p> <ul style="list-style-type: none"> <li>• “Prioritize elements of the strategic plan that support land use decision making”, and</li> <li>• “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.”</li> </ul>	

**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



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**

<p><b>Requested by (Committee or Operational Unit):</b> North Pender Island Local Trust Committee</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> _____</p> <p style="margin-left: 20px;">For fiscal year 2026:</p> <ul style="list-style-type: none"> <li>- On-going community consultation, on-going First Nations consultation, Bylaw amendments, and legal contingency</li> </ul>
<p><b>Department:</b> Planning Services</p>	
<p><b>Name of Request:</b> North Pender LTC Housing Access and Affordability Project</p>	
<p><b>\$ Value of Request:</b></p> <p>Fiscal Year 2026 - \$8,000 Fiscal year 2025 - \$15,000</p>	
<p><b>Date of Submission to Finance:</b> LTC resolution: July 26, 2024</p>	<p><b>Funding Required for (date range):</b> April 1, 2025 – March 31, 2026</p>

**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:



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**

<p><b>Requested by (Committee or Operational Unit):</b></p> <p>Salt Spring Local Trust Committee (SS LTC)</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p>Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>X Other – please describe:</b></p> <ul style="list-style-type: none"> <li>• Early and Ongoing Engagement with First Nations with Treaty and Territorial Interests on SSI</li> <li>• Project Consultant Scope of Services Received July 31, 2024</li> <li>• Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications</li> <li>• Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings</li> <li>• Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings</li> </ul>
<p><b>Department:</b></p> <p>Planning Services</p>	
<p><b>Name of Request:</b></p> <p>Major amendment to SS OCP and SS LUB</p>	
<p><b>\$ Value of Request</b> (indicate by fiscal year and total if project is multi-year):</p> <p>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)  <b>2025-26: \$204,000</b> –(\$158,500 from surplus unspent in 2024/25 and new request of \$45,500)</p>	
<p><b>Date of Submission to Finance:</b></p> <p>February, 2024          SSLTC endorsed: October 1, 2024</p>	<p><b>Funding Required for (date range):</b></p> <p>April 1 2024-March 31, 2025, \$ 180,000          April 1 2025-March 31, 2026, \$ <b>204,000</b></p>

**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	-
<b>Total</b>	<b>\$354,000</b>	<b>\$180,000</b>	<b>\$174,000</b>

**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.



**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 COMMUNITY 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.

<p><b>Phase 1(b) November 2024 to December 2024</b></p> <p><b>OCP-LUB PROJECT START</b></p>	<p>Develop project website and other communication materials</p> <p>Identify key community interest holders</p> <p>Form Project Advisory Committee</p> <p>Confirm Engagement Strategy</p>	<p>Letter to First Nations Leaderships about OCP-LUB Project</p> <p>Develop First Nations Engagement Strategy</p> <p>Invite discussion of gauge needs and expectation, capacity constraints to participation..</p>	<p>Issue RFP and award contract for project consultants for Phases 2-4</p> <p>Develop refined project work plan</p> <p>Develop Comprehensive Community Engagement and Communications Plan</p>	<p>Procurement and Onboarding of Project Consultants</p> <p>Present First Nations Engagement Strategy</p> <p>LTC Presentation of Project Work Plan Comprehensive Community Engagement and Communications Plan</p>	<p>Minimal involvement— focus on onboarding, refinement of the work plan, and coordination with staff.</p>
<p><b>Phase 2: December 2024 to January 2025</b></p> <p><b>TARGETED COMMUNITY VISIONING</b></p>	<p>Engage on policy gaps and assess priorities.</p>	<p>Engage with First Nation’s through relationships-building. Collaboratively identify issue perspectives that reflect the scope of this project.</p>	<p>Conduct Policy Gap Analysis</p> <p>Develop housing options and housing equity vision statement,</p> <p>Incorporate technical and engagement results to create a revised Vision Statement</p>	<p>Phase 2 Engagement Summaries</p> <p>Working Vision Statement</p> <p>Comprehensive list of planning issues and priorities</p>	<p>Lead community visioning workshops, conduct policy gap analysis, review reports, and develop recommendations for initial OCP amendments. Assist in compiling engagement results.</p>
<p><b>PHASE</b></p>	<p><b>ENGAGEMENT</b></p>	<p><b>FIRST NATIONS ENGAGEMENT</b></p>	<p><b>POLICY DEVELOPMENT</b></p>	<p><b>KEY DELIVERABLES</b></p>	<p><b>CONSULTANT’S ROLE</b></p>
<p><b>Phase 3: January 2025 to June 2025</b></p> <p><b>OCP DEVELOPMENT</b></p>	<p>Develop and explore policy options related to key issues</p>	<p>Engage on potential and drafts of revised OCP and/or amendments</p>	<p>Draft OCP amendments and vision statement revisions,</p> <p>Recommend immediate regulatory amendments for LUB amendments</p>	<p>Draft OCP amendments, draft LUB regulations, phase 3 engagement summary</p>	<p>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.</p>

<p><b>Phase 4(a): July 2025 to September 2025</b></p> <p><b>DRAFT OCP REVIEW and</b></p>	Engage to review draft or proposed amended OCP	Refer draft OCP to First Nations and stakeholders	Finalize draft OCP amendments based on feedback	<p>Phase 4 Engagement Summary</p> <p>Final Draft OCP 1<sup>st</sup> OCP Bylaw and First Nations and Agency Referral</p>	<p>Provide reporting on engagement through phase 3.</p> <p>Assist in further OCP review and engagement.</p>
<p><b>Phase 4(b): October 2025 to November 2025</b></p> <p><b>INITIATE LUB UPDATE</b></p>	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
<p><b>Phase 5(a): September 2025 to January 2026</b></p> <p><b>OCP ADOPTION</b></p>	<p>Final edits to the Draft OCP</p> <p>Executive Committee approval</p> <p>Ministerial approval</p>	Continue First Nations engagement on OCP	Prepare final OCP for adoption	<p>Agency Referral Comment Summary</p> <p>First Nations Referral Comments Summary</p> <p>OCP Bylaw 2<sup>nd</sup> Reading</p> <p>OCP Bylaw Public Hearing</p> <p>OCP Bylaw 3<sup>rd</sup> Reading</p> <p>OCP Bylaw Adoption</p> <p>Monitoring Plan</p>	Assist in finalizing the OCP for adoption. Support First Nations and stakeholder engagement.
<b>PHASE</b>	<b>ENGAGEMENT</b>	<b>FIRST NATIONS ENGAGEMENT</b>	<b>POLICY DEVELOPMENT</b>	<b>KEY DELIVERABLES</b>	<b>CONSULTANT'S ROLE</b>

<p><b>Phase 5(b): November 2025 to January 2026</b></p> <p><b>DRAFT LUB REVIEW</b></p>	<p>Community events/open house to review Draft LUB amendments Interest holder meetings Engagement to gather input on revised Draft LUB amendments</p>	<p>Refer proposed LUB amendment bylaw to First Nations. Ongoing First Nations engagement.</p>	<p>Refine draft LUB amendments based on feedback</p>	<p>Phase 5 First Nations Engagement Summary</p> <p>Phase 5 Engagement Summary</p> <p>Final Draft LUB 1<sup>st</sup> LUB Bylaw and First Nations and Agency Referral</p>	<p>Support engagement efforts for draft LUB. Refine LUB amendments based on feedback from community consultations and First Nations.</p>
<p><b>Phase 6:</b></p> <p><b>LUB ADOPTION</b></p> <p><b>February 2026 to June 2026</b></p>	<p>Final edits to the Draft LUB Executive Committee approval</p>	<p>First Nations and agency referral for LUB</p>	<p>Finalize LUB amendments</p>	<p>LUB Bylaw 2<sup>nd</sup> Reading LUB Bylaw Public Hearing LUB Bylaw 3<sup>rd</sup> Reading LUB Bylaw Adoption Lesson learned housing options summary</p>	<p>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.</p> <p>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.</p>

**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?)*

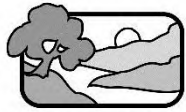
A change management structure is proposed to ensure that the project achieves its intended objectives and outcomes on time and on budget. However, it is also understood that new information or developments often emerge in the course of public policy processes that may impact the original project plan. 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)

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**Requested by:** Salt Spring Island Local Trust Committee

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



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**

<p><b>Requested by (Committee or Operational Unit):</b> Salt Spring Island Local Trust Committee</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input checked="" type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> Meeting Costs; advertising</p>
<p><b>Department:</b> Planning Services</p>	
<p><b>Name of Request:</b> Salt Spring Island Watershed Protection Plan 2022-2032 Coordination</p>	
<p><b>\$ Value of Request</b> (indicate by fiscal year and total if project is multi-year):  \$55,000 * to be funded through unspent special property tax requisition funds from previous fiscal years</p>	
<p><b>Date of Submission to Finance:</b> October 1, 2024</p>	<p><b>Funding Required for (date range):</b> April 1, 2025-March 31, 2026</p>

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

**Trust Council Bylaw No. 154**

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

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

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

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

Salt Spring Island Official Community Plan Bylaw No. 434

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

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

### **Salt Spring Island Watershed Protection Plan 2023-2032**

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

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

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

#### **Watershed Protection Governance and Coordination: Priority Projects**

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

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.)

Option 1 - 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 drawn from **unspent special property tax requisition funds** from previous fiscal years.

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

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

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

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

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

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

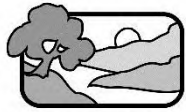
**This project will require at least 100 staff hours at the Island Planner level, although the actual amount will depend largely on whether progress is made during early inter-agency meetings.**

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

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

**Requested by** (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**

<b>Requested by (Committee or Operational Unit):</b> Salt Spring Island Local Trust Committee	<b>Budget Source</b> (select all that apply):  <input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply) <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software  <input type="checkbox"/> <b>Furniture &amp; Equipment</b>  <input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b>  <input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool) <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary Temp Duration: _____  <input checked="" type="checkbox"/> <b>Other – please describe:</b> Communications and education materials; meeting costs; specialized skills and equipment to remove well monitors
<b>Department:</b> Planning Services	
<b>Name of Request:</b> Salt Spring Island Groundwater Sustainability (Well-Monitoring)	
<b>\$ Value of Request (indicate by fiscal year and total if project is multi-year):</b>  \$16,500	
<b>Date of Submission to Finance:</b>	<b>Funding Required for (date range):</b> April 1, 2025 to March 31, 2026
<b>TIE TO ISLANDS TRUST GUIDING DOCUMENTS:</b> (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.)	
<b>ISSUE/OPPORTUNITY:</b> (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 by 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



- The Records Management System must maintain the integrity and authenticity of records made or kept in the usual and ordinary course of business.
- The Records Management System must comply with the Manual, applicable laws and any provincial, national or international standards adopted for use and contained in the Manual.

**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:**

Islands Trust has gradually been migrating towards more electronic document storage as technology has changed over the past 20 years. The biggest change was the creation of an electronic document system within the Islands Trust local area network.

**Issues:**

This is built on Windows file system, and requires the cooperation of staff in using the system according to the written procedures and protocols. This system is not robust, as staff are able to add and delete folders, use any name for the file, and store files in any location. The only means of enforcement is through training, reminders, and manual review of the folder structure from time to time. It is open to accidental modifications. We do have a robust backup system in place to mitigate this risk. But the current system does not meet provincial standards for records management.

Our current electronic document management system lacks advanced electronic monitoring and security features, leading to several challenges:

- Regulatory Compliance Risks: Difficulty in meeting industry standards and regulatory requirements.
- Security Vulnerabilities: Insufficient protection for sensitive documents.
- Inefficient Document Retrieval: Time-consuming and error-prone document search and retrieval processes.
- High Administrative Overhead: Increased manual effort and potential for human error in document handling.

Security features of our electronic system are rudimentary, and as such cannot provide more advanced solutions to allow limited access to elected officials, or more advanced security features.

We currently have a mix of paper files and electronic files, in some cases duplicating the material. This is necessary in some instances as certain records need to be kept as paper copies due to the lack of security and document controls in our electronic system. A robust records management system is the first requirement in order to advance the organisation into a more efficient electronic record system, and allow the organisation to retire the need to keep paper copies.

**Opportunities:**

Trustees have expressed a desire to have better access to certain documents that are kept on our local area network. These include documents such as staff reports, briefings and other reports. While these are posted on the website for public to view, the documents are not maintained for any extended period of time on the website. Trust Council has asked staff to look into the options to provide access to documents from our records. A records management software solution would allow this access for trustees to be provided with no duplication of records required.

Affordable off-the-shelf solutions are available that will provide the security and document management system that Islands Trust needs to meet industry standards. The opportunity here is to reduce administrative costs to the organisation by providing a means to go to electronic document management. A further advantage is that a document management system will enforce a single format and storage of documents. Our

current system, while rules based, still results in multiple documents being saved in more than one location, or in the incorrect location. This leads to frustration and lost time in retrieving documents later.

**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.)*

**Projected Results (Objectives) :**

The migration to a file management software solution, including contracting data migration services, aims to achieve:

- Enhanced Document Security: Advanced security features to safeguard sensitive information.
- Improved Compliance: Support for regulatory compliance and industry standards.
- Efficient Document Retrieval: Advanced search and indexing capabilities for quicker document access.
- Streamlined Workflows: Automation of document workflows to increase productivity.

**Deliverables (Proposed Solution)**

Provide a robust document management solution with:

- Advanced Security Features: Role-based access controls, audit trails, and encryption.
- Compliance Tools: Features that facilitate adherence to regulations such as GDPR (General Data Protection Regulation) , FOIPPA (Freedom of Information and Protection of Privacy Act) , and ISO (International Organization for Standardization).
- Efficient Retrieval: Full-text search, metadata tagging, and custom indexing.
- Workflow Automation: Tools for automating approval processes and task management.
- Automated enforced naming convention, version control and document monitoring
- Provide access to certain files (read-only) to trustees as requested by Trust Council. Currently with our EDM (Electronic Data Management System) we cannot easily share certain files as the structure of the EDM grants access to folder hierarchies and not individual files – leading to privacy and security concerns.
- Reduce risk to the organisation of data breach, privacy breach
- Improve our ability to meet the Freedom of Information and Protection of Privacy Act obligations for protection of personal data, and provision of document on request to the public.
- Improve our ability to meet industry standards (local government management association) recommendations for document management.
- Improve our ability to monitor and enforce document retention schedules, including timely destruction of documents based on the schedule.
- Provide staff with an intuitive system for document storage and retrieval, to ensure documents are stored in the correct location with version and access controls in place.

To ensure a smooth transition, we propose contracting the proponent to handle the data migration. This will:

- Ensure Data Integrity: Professional management of the migration process to prevent data loss or corruption.
- Minimize Disruption: Reduce the impact on daily operations by leveraging proponent’s expertise.

**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. )*

**A. Potential Risks:**

- Data Migration Issues: Risk of data loss or corruption during migration.
- User Resistance: Possible resistance to adopting the new system.
- Implementation Delays: Potential delays due to unforeseen issues.

**B. Mitigation Strategies:**

- Thorough Testing: Ensure comprehensive testing to safeguard data integrity.
- Change Management, communication and training: Implement a change management plan that includes communication, involvement of staff in implementation and training and training materials to address user concerns and facilitate adaptation.
- Contingency Planning: Develop plans to address potential delays and issues.

**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.)*

**Do nothing (Status Quo)**

**Benefits – zero cost**

**Risks - Continued impact to business, failure to comply with BC Government regulations**

**Resource Requirements – Multiple departments will be required to work with IS, vendor**

**Other implications – Staff will continue to misplace critical documents requiring time and effort to find and restore.**

**Other Software alternatives**

**Document Locator** - <https://www.documentlocator.com/documentlocator/cloud/>

ColumbiaSoft Corporation

Sr. Business Development Manager

503.608.3279 | 800.298.1172, ext. 279

[tgarrett@columbiasoft.com](mailto:tgarrett@columbiasoft.com)

Book a meeting with me: <https://calendly.com/taragarrett/document-management-discussion>

**WoodWing** - (313) 962-0542 <https://www.woodwing.com/solutions/document-management>

Dan Pugliese - <https://meetings-eu1.hubspot.com/dan-pugliese/schedule-a-meeting-with-woodwing>

WoodWing USA

Email: [dan.pugliese@woodwing.com](mailto:dan.pugliese@woodwing.com)

Tel: +1.914.400.5895

[www.woodwing.com](http://www.woodwing.com)

**Benefits – Compliance with BC Government regulations**

**Risks – both alternatives are subscription services and will rise considerably in the coming years.**

**Resource Requirements – Multiple departments will be required to work with IS, vendor**

**Other Implications - None**

**\*\*\* Current vendor of choice has a perpetual license option + all the features Islands Trust requires**

**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 critical success factors in the implementation of a new electronic document management system :*

- Assessment: Evaluate current needs and plan the migration strategy with Preferred Vendor.
- Configuration: Preferred Vendor configures the system according to our requirements.
- Data Migration: Preferred Vendor handles the migration of existing documents and data.
- Training: Provide training for staff on the new system.
- Go-Live: Transition to Preferred Vendor, with ongoing support during the initial phase.

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

Approve the migration to Preferred Vendor and contract their services for data migration, allocating the necessary budget and resources for a successful transition. This investment will enhance our document management practices and overall business performance.

**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.)*

Migrating to Preferred Vendor, with the inclusion of contracted data migration services, presents a strategic investment in our document management capabilities. The advanced security, compliance, and operational efficiencies offered by Preferred Vendor will significantly benefit our organization. Despite the initial costs and resource requirements, the long-term gains in productivity, security, and compliance justify the 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.)*

Direct Award - Quote in hand

**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?)*

- Assessment: Evaluate current needs and plan the migration strategy with Preferred Vendor.
- Configuration: Preferred Vendor configures the system according to our requirements.
- Data Migration: Preferred Vendor handles the migration of existing documents and data.
- Training: Provide training for staff on the new system.
- Go-Live: Transition to Preferred Vendor, with ongoing support during the initial phase.

**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.)*

IS Management / Coordinator ~ 40-60 hours to supervise the implementation and setup training sessions for staff.

Training of – 3-5 hours per staff member

File migration consults – IS - ~50 hours

Stakeholders from each group (1 per group) - ~5-8 hours each.

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

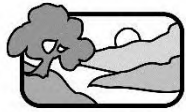
No concerns – coordination of this project will be carried out by IS Project Management

Requested by (Committee or Business unit): David Marlor, Director of Legislative Services and Information Services

Prepared by (name, title)/date: Jeffrey Lloyd, Senior Technical Analyst / 09/06/2024

Reviewed by (name, title)/date: Dave Beeston , IS Coordinator / 09/06/2024





Islands Trust

**Budget Funding Request  
Short-Form Business Case**

**THIS PROJECT IS NOT FUNDED IN THE DRAFT 2025/26  
BUDGET**

**THIS BUSINESS CASE IS INCLUDED SO THAT TRUST COUNCIL MAY CONCUR (OR NOT) WITH THE DECISION THAT IT NOT RECEIVE FUNDING**

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

**TO BE COMPLETED BY INITIATOR**

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

**Department:**  
Executive Office

**Name of Request:**  
Islands Trust Camera addition

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

\$13220 (Quote, less GST)

**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: \_Budget Source Funding would come from Trust Council allocations**

**Date of Submission to Finance:**

09/10/24

**Funding Required for (date range):** FY2026 – As soon as possible

In preparation for the Trust Council's transition back to in-person meetings in December 2021, our Information Services (IS) team successfully integrated an entry-level PTZ (Pan-Tilt-Zoom) camera into our existing digital PA (Public Address) system. This strategic enhancement allowed us to offer live video streaming access to the public during these meetings.

The hardware modifications required for this integration incurred a total cost of \$1,660. These modifications were put into effect for the December 2021 Trust Council meeting and continued to be utilized for the subsequent three council meetings until March 2023.

During these four in-person events, we recorded a notable achievement in terms of audience engagement. Specifically, we tracked the total number of unique page views for the Trust Council live stream. A unique page view is registered when a viewer accesses the live stream for the first time within a 24-hour period. The data indicates that we achieved a total of 1,177 unique page views, with an average of 107 viewers and a median of 97 viewers per day.

This level of public engagement significantly surpasses our historical in-person attendance figures, which typically ranged from 5 to 10 attendees. It underscores our success in broadening our reach and engaging with a more diverse audience, incorporating a wider array of perspectives from the island community.

It's noteworthy that even during the Trust Council's Zoom-based meetings over the same period, the live stream continued to attract attention. We recorded 814 viewers in total, with an average of 68 viewers and a median of 59 viewers per day. This observation implies that public interest in live-streamed events remains strong, even when in-person meetings are available as an alternative.

In summary, our integration of the PTZ camera with the existing PA system has proven to be a valuable tool in enhancing public engagement with Trust Council meetings. The significant increase in viewership, both in comparison to our past in-person attendance and concurrent Zoom-based meetings, underscores the effectiveness of this initiative in reaching and involving a wider audience.

**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.)*

Despite receiving positive feedback from Trustees and Staff on the implementation of the integrated PTZ camera and digital PA system, several technical challenges were encountered, with one of the most significant being the camera travel time. During council proceedings, the camera adjusts its positioning and zoom to focus on each speaker. Since the physical camera travel time between speakers is often greater than the transition from one speaker to the next, there is often a temporary loss of visibility for viewers.

In addition to the challenge of camera travel time, the Trust Council's live stream system also faced the risk of relying on a single camera. In the event of technical camera issues, which occurred at each of the scheduled events, there was no fallback device, and the video feed was interrupted. This created a risk of confusing the viewer and potentially losing audience engagement.

To avoid future interruptions and temporary loss of visibility in the future IS proposes upgrading the existing video capture system with the addition of the following hardware components:

1. One additional higher quality and faster cameras.
2. A video signal switch to manage inputs from the two devices.

**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.)*

To provide context for the proposed improvements, industry contacts were consulted to gather information on similar horseshow (table layout) council configurations in the District of Saanich, and Cities of Port Alberni and Langford. Our sources have informed us that these municipalities have opted for

integrating four cameras into their video capture systems, allowing them to effectively manage camera travel time.

To provide a comparison between our current system and one of these alternative configurations, an archived meeting from the District of Saanich has been provided for your review. This meeting video clip showcases the smooth camera transitions using the same PA system we employ, but with four higher quality cameras and the proposed video signal switch.

The video link can be accessed here:

[https://saanich.ca.granicus.com/player/clip/720?view\\_id=1&redirect=true&h=cd47cb5336beb0ab12514b071a35e54c](https://saanich.ca.granicus.com/player/clip/720?view_id=1&redirect=true&h=cd47cb5336beb0ab12514b071a35e54c)

In contrast, a video clip of our current camera transitions has been provided, using the same PA system but with only one camera.

The video link can be accessed here:

<https://collaboratevideo.net/MaxPlayer/default.aspx?cid=isthost&pid=vod&vid=221119A&bw=720p&webcastID=IST-221119A>

A significant difference in transition times between the two systems can be observed, with a clear order of magnitude improvement in the District of Saanich system.

**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. )*

**Budget Overruns:** There is a risk that the costs associated with the proposed upgrade (Option 2) might exceed the initial estimates.

**Operational Dependency:** Relying on technology for council meetings can introduce operational risks. Technical issues, such as hardware malfunctions or software glitches, could disrupt proceedings and negatively impact the Trust Council's reputation.

**Public Perception:** If the Trust Council fails to address the identified technical challenges promptly, it may lead to a perception of inefficiency and technical inadequacy among the public, potentially eroding trust.

To mitigate these risks effectively, careful planning, budget management, thorough testing, and ongoing monitoring of the upgraded system's performance are essential.

**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 (Do Nothing)**

Benefits -

No immediate financial costs.

Minimal resource allocation required.

Financial Implications -

No additional costs incurred beyond maintaining the existing system.

Resource Requirements -

No additional resource allocation for system maintenance.

Other Implications -

Continued reliance on the current single-camera setup.

Ongoing technical challenges with camera travel time, resulting in temporary loss of visibility.

Risk of video feed interruption in the event of camera issues.

Limited improvement in audience engagement.

**Option 2: Upgrade with an Additional High Quality and Faster Camera and Video Signal Switch**

Benefits:

Improved video quality and faster camera transitions.

Reduced risk of camera-related interruptions.

Enhanced audience engagement.

Alignment with industry standards observed in similar council configurations.

Financial Implications -

Estimated cost of \$13259.02 for hardware components and initial programming.

Resource Requirements -

Acquisition and installation of two higher quality cameras.

Integration of the video signal switch into the existing system.

Minimal ongoing maintenance.

Other Implications:

Smoother camera transitions with reduced travel time.

Improved audience experience, as demonstrated with the District of Saanich's system.

Mitigation of the risk of viewer confusion and engagement loss.

Alignment with industry best practices.

**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.)*

**Technical Challenges:** The primary related factor is the existing technical challenges associated with the current PA system, specifically the camera travel time. This factor directly impacts the quality of the Trust Council's live streams and the audience's viewing experience.

**Public Engagement:** The Trust Council's commitment to improving public engagement is a significant factor. The high level of public interest in live-streamed events, as evidenced by the substantial increase in viewership, underscores the importance of addressing technical issues to maintain and enhance this engagement.

**Industry Standards:** Industry standards and practices observed in other municipalities, such as the use of multiple cameras and video signal switches, are relevant factors. These standards set benchmarks for system performance and audience expectations.

**Budget Constraints:** Budgetary considerations are a critical factor. The Trust Council needs to weigh the financial implications of potential improvements against the benefits and the available resources.

*Outcomes if CSFs are not met : Continued challenge with camera travel time will continue to affect the viewing experience and slow the progression of the last few years of increased public engagement. TC production also risks falling behind the industry standards set by other municipalities that are setting the benchmark for audience expectations.*

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

Recommend Option 2 (invest in Trust Council Live Streaming by purchasing a 2<sup>nd</sup> camera setup) We chose it because we feel this will greatly augment the live viewing experience of Trust Council.

**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.)*

Benefits:

- Improved video quality and faster camera transitions.
- Enhanced audience engagement and satisfaction.
- Reduced risk of camera-related interruptions.
- Alignment with industry standards.

Costs:

- Initial hardware costs estimated at \$10,000 plus tax.
- Minimal ongoing maintenance costs.
- Capital and Operational Needs:

Capital Needs:

- The primary capital need is the acquisition and installation an additional high quality cameras and video signal switch.

Operational Needs:

- Minimal ongoing operational needs are expected, primarily related to system

**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.)*

This is a Direct Award , IS has a standing quote from qualified vendor

**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?)*

Would be implemented in the week(s) following Trust Council to provide time for testing / configuration

**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.)*

IS Support services (David Beeston, Jeffrey Lloyd) - ~ 15-20 hours to work with vendor on initial setup and testing.

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

The implementation requirements for change management, communication and collaboration for the proposed system upgrade are low. The upgrade primarily involves technical enhancements, which are expected to be well-received by stakeholders without significant changes to workflows. Communication efforts will focus on informing stakeholders about the upgrade's benefits, with limited external collaboration required. This streamlined approach ensures efficient project execution with minimal disruptions.

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**Requested by** (Committee or Business unit): Executive Office

**Prepared by** (name, title)/date: David Beeston, IS Coordinator

**Reviewed by** (name, title)/date: Jeffrey Lloyd, Senior Technical Analyst



**Budget Funding Request  
Short-Form Business Case**

**THIS PROJECT IS NOT FUNDED IN THE DRAFT 2025/26  
BUDGET**

**THIS BUSINESS CASE IS INCLUDED SO THAT TRUST COUNCIL MAY CONCUR (OR  
NOT) WITH THE DECISION THAT IT NOT RECEIVE FUNDING**

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**

<p><b>Initiated by (name, title):</b> Information Systems</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="text-align: right;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> ____ Data Acquisition ____</p>
<p><b>Business Area:</b> Administrative Services</p>	
<p><b>Name of Request:</b> Building Footprint Update</p> <p><b>\$10,000</b></p>	
<p><b>Date of Funding Request Submission: 7/24/2023</b></p>	<p><b>Funding Required for 2025): Dataset assessment and implementation</b></p>
<p>This request is to fund the updating of building location information data for the Islands Trust. This will be achieved by hiring an out side contractor to interpret the most recent orthophoto data and to subsequently create a new dataset.</p> <p>The building footprint dataset for the Islands Trust was acquired through an outsourcing contract in 2017, utilizing photo interpretation of 2016 orthophotos. However, with over seven years elapsed since its acquisition and the greatest amount of development experienced within the Trust Area, the dataset has become outdated, presenting</p>	

potential obstacles for the Islands Trust Conservancy (ITC) and Planning Services (PS) in their efforts to assess land development pressures and address prevailing conservation challenges.

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

**Improve Decision-Making**

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

**Enhance Conservation Efforts**

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

**Streamline Land-use Planning**

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

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

**Ecosystem Preservation and Protection**

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

**Compatible Human Activity and Development**

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

**Sustaining Island Character and Healthy Communities**

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

**PROJECTED RESULTS/DELIVERABLES:**

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

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

**Improved Accuracy and Relevance**

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

**Data-Driven Decision-Making**

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

**Demonstrated Commitment to Sustainability**

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

**RISK ASSESSMENT:**

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

**ALTERNATIVES CONSIDERED:**

**Option 1 – Do nothing:**

**Benefits:** No immediate financial or resource investment required, and no disruption to ongoing operations.

**Risks:** Outdated dataset hinders decision-making, potentially leading to suboptimal property management and missed conservation opportunities.

**Financial Implications:** No immediate cost, but long-term costs from missed opportunities and less efficient decision-making.

**Resource Requirements:** No additional resources needed for dataset updates.

**Other Implications:** Challenges in meeting strategic objectives and possible stakeholder dissatisfaction.

**Option 2 – In-House Interpretation**

**Benefits:** Complete control over the process and potential cost savings.

**Risks:** Requires expertise, and significant upfront investments in specialized software and training.

**Financial Implications:** Initial investment in technology, training, and personnel.

**Resource Requirements:** Training personnel and investing in software.

**Other Implications:** Increased data quality control.

**Option 3 – Contracted Interpretation Services**

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

**Risks:** Reliance on an external provider may lead to potential delays or miscommunications if expectations are not met.

**Financial Implications:** The estimated cost for the contracted service is **\$10,000**, based on 2017 project costs.

**Resource Requirements:** Minimal internal resources needed for project management and communication with the service provider.

**Other Implications:** Faster project implementation due to expertise.

**CRITICAL SUCCESS FACTORS:**

**Data Availability**

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

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

**Budget Allocation**

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

**RECOMMENDED OPTION:**

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

This recommendation is based on several factors:

**Access to Specialized Expertise**

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

**Faster Project Implementation**

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

**Flexibility and Customization**

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

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

**COST/BENEFIT ANALYSIS:**

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

**Quantitative Considerations****Financial Costs**

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

**Financial Benefits (Savings)**

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

**Qualitative Considerations****Non-Quantifiable Costs**

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

**Non-Quantifiable Benefits**

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

**PURCHASING PROCEDURE:**

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

**Drafting the RFP**

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

#### **Advertising the RFP**

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

#### **Proposal Submission**

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

#### **Evaluation Process**

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

#### **Vendor Selection**

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

#### **Contract Negotiation**

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

#### **Contract Award**

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

#### **Project Execution**

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

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

#### **PROPOSED IMPLEMENTATION STRATEGY:**

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

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

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

**STAFF RESOURCING:**

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

**Project Manager (Senior Staff)**

The Project Manager will be responsible for overseeing the entire initiative, coordinating with stakeholders, managing the RFP process, and liaising with the contracted interpretation services provider.

Estimated Hours: Approximately 10-20 hours (depending on the complexity of the RFP process and vendor selection).

**GIS Specialist (Technical Staff)**

The GIS Specialist will work closely with the Project Manager and the contracted service provider to ensure data compatibility, conduct quality assurance checks, and assist with data integration into the Trust's systems.

Estimated Hours: Approximately 10-20 hours (involvement throughout the data interpretation and processing phase).

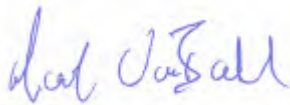
Total Estimated Staff Hours: 20 - 40 hours.

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

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

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

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



Initiator Name, Title

R Hotsenpiller, for

Reviewed by Department Lead: Stefan Cermak,  
Director Planning Services

July 24, 2023

Date

September 29, 2023

Date



# BRIEFING

**To:** Trust Council **For the Meeting of:** February 19, 2025  
**From:** Financial and Employee Services - Finance **Date Prepared:** February 13, 2025  
**SUBJECT:** Assessment of Draft 2025/26 Budget Against Trust Council Approved Guidelines

**PURPOSE:**

To assess the current draft budget against Trust Council’s approved 2025/26 Budget Guidelines.

**BACKGROUND:**

In September 2024, Trust Council approved Financial Planning Committee’s recommendation to adopt budget guidelines:

*2024-091  
that Trust Council approve Financial Planning Committee's recommended draft 2025/26 Budget Assumptions, Principles, and Guidelines as presented.*

These guidelines have influenced staff and Committee/Board input into the budget development throughout the budget cycle. An assessment of performance against the budget guidelines is as follows:

AREA	GUIDELINE	ASSESSMENT
<b>Community Communications &amp; Engagement</b>	<i>Considers resourcing needs to implement the Communications Strategy</i>	Complete. EC reviewed Communications budget needs and has advanced amounts required to support the strategy.
<b>First Nations Reconciliation</b>	<i>Considers resourcing needs to update and implement the Reconciliation Action Plan.</i>	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.
<b>Strategic Plan Projects Staffing Levels</b>	<b>Strategic Plan Projects</b> <i>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.</i>	EC has advanced requests for one new FTE temporary senior policy advisor staff person funded by taxes, and one new 0.3FTE for a co-op student funded by taxes. Both requests have supporting business cases outlining rationale.

<b>Staff Salaries &amp; Benefits</b>	<i>Funding for salary and benefits costs arising from job descriptions changes must be provided within existing budgets.</i>	Complete.
<b>Department Budget Submissions</b>	<i>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 as outlined in a business case.</i>	See attached Appendix 1
<b>Property Taxes</b>	<i>Staff to prepare options for reducing the discretionary budget line items by 1% - 2% of the proposed tax increase or higher.</i>	See attached Appendix 2

**ATTACHMENT(S):**

Appendix 1 – Operating Budget Increases  
Appendix 2 – Potential Reductions

**FOLLOW-UP:**

As directed.

**Prepared By:** J. Mobbs, Director, Financial and Employee Services

**Reviewed By/Date:** CAO/Feb 13, 2025

**ISLANDS TRUST  
DRAFT 2025/26 BUDGET**

Appendix 1

*TC Guideline: 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 as outlined in a business case.*

The following operating budget lines are experiencing increases over the previous year's budget and thus are assessed against Trust Council's Guideline.

Note: where it has been impractical to supply a business case, other rationale has been provided as noted.

DESCRIPTION	2024/25	2025/26	Change \$	Change %	Business Case or Report with Rationale Included?	Notes
	Approved BUDGET	Draft BUDGET				
Applications sponsored by EC	15,000	25,000	10,000	67%	Report	Direction of EC
History and Heritage Funding Grants-in-Aid	-	6,000	6,000	100%	Report	Direction of EC
Audit	22,000	26,900	4,900	22%	No	Not discretionary. Legislated Activity must be funded
Bank Charges & Interest	3,500	3,600	100	3%	No	Amount not significant.
Moneris Fees	-	6,000	6,000	100%	No	New cost associated with CityView for planning applications - approved projects of TC.
SW Support and Licensing	203,600	222,400	18,800	9%	Business Cases	See CityView Bylaw Portal, and Time Tracking business case
Internet	46,700	47,250	550	1%	No	Amount not significant. Internet required for operations.
Professional Consultant Fees	-	19,000	19,000	100%	Report	Requested by the ITCB.
Insurance	198,300	198,940	640	0%	No	Amount not significant. Required spending.
ITC - Property Management	166,140	168,460	2,320	1%	Report	Requested by the ITCB.
ITC - Conservation Planning & Land Securement	26,550	37,000	10,450	39%	Report	Requested by the ITCB.
ITC - Ecosystem Mapping	-	9,200	9,200	100%	Report	Requested by the ITCB.
Legal - bylaw enforcement litigation	75,700	161,000	85,300	113%	Overview Report	Prior Year budget too low, overspent in year
Legal - litigation defence	41,800	105,000	63,200	151%	Overview Report	Prior Year budget too low, overspent in year
LTC "Trustee Expenses"	4,430	7,210	2,780	63%	Overview Report	Aligns with current spending trends
LTC Local Exp APC Meeting Expenses	9,500	9,530	30	0%	No	Amount not significant.
Meeting Expense	137,400	147,200	9,800	7%	Report	Direction of EC
Memberships	19,000	19,950	950	5%	No	GFOA membership increase
FOI & Records Management*	5,000	12,000	7,000	140%	Business Case	See Operational reports

DESCRIPTION	2024/25	2025/26	Change \$	Change %	Business Case or Report with Rationale Included?	Notes
	Approved BUDGET	Draft BUDGET				
Office - Lease costs	455,400	467,500	12,100	3%	No	Not discretionary - signed leases
Office - Outside services	59,100	72,200	13,100	22%	No	Not discretionary - signed leases
Postage, Courier & Delivery	7,800	8,050	250	3%	No	Amount not significant.
Payroll Processing*	19,500	22,200	2,700	14%	No	Not discretionary. Must pay employees.
Safety	7,040	16,350	9,310	132%	Business Case	See case for Bivy sticks.
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,877,108	3,193,142	316,034	11%	Yes*	*for new positions only
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	730,785	811,058	80,273	11%	No	Increases not discretionary
Sal & Ben - Salaries - Planners & RPMs	1,593,281	1,633,904	40,623	3%	No	Increases not discretionary
Sal & Ben - Benefits - Planners & RPMs	404,693	415,012	10,318	3%	No	Increases not discretionary
Sal & Ben - Salaries - Planning Support	497,794	501,396	3,602	1%	No	Increases not discretionary
Sal & Ben - Benefits - Planning Support	126,440	127,355	915	1%	No	Increases not discretionary
Sal & Ben - Salaries - Bylaw	320,828	334,606	13,778	4%	No	Increases not discretionary
Sal & Ben - Benefits - Bylaw	81,490	84,990	3,500	4%	No	Increases not discretionary
Tech Supplies	9,300	10,000	700	8%	No	Inflation + new staff Per Director Cermak, required Planning Updates
Subscriptions	7,900	11,900	4,000	51%	No	Updates
Training - staff recognition & meetings	10,000	10,240	240	2%	No	Amount not significant.
Training & Conferences	61,150	64,000	2,850	5%	No	Increase due to amounts paid for by grants
UBCM/AVICC Convention	-	19,600	19,600	100%	No	Requested by EC. Guided by TC policy. Not new spending, just new line
Travel	79,370	83,225	3,855	5%	No	Not discretionary - set by TC policy
Trustee Remuneration	610,870	626,047	15,177	2%	No	Not discretionary - set by TC policy
Trustee Remuneration - CPP Expense	21,670	27,629	5,959	27%	No	Not discretionary - set by TC policy
Trustee Remuneration - Health/Dental benefits	65,870	68,017	2,147	3%	No	Not discretionary - set by TC policy
Trustee Remuneration - Employer Health Tax	11,912	12,208	296	2%	No	Not discretionary - set by TC policy

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

SIGNIFICANT ITEMS ALREADY EXCLUDED BY STAFF					
BIM					
Benefit	DESCRIPTION	DEPT	ACTION TAKEN	AMOUNT	RATIONALE
✓	Second Camera for Trust Council meetings	IS	Removed	\$ 13,500	Not critical. Meetings only 4x/year, audio is functioning properly.
✓	EDM update	IS	Removed	\$ 47,000	Not critical.
	Contracted Temporary Staffing (Planning Services)	PS	Removed	\$ 10,000	Not critical.
	Building Footprint Data Update	PS	Removed	\$ 10,000	Single year delay in data acquisition is manageable.
✓	Insurance	TC	Reduced by	\$ 19,190	Revised policy premium received.
✓	Mobile Phones	Admin	Reduced by	\$ 24,308	Negotiated new plan/rates as part of provincial agreement
	Notices - Statutory and Non-Statutory	PS	Reduced by	\$ 2,500	Alignment with current spending trend.
✓	FOI & Records Management	LIS	Reduced by	\$ 3,000	Expand timeframe of records management projects.
✓	Organisation-Wide Training	All	Reduced by	\$ 2,500	Workloads reducing ability to engage in this deeply. Will manage within.
✓	Stationary and Supplies	Admin	Reduced by	\$ 5,240	Aim for culture shift to manage.
✓	Tech Supplies	LIS	Reduced by	\$ 3,570	Forthcoming policy changes will afford less need for tech supplies
	Board of Variance	PS	Reduced by	\$ 450	To align with current spending trends.
✓	Travel	PS + TAS	Reduced by	\$ 3,250	To align with current spending trends.
Total (dollars)				\$ 144,508	
Approximate Percentage					1.7%

ITEMS ALREADY REMOVED BY COMMITTEES					
DESCRIPTION	BODY	ACTION TAKEN	AMOUNT	RATIONALE	
✓	EC Training & Conferences	EC	Reduced by	\$ 1,500	No specifically identified training for next fiscal
✓	EC Travel for Training	EC	Reduced by	\$ 1,000	No specifically identified training for next fiscal
✓	EC UBCM/AVICC Conventions	EC	Reduced by	\$ 8,200	Forgo hosting breakfast session, reduced AVICC accommodation, commit to early bird registrations
✓	Communications	EC	Reduced by	\$ 5,000	Removed contingent funds for Comms Strategy implementation
	Trust Council Policy Review	GC	Reduced by	\$ 4,000	Reduced administrative costs associated with this work.
✓	ITCB Board Training	ITC	Reduced by	\$ 3,000	To accommodate TC's request.
✓	Stewardship Education	TPC	Reduced by	\$ 7,500	Will plan for fewer education sessions
Total (dollars)				\$ 30,200	
Approximate Percentage					0.4%

OPTIONS FOR REDUCING DISCRETIONARY BUDGET LINES					
DESCRIPTION	DEPT	POTENTIAL ACTION	AMOUNT	RATIONALE	
✓	Trust Council meetings	TC-EC	Reduce up to	\$ 33,750	Per FPC recommendation, remove costs for one TC in person meeting
✓	Indigenous Artwork for the Main Offices	EC - TAS	Reduce up to	\$ 2,000	Not critical to operations. This amount would reduce all funding for this work.
✓	History and Heritage Funding Grants-in-Aid	EC -TAS	Reduce up to	\$ 6,000	Optional TC Programming. This reduces all funding for this work.
	Applications sponsored by EC	TC-EC	Reduce up to	\$ 25,000	Optional TC Programming. Highest year of actual spending in last 5 years is \$16,000 for this budget line
	LTC "Executive Expense on LTC's"	TC-EC	Reduce up to	\$ 4,600	If aligned with CY forecast, means no extras for LTC Chairs travelling to non-regular meetings
✓	Stewardship Education Program	TPC	Reduce up to	\$ 9,500	Optional TC Programming
✓	Secretariat Services	TPC	Reduce up to	\$ 17,000	Optional TC Programming
✓	ITCB Meetings	ITC	Reduce up to	\$ 2,850	Reduce to nil, supporting electronic meetings only
✓	Office Equipment	Admin	Reduce up to	\$ 2,000	Possible reduction & manage within.
✓	ITCB Training	ITCB	Reduce up to	\$ 1,200	Being team players.
✓	ITCB Legal	ITCB	Reduce up to	\$ 1,000	Renewal of Casual Legal Advice Program can be funded from standard budget
Total (dollars)				\$ 114,900	
Approximate Percentage					1.3%
Total Reductions - \$				\$ 289,608	
Total Reductions - Approximate %					3.4%



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

<p>Consumer Price Index (CPI)</p>	<p>CPI influences the cost of procuring goods and services to support Islands Trust work. It pertains primarily to operating costs, but also influences per unit costs associated with projects and capital spending. The largest operating cost, staff salaries and benefits, also moves (generally) in line with inflation, as staff wage increases tend to mirror cost of living adjustments.</p> <p>Year 1: CPI is incorporated into the budget at 2.5% where applicable, based on December 2024 CPI as guided by policy.</p> <p>Year 2 onwards: Economic outlooks project BC CPI to fall to 2.1% in 2026 influencing year 2 of the financial plan, and drop further in 2026 to approximately 2.0% influencing year 3. Staff assume the stabilizing trend will continue into the final years of the financial plan (based on Canadian CPI forecasts) and reflect CPI for each of these years at 2.0%.</p>
<p>Fees and Sales</p>	<p>Year 1: Estimates of application fees for year 1 has been based on current application fees and estimated volumes based on current trends, adjusted for expected completion of applications received in line with revenue recognition requirements.</p> <p>Year 2 onwards: LTC fees bylaws call for an automatic 2.0% increase in fees annually on April 1 of each year. This 2.0% increase has been incorporated into future fees projections, which assumes that current application volume trends will continue. While Trust Council is engaged in planner time tracking analysis to understand how closely fees mirror the cost or processing applications, no determination had been made about whether or not fees will be amended in future years. As such, no fees increases are included in the 5-year plan.</p>
<p>Provincial Grant</p>	<p>Year 1 and onwards: A budget of \$180,000 has been included in each year of the 5-year plan, as in past bylaws. Increases may be realised if a successful ask of the province for additional funding is undertaken. However, at the time of bylaw preparation, no information has been provided to support an increase.</p>
<p>LTA Property Tax Revenue Growth from NMC</p>	<p>Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool, as well as changes in property values from activities such as zoning changes.</p> <p>Year 1: NMC of 2.5% and 1.2% is included in the budget for LTAs and BIM respectively.</p> <p>Year 2 onwards: Historical analysis of NMC reported for the Trust, excluding exceptional years, shows typical NMC values of approximately 1.0% conservatively. This growth factor has been included in the financial plan.</p>
<p>LTA Property Tax Revenue Growth from General Increases</p>	<p>Year 1: LTA general increase of 6.7%.</p> <p>Year 2 onwards: It is anticipated that property tax increases will be required to</p>

	<p>maintain and/or rebuild required surplus balances at the Trust is spending levels remain at current levels or increase. This has been incorporated into the 5-year plan with tax increases high enough to ensure general revenue surplus fund balances can be maintained within 4% of the minimum recommended under TC policy. These general tax increases range from 0.8% in year 5 to 5.3% in year 2.</p> <p>Tax increases are higher in the early years of the plan due to the assumption that excess surplus funds will not be available to fund budget shortfalls in year 2, as all excess surplus funds will be used in year 1 of the plan. Once the tax base has reached sufficient levels to pay for ongoing annual budgets, annual increases are reduced. If Islands Trust does not spend its full budget in year 1, surplus may be available to reduce tax increases in year 2 of the plan. This has been common in Islands Trust history.</p>
<p>Property Tax Levy – Bowen Island Municipality</p>	<p>The methodology for the Bowen Island Tax Levy calculation is described in the <i>Islands Trust Act</i> and is influenced by a number of factors that can be difficult to predict. An estimate of the levy, based on financial plan expenditures, is included in the projection. Note that distribution of net converted assessment values throughout the Trust Area play a significant role in this calculation. The distribution of these values throughout the Trust Area is held constant at the current distribution for purposes of the 5-year financial plan development.</p>
<p>Special Levies, Local Trust Committees</p>	<p>Year 1: No special property tax requisitions are included in year 1. Spending from special requisition reserve funds of \$71,500 is planned for SSIWPA water protection projects.</p> <p>Year 2 onwards: The SSI LTC has made no formal decisions around the future of SSIWPA, although discussions have been had in recent years considering shifting the oversight of SSIWPA to the Capital Regional District. The 5-year plan does not include any further special requisitions for this work.</p>
<p>Investment and Other Income</p>	<p>Investment and Other Income is expected to remain non-significant sources of income relative to other income sources at the Trust.</p> <p>It is expected interest rates will rise or fall in line with inflation trends. This anticipated trend in interest rates is incorporated into the plan, which also considers increases in taxes and surplus balances available for investment purposes.</p>
<p>Expenditures (Trust Council, Local Planning Services, Islands Trust Conservancy and Administration)</p>	<p>Year 1: \$11.27M in planned spending per the draft budget.</p> <p>Year 2 onwards:</p> <ul style="list-style-type: none"> <li>- Service levels are expected to remain consistent (that is, no new programming), with the exception of election years, when projects may stall while a new term of trustees is oriented to their role(s). A small reduction to projects budgets to account for this has been made in election year 2026/27.</li> <li>- Staff salaries expense makes up approx. 65% of the Trust budget. This expense carries increases outside of the Trust’s control due to union and BCPSA requirements for staff raises annually. Estimates of salaries increases have been incorporated in line with estimated inflation values as increases tend to align with</li> </ul>

	<p>this data.</p> <ul style="list-style-type: none"> <li>- Project costs have also been increased in line with estimated inflation to reflect likely increases from contractors as a result of these factors. Given no strategic plan has been approved as at the date of the Financial Plan draft, specifics for future year projects have not been incorporated. Rather, estimated levels of required funding based on current project funding levels have been considered on an overall basis.</li> </ul>
Expenditures – Projects	<p>Program expenditures are challenging to project without documented long-term project plans that include financial resource requirements. As such, project expenses are estimated based on historical spending patterns as a whole, adjusted for known significant pieces of work such as implementation of the Policy Statement, and are adjusted to reflect lower spending on programs during election years, when time is dedicated to orienting a new Council and LTCs.</p> <p>Expenditures are increased annually to account for anticipated levels of inflation.</p>
Surplus Fund Balance	<p>Per Policy 6.5.1 <i>Reserves and Surplus</i>, the “recommended minimum amount of money to be contained within the General Revenue Surplus Fund is 2.4 months of expenses net of 2.4 months of revenue, excluding revenues from property taxes or the provincial grant.”</p> <p>Year 1: The estimated General Revenue Surplus Fund balance will fall to 3.5% below the policy recommended minimum. Staff have expectation this will resolve as forecasted spending in the current year may not be fully realised. Cash balances for operations are not in jeopardy at this surplus balances that fall below policy recommendation.</p> <p>Year 2 onwards: Recommended policy minimum remains stable at Year 1 balances in Year 2, increasing to 100% of the recommended minimum in Years 3 – 5. In order to meet the policy minimum in all years, tax increases in year 1 and year 2 would need to be raised. Given these years already have higher tax increases than seem palatable by decision-makers, staff take the historically adopted approach of allowing the projected surplus fund balance to fall below minimum recommended by a very small amount in early years of the plan and rebuilding in years 3-5 when tax increases have stabilised.</p>

**3 IMPLICATIONS OF RECOMMENDATION**

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

**4 RELEVANT POLICIES:**

**5 ATTACHMENT:**

Islands Trust Council Financial Plan Bylaw 2025-2026

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**RESPONSE OPTIONS**

**Recommendation:**

That Trust Council perform three readings of the Financial Plan Bylaw 2025/26 and advance the Bylaw to the Minister of Municipal Affairs for approval.

1. That Islands Trust Council Bylaw 201, cited as the “Islands Trust Council Financial Plan Bylaw 2025-2026”, be Read a First Time.
2. That Islands Trust Council Bylaw 201, cited as the “Islands Trust Council Financial Plan Bylaw 2025-2026”, be Read a Second Time.
3. That Islands Trust Council Bylaw 201, cited as the “Islands Trust Council Financial Plan Bylaw 2025-2026”, be Read a Third Time.
4. That Islands Trust Council Bylaw 201, cited as the “Islands Trust Council Financial Plan Bylaw 2025-2026”, be forwarded to the Minister of Municipal Affairs for approval consideration.

**Alternative:** No alternatives identified.

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**Prepared By:** J. Mobbs, Director, Financial and Employee Services

**Reviewed By:** Director, Legislative and Information Services

**ISLANDS TRUST COUNCIL  
BYLAW NO. 201**

\*\*\*\*\*

A Bylaw Respecting the Financial Plan of the Islands Trust  
for Fiscal Years 2025-2026 through 2029-2030

\*\*\*\*\*

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

**Citation**

1. This bylaw may be cited for all purposes as “Islands Trust Council Financial Plan Bylaw 2025-2026”

**Financial Plan**

2. Schedule “A” attached hereto, and made part of this Bylaw, is hereby adopted and is the Financial Plan of Islands Trust Council for the fiscal year commencing April 1, 2025 and ending March 31, 2026, and for the subsequent four fiscal years.

READ A FIRST TIME THIS	—	DAY OF	—	, 2025
READ A SECOND TIME THIS	—	DAY OF	—	, 2025
READ A THIRD TIME THIS	—	DAY OF	—	, 2025
APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS THIS	—	DAY OF	—	, 2025
ADOPTED THIS	—	DAY OF	—	, 2025

\_\_\_\_\_  
SECRETARY

\_\_\_\_\_  
CHAIR

## ISLANDS TRUST

## Five Year Financial Plan

Revenue	Tax increase	election year				
		7.1%	5.3%	5.1%	1.7%	0.8%
		2025/26	2026/27	2027/28	2028/29	2029/30
Fees and Sales		198,100	202,062	206,103	210,225	214,430
Provincial Grant - unrestricted		180,000	180,000	180,000	180,000	180,000
Provincial Grant - restricted		195,931	33,001	63,000	63,000	63,000
Federal Grant - restricted		220,000	220,000	-	-	-
Other Grants		1	1	1	1	1
Interest Income		211,000	213,538	216,103	210,351	203,076
Other Income		-	-	-	-	-
Property Tax Levy - Bowen		469,960	475,584	572,252	586,223	600,746
Special Levy - LTCs		-	-	-	-	-
<u>Property Tax Revenue - LTAs:</u>						
Property Tax Levy prior year		8,555,040	9,374,540	9,962,935	10,563,872	10,839,704
Non-market Growth Current Year		209,600	93,419	96,315	99,204	102,180
Increased Taxes in Current Year		609,900	494,976	504,623	176,628	88,886
Property Tax Revenue subtotal		9,374,540	9,962,935	10,563,872	10,839,704	11,030,770
Transfer from GRSF - for Elections		-	-	-	-	-
Transfer from GFSF - for Projects/General		150,000	-	-	-	-
Transfer from LTC Specific Reserve Fund		199,000	-	-	-	-
Transfer from Special Requisition Reserve Fund		71,500	-	-	-	-
<b>Revenue Total</b>		<b>11,270,032</b>	<b>11,287,121</b>	<b>11,801,330</b>	<b>12,089,504</b>	<b>12,292,022</b>
<b>Expenditures</b>						
Trust Council (no Admin or Projects)		1,310,636	1,473,169	1,340,109	1,366,911	1,394,249
Local Planning (no Admin or Projects)		5,431,923	5,536,034	5,646,755	5,759,690	5,874,883
Islands Trust Conservancy (no Admin or Projects)		1,246,055	1,262,222	1,507,466	1,537,616	1,568,368
Administration (no projects)		2,785,417	2,810,616	2,866,970	2,924,236	2,983,248
Projects - Trust Council		161,000	83,881	135,559	138,270	141,035
Projects - LTCs		436,001	260,888	321,736	328,170	334,734
Projects - ITC		20,000	10,420	20,628	21,041	21,462
Projects - Administration		90,000	60,890	23,108	23,570	24,041
Contribution to Surplus Funds	0	-	-	150,000	90,000	50,000
<b>Expenditure Total</b>		<b>11,481,032</b>	<b>11,498,121</b>	<b>12,012,330</b>	<b>12,189,504</b>	<b>12,392,022</b>
Less non-cash items - Amortization		(211,000)	(211,000)	(211,000)	(100,000)	(100,000)
<b>Total Cash Requirement</b>		<b>11,270,032</b>	<b>11,287,121</b>	<b>11,801,330</b>	<b>12,089,504</b>	<b>12,292,022</b>
Net Revenues less spending		0	0	0	0	0



## REQUEST FOR DECISION

**To:** Trust Council **For the Meeting of:** March 13, 2025  
**From:** Financial Planning Committee **Date Prepared:** February 13, 2025  
**SUBJECT: REVENUE ANTICIPATION BORROWING BYLAW**

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### RECOMMENDATION:

1. That Islands Trust Council Bylaw 202, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2025-2026”, be Read a First Time.
2. That Islands Trust Council Bylaw 194, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2025-2026”, be Read a Second Time.
3. That Islands Trust Council Bylaw 194, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2025-2026”, be Read a Third Time.
4. That Islands Trust Council Bylaw 194, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2025-2026”, be forwarded to the Minister of Municipal Affairs for approval consideration.

### CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The *Local Government Act* requires local governments to enact a “borrowing bylaw” before borrowing funds, therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. The bylaw also requires Ministerial approval. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for many years. Expenditures have historically been carefully managed to ensure they do not exceed the budgeted revenues or place unnecessary strain on surplus funds.

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### 1 PURPOSE:

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

### 2 BACKGROUND:

This requirement may be particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds, or in the event of significant unusual circumstances affecting Trust finances. The bylaw specifies a limit of \$2,500,000 (representing ~3 months of operational spending for the fiscal year) and an interest rate not to exceed 2% per annum over bank prime, in line with historical limits. Islands Trust is currently able to borrow at prime for short term operating financing, up to prime plus 0.75% for financing associated with riskier borrowing, which is unlikely borrowing for the Trust.

Islands Trust has not required borrowing in several decades, and without exceptional circumstances affecting the financial position of the organisation, is very unlikely to require borrowing in the coming year.

### 3 IMPLICATIONS OF RECOMMENDATION:

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

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

**POLICY:** None.

**IMPLEMENTATION/COMMUNICATIONS:** None.

**FIRST NATIONS:** None.

**OTHER:** None.

### 4 RELEVANT POLICY/LEGISLATION:

*Islands Trust Act, Section.8(3); BC Regulation 119/90; Local Government Act, Sections 404 and 405*

### 5 ATTACHMENT:

Islands Trust Council Revenue Anticipation Borrowing Bylaw 2025-2026

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## **RESPONSE OPTIONS**

### **Recommendation:**

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

1. That Islands Trust Council Bylaw 202, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2025-2026”, be Read a First Time.
2. That Islands Trust Council Bylaw 194, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2025-2026”, be Read a Second Time.
3. That Islands Trust Council Bylaw 194, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2025-2026”, be Read a Third Time.
4. That Islands Trust Council Bylaw 194, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2025-2026”, be forwarded to the Minister of Municipal Affairs for approval consideration.

**Alternative:** None identified.

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**Prepared By:** J. Mobbs, Director, Financial and Employee Services

**Reviewed By:** Chief Administrative Officer  
D. Marlor, Director, Legislative & Information Services

**ISLANDS TRUST COUNCIL  
BYLAW NO. 202**

\*\*\*\*\*  
A Bylaw to Provide for the Borrowing of Money During  
Fiscal Year 2025-2026 in Anticipation of Revenue  
\*\*\*\*\*

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

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

AND WHEREAS the Islands Trust Council anticipates receiving for the 2025-2026 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE Islands Trust Council enacts as follows:

1. This bylaw may be cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2025-2026".
2. Islands Trust Council shall be and is hereby authorized to borrow upon the credit of Islands Trust Council an amount or amounts not exceeding \$2,500,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.
3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of Islands Trust Council and the Treasurer of Islands Trust.
4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall be used to repay the money so borrowed when received on account of the 2025-2026 budget.

READ A FIRST TIME THIS     \_\_\_   DAY OF     \_\_\_   , 2025

READ A SECOND TIME THIS     \_\_\_   DAY OF     \_\_\_   , 2025

READ A THIRD TIME THIS     \_\_\_   DAY OF     \_\_\_   , 2025

APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS  
THIS     \_\_\_   DAY OF     \_\_\_   , 2025

ADOPTED THIS     \_\_\_   DAY OF     \_\_\_   , 2025

\_\_\_\_\_  
SECRETARY

\_\_\_\_\_  
CHAIR



# BRIEFING

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**To:** Financial Planning Committee      **For the Meeting of:** February 19, 2025  
**From:** Trust Area Services      **Date Prepared:** February 12, 2024  
**SUBJECT: DRAFT PUBLIC SURVEY FOR 2026/27 BUDGET**

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## PURPOSE:

To provide Financial Planning Committee with a draft public survey for feedback. The draft survey is intended to seek input that will assist Trust Council with setting budget guidelines and a developing a draft 2026/27 budget.

## BACKGROUND:

At its August 28, 2024 meeting, Financial Planning Committee requested staff amend the current draft public engagement 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. In drafting the survey, staff kept in mind Financial Planning Committee's intention is to potentially issue the survey prior to the start of the 2026/27 budget development process.

At its January 22, 2025 meeting, Financial Planning Committee requested staff amend the provided draft of the public engagement survey to include a number of items, including but not limited to: adding more information to the survey, asking new questions, including tailoring the survey for Bowen Island residents, adding additional resources and links, and reintroducing key questions. The explanations of which requests were implemented and how, can be found in the attached document entitled: Staff response to FPC survey feedback in January 2025.

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

## ATTACHMENTS:

1. Draft 2026/27 pre-budget survey.
2. Staff response to FPC survey feedback in January 2025

## FOLLOW-UP:

Staff will amend the draft survey as requested.

**Prepared By:** Communications Specialist, February 12, 2025

**Reviewed By/Date:** Director, Trust Area Services, February 12, 2025

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## **About Islands Trust**

Islands Trust is a special-purpose government mandated to preserve and protect over 450 islands and surrounding waters in the Salish Sea. The Islands Trust works to preserve and protect the Islands Trust Area through land use planning, land conservation through the Islands Trust Conservancy, and programs in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons, organizations, the government of British Columbia, and you.

Islands Trust is governed by 26 member Islands Trust Council is comprised of two elected trustees from each local trust area (except the Ballenas-Winchelsea Local Trust Area) and two trustees from Bowen Island Municipality. Local land-use planning decisions are made by local trust committees with the exception of Bowen Island, which voted to become an island municipality. Local trust committees are comprised of two locally elected trustees and an appointed chair. All decisions made must be consistent with the Islands Trust's legislated mandate to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and British Columbia generally. The Islands Trust Conservancy is governed by a board comprised of three elected trustees and three trustees appointed by the Minister of Municipal Affairs.

The Islands Trust Council supports the preserve and protect mandate through region-wide programs such as public education sessions; stewardship education resources; advocacy about decisions and initiatives that affect the islands; ecosystem mapping; and cooperating with others governments, including First Nations to benefit the Islands Trust Area.

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

Islands Trust Conservancy is governed by a board made up of provincial appointees and Islands Trust trustees. Its mission is to protect special places in the Islands Trust Area by encouraging and assisting voluntary conservation initiatives. To date, 1,385+ hectares of land across 115 conservation properties have been protected, including 81 conservation covenants and 34 nature reserves.

## **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, and is one of several inputs into the budgeting process, alongside other critical factors such as operational priorities, legislative requirements, and Trust Council's strategic plan.

### **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](mailto: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 | North Pender Island LTA                        |
| Bowen Island Municipality      | Salt Spring Island LTA                         |
| Denman Island LTA              | Saturna Island LTA                             |
| Gabriola Island LTA            | South Pender Island LTA                        |
| Galiano Island LTA             | Thetis Island LTA                              |
| Gambier Island LTA             | The entire Islands Trust Area                  |
| Hornby Island LTA              | I have no connection to the Islands Trust Area |
| Lasqueti Island LTA            | Prefer not to say                              |
| Mayne Island LTA               |  |

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

- |  |   |
|--|---|
| I am a part-time resident (i.e. less than 6 months per year) | I am a visitor  |
| I am a full-time resident (i.e. more than 6 months per year) | 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

6 to 10 years

More than 20 years

1 to 5 years

11 to 20 years

**4. Please indicate your age:**

12-24

40-59

80+

25-39

60-79

Prefer not to say

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

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

*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.*

I am Indigenous, First Nation, Metis, or Inuit

I am a member of a visible minority group  
According to the Employment Equity Act,  
Prefer not to say

None of the above

**Proposed 2026/27 Budget**

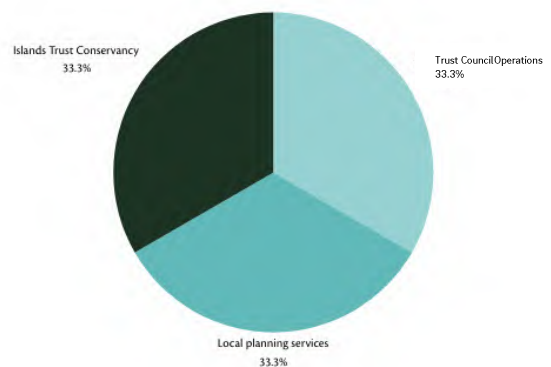
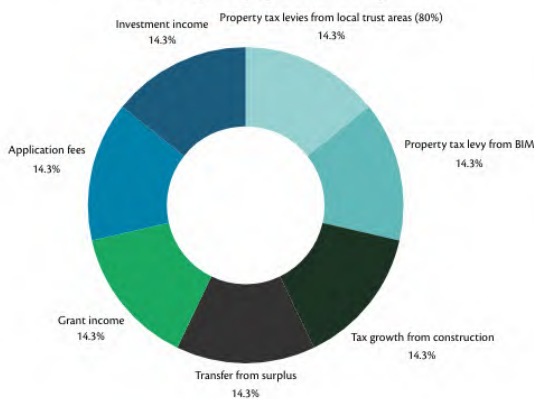
**Islands Trust Proposed 2025/26 Revenue Sources\***

26/27, e level:

**Islands Trust Proposed 2025/26 Expenditures by Function\***

*example figures only*

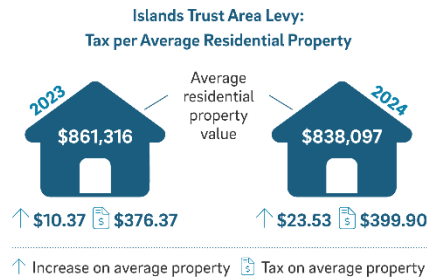
*example figures only*



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 and the Bowen Island Municipal tax levy for the Islands Trust budget had the following implications:

In 2024, a 6.33% increase to the rural property tax levy for Islands Trust resulted in \$8,555,040 being raised from Islands Trust contributions.



In 2024, a 13.08% increase (\$45,271) in the property cost levy by Bowen Island resulted in \$391,260 being raised from Bowen Island contributions.



*\*Bowen Island has a special status in the Islands Trust Area as the only island municipality. Property owners on Bowen Island pay property taxes to Bowen Island Municipality, which then pays a levy to Islands Trust. Bowen Island residents benefit from all Islands Trust Area-wide programs and services in the same way as local trust area resident. The percentage increase/decrease for Bowen Island Municipality often differs from local trust areas as the Municipality contributes to a different set of expenses (i.e. does not contribute to land use planning expenses).*

**6. You have indicated you are part of the [name] Local Trust Area (Bowen respondents will not answer this question)**

The Local Trust Committees (LTCs) of Islands Trust are responsible for land use planning and decision-making within their respective Local Trust Areas (LTAs). Each LTC consists of two locally elected trustees and one appointed chair from the Islands Trust Council. Their primary role is to develop, maintain, and implement Official Community Plans (OCPs), zoning bylaws, and land use regulations that guide sustainable development while protecting the environment, cultural heritage, and community character of their islands. LTCs review development applications, hold public hearings, and engage with residents to ensure that land use decisions reflect local priorities. Their work directly shapes how each Local Trust Area grows and evolves, balancing the need for housing, economic activity, and environmental preservation to maintain the long-term sustainability and unique character of island communities.

6.1. What do you think the [name] local trust committee does well?

6.2. What do you think [name] local trust committee could improve on?

6.3. LTCs meet on a regular basis. Meetings are held online or in-person and are livestreamed. How important is it for local trust committees to meet in person in their local trust area? (scale of 1 – 5: not important at all – very important)

**7. Land Use Planning** (*Bowen respondents will not answer this question*)

The Planning Services department of Islands Trust plays a vital role in preserving and protecting the environment, cultural heritage, and unique island communities through responsible land use planning and regulation. This department maintains and updates 20 official community plans and land use bylaws, and provides planning services to local trust committees. It supports sustainable development, environmental protection, and community planning by managing rezoning applications, bylaw enforcement, answering public inquiries, and development review processes. Through community information meetings, the department helps islanders understand land use planning, rezoning, and application procedures.

7.1. Do you think funding for local land use planning services should be:

- Increased (please explain why you think it should be increased)
- Decreased (please explain why you think it should be decreased)
- Stay the same
- I don't know

7.2. Do you think funding for bylaw enforcement should be:

- Increased (please explain why you think it should be increased)
- Decreased (please explain why you think it should be decreased)
- Stay the same

7.3. Currently, the Islands Trust spends more than \$X million annually to process development applications. Application fees received is typically about \$X annually. This gap occurs because we only charge applicants less than X% of the cost of processing applications, based on local trust committee direction. The rest of the funding comes from general property taxation and other revenue sources (excluding the Bowen Island Municipal levy). Last year, the Executive Committee sponsored \$X in fees for applications by other government agencies or not-for-profit organizations for initiatives that have community benefit, including affordable housing.

If Islands Trust were to consider changes to application fees, which statements best reflect your point of view on the subject:

- Applicants should pay the full cost of processing their application
- Islands Trust property owners should fund the fee charged for planning applications by less than 50%
- Islands Trust property owners should fund the fee charged for planning applications by more than 50%
- Islands Trust should continue to sponsor the application fee for development applications by other government agencies or not for profit organisations for initiatives that have community benefit, including affordable housing

## 8. Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs such as communications; public education sessions; stewardship education resources; advocacy about decisions and initiatives that affect the islands; ecosystem mapping; and cooperating with others governments, including First Nations, to benefit the Islands Trust Area.

8.1. When it comes to Programs, do you think the Islands Trust budget should:

- Add new programs or services (please let us know in comments which programs or services you think should be added)
- Reduce services and programs from current level (please let us know in comments which programs or services you think should be reduced)
- I don't know

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

Do you think funding for Trust Area-wide programs should be:

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

## **9. Islands Trust Conservancy**

Islands Trust Conservancy (ITC) is the land conservation branch of Islands Trust, dedicated to protecting the unique ecosystems, natural landscapes, and biodiversity of the Islands Trust Area. Through land acquisition, conservation covenants, and stewardship programs, ITC works with landowners, community groups, and conservation partners to preserve ecologically significant lands in perpetuity. The Conservancy manages protected areas, restores habitats, and supports conservation initiatives that safeguard rare species and sensitive ecosystems. The Islands Trust Conservancy has been entrusted with the protection of 113 private properties, totaling over 1,375 hectares through conservation covenants (81) and through donation as nature reserves (34).

9.1. Do you think funding for Islands Trust Conservancy should be:

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

## **10. Islands Trust Council meets virtually and in-person four times per year, and the meetings are generally livestreamed.**

Do you think Islands Trust Council should meet in-person:

- Four times a year,
- Three times a year, with other meetings conducted virtually
- Two times a year, with other meetings conducted virtually
- Once a year, with other meetings conducted virtually
- Islands Trust Council should meet online only
- I don't know

**11. What do you think Islands Trust does well?**

**12. What do you think Islands Trust could improve on?**

**13. Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.**

**14. Thank you for responding to this survey. Do you think the length of the survey was:**

- Too long
- Too short
- Just right

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](#).

DRAFT

## **Staff responses to Financial Planning Committee' survey feedback in January 2025**

The Islands Trust has carefully structured its pre-budget public consultation and survey to maximize engagement, clarity, and accessibility while balancing financial and staff capacity constraints. Staff received feedback from FPC on January 22, 2025 and incorporated that feedback in the following ways:

### **1. Use of "Budget" Instead of "Financial Planning"**

Jurisdictions, such as Saanich, used the term “budget” for their annual survey. Every other regional district in the Trust Area also uses the word "budget," and Islands Trust has chosen to retain the term "budget" for consistency and comprehension. Using the phrase “financial plan” indicates longer term – next year and beyond. Trust Council’s Financial Plan Bylaw is for five years, and a “financial planning survey” would be better suited for a Trust Council Financial Plan engagement, should that be requested.

### **2. Survey Length and Accessibility**

Research and past experience indicate that long surveys with extended preambles lead to a higher drop-off rate. To encourage broad participation, the survey has been designed to be concise and easy to understand. Shorter surveys also improve accessibility, ensuring that more community members can engage.

### **3. Links within surveys**

Including links within a survey can be problematic in that it usually loops the respondent out of the survey, to a different webpage or PDF either within the same tab or in a new tab, which can make it hard for people to return to the survey and lower survey completion rates. To ensure the integrity of the survey results, each device can only complete the survey once, so if a respondent leaves the survey, they may not be able to return and complete it. The solution is to link information on the webpage and in the subscriber notice so people can view that information before beginning the survey. This will be clearly communicated on the website.

### **4. Avoiding Dual Surveys**

The idea of offering two surveys—one with preamble/additional information and one without—was considered and rejected for several reasons. Managing two versions could create inconsistencies in data collection and analysis. It could also lead to confusion among respondents and complicate outreach efforts. Instead, a single, well-structured survey will be provided, with background resources available separately for those who seek more context.

**5. Availability of Additional Resources – and education**

Recognizing the need for education about the Islands Trust and budget processes, background information will be made available on the website. This allows interested residents to inform themselves before responding without making the survey itself cumbersome. A list of supporting documents will be made available on the “Budget” webpage, as well as the link to the survey. A more comprehensive education campaign is planned for the Policy Statement Amendment Project (and its survey), but budget and staffing limitations prevent a broader education effort at this stage. Since 2021, property owners have been educated about Islands Trust as they receive their annual Islands Trust property tax assessment notices. The last pre-budget survey was for the 2022/23 fiscal year and was undertaken in January 2022, so since the last pre-budget survey, home owners would have received three property tax assessment notices.

**6. Tailoring the Survey for Bowen Island Municipality Residents**

Bowen Island residents will have a separate path within the survey using logic-based questions, ensuring they are not asked to respond to issues that are not relevant to them.

**7. Reintroducing Key Questions**

Some questions from previous surveys have been reintroduced and where appropriate, questions have been separated into local trust committee-specific and federation-wide categories to ensure relevance and clarity. Review previous surveys and responses at: <https://islandstrust.bc.ca/whats-happening/surveys-and-polls-2/>

**8. Focusing on Islands Trust's Jurisdiction**

The survey will strictly focus on matters within the Islands Trust’s mandate. Topics such as healthcare, which fall under other organizations’ jurisdiction, are better addressed through surveys conducted by those entities, results of which are available.

**9. Minimizing Survey Fatigue**

Given the multiple surveys conducted by Islands Trust—some mandated by the provincial government, others part of ongoing policy amendments or community engagement efforts—it is essential to prevent survey fatigue. Keeping the budget survey concise respects residents' time and increases participation rates.

**10. Encouraging Open-Ended Feedback**

While the survey is designed to be succinct, residents who wish to provide more detailed input will have opportunities to do so through open-ended questions, or can call an office or their trustees. Additionally, feedback is welcome year-round via the Islands Trust website and dedicated budget email inbox.

## **11. Increasing Participation Beyond Frequent Respondents**

It was mentioned that the same people respond across multiple surveys, and a look at responses to demographic questions from previous surveys shows that similar demographics tend to respond to most Islands Trust surveys. A shorter, more accessible format helps lower barriers to entry, making it easier for first-time respondents to engage. A paper version of the survey will also be available at Islands Trust offices to encourage engagement for those who do not have online access, or are not comfortable with online surveys. A paper survey with preamble will likely run to +10 pages and can be considered daunting.



## REQUEST FOR DECISION

**To:** Financial Planning Committee      **For the Meeting of:** February 19, 2025  
**From:** Trust Area Services      **Date Prepared:** February 12, 2025  
**SUBJECT:** 2026/27 Budget Public Engagement Process

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**RECOMMENDATION:** That Financial Planning Committee approve the 2026/27 Budget Public Engagement project charter.

**DIRECTOR, TRUST AREA SERVICES COMMENTS:** Engagement on the Islands Trust Council’s proposed budget offers an opportunity to hear from the public about their priorities and views on the Islands Trust proposed spending and the activities that are proposed to be funded. The proposed project charter is generally consistent with how Financial Planning Committee promoted and delivered public engagement on the proposed budget 2019-2022, with the exception of survey timing.

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**PURPOSE:** To seek endorsement from Financial Planning Committee for the budget public engagement program for the 2026/27 budget.

**BACKGROUND:** The Financial Planning Committee has responsibility to co-ordinate an effective annual budget process, which includes designing the process for public input. The process is guided by Trust Council’s [Budget Process Policy \(6.3.1\)](#) which states “a process for public input into the annual budget will be provided each year, as determined by the Financial Planning Committee”. The extent to which Trust Council has made amendments to the proposed budget in response to public feedback has varied over the years.

Islands Trust first began a deliberative program to seek public input on a draft budget in 2007. Beginning in 2019, Islands Trust introduced a new style of budget survey (2022/23 survey attached), which provided more detailed background information on the Trust’s areas of activities and more clearly linked policy ideas to the budget than has been done in the past. Each year, Financial Planning Committee would review, amend, and approve the survey content. Generally, respondents would spend about 10 minutes completing the survey, with a survey completion rate of about 65% (which is generally considered to be a good/high completion rate).

In 2020, the Trust introduced Facebook posts to promote the survey which resulted in a significant increase in responses.

In January 2022, the Trust held the first (and only) webinar about the budget process, to provide information and answers for members of the public who were planning to submit feedback.

The Trust did not engage on the draft budget in 2023 or 2024.

In 2023 and 2024, as directed by policy, the Salt Spring Island Local Trust Committee undertook public engagement on the proposed special tax requisition to support the Salt Spring Island Watershed Protection Alliance (SSWIPA).

Results of recent year engagement on the Islands Trust draft budget are as follows:

Budget Year Consulted On	Survey Responses	E-mail Responses
2023/24, 2024/25	N/A	N/A
2022/23	1256	30
2021/22	941	12
2020/21	745	6
2019/20	178	37
2018/19	78	7

Past Engagement Promotion:

Generally, to promote the opportunity to comment on the proposed budget Islands Trust will:

- Issue a news release
- Send one subscriber message
- Purchase ads in relevant publications
- E-mail non-profit and other island organizations to encourage them to advise their members of the survey opportunity
- Promote on social media

In 2024, Islands Trust staff received, for the first time, a breakdown of the cost of a tax increase to an average taxpayer. Staff recommend that in communications about the proposed 2026/27 budget the following information be shared with the public to provide “What does it mean to me” context for any proposed increases/decreases in the proposed budget. Staff understand it will not be possible to get estimates of impacts of different 2026/27 budget scenarios in time for the budget engagement period.

In 2024, the 6.33% increase to the rural property tax levy for the Islands Trust budget had the following implications:

Islands Trust Area Levy: Tax per Average Residential Property		
	2023	2024
Average residential property value	\$861,316	\$838,097
Increase on average property	\$10.37	\$23.53
Tax on average property	\$376.37	\$399.90

In summary, for 2024, the average residential home value in the Islands Trust area was \$838,097 and the portion of their tax bill directly attributed to Islands Trust rural area levy was \$399.90, an increase of \$23.53.

The 13.08% increase (\$45,271) in the property tax levy by Bowen Island, resulted in \$391,260 being raised from Bowen Island contributions in 2024.

Bowen Island Levy: Tax per Average Residential Property		
	2023	2024
Average residential property value	\$1,534,135	\$1,497,168
Increase on average property	\$9.30	\$18.62
Tax on average property	\$146.61	\$165.23

On November 13, 2024, Financial Planning Committee passed the following resolution:

*that Financial Planning Committee receive for information the draft Budget Survey briefing and that Staff will incorporate the Committee's concerns and comments and will return the revised item to the next meeting of Financial Planning Committee.*

A draft survey has been provided to Financial Planning Committee for the February 19, 2025 meeting for consideration via a separate briefing.

## 1 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** This project will be a Trust Area Services priority for April 2025 - August 2025 and will require support from the CAO and Directors of Administrative Services and Planning Services to respond to questions made by the public. This initiative will reduce capacity for other communications initiatives that may emerge during this time.

**FINANCIAL:** The public engagement program is expected to cost \$5,000 for advertising costs and a webinar honorarium. There is funding included for this annual program in the Trust Area Services 2025/26 communication budget request.

**POLICY:** None.

**IMPLEMENTATION/COMMUNICATIONS:** Trust Area Services staff has drafted the public engagement materials for the proposed 2026/27 budget based on recommendations from communications and finance staff, as well as input and direction from Financial Planning Committee.

Staff will generate public awareness about the public engagement through print and Facebook advertising, subscriber notices, and a news release. Trustees will be encouraged to share budget engagement social media posts to their personal social media accounts and to community social media bulletin boards and forums in their communities. The online survey will be open for three weeks with a clearly defined deadline. The deadline will be the same for those who wish to respond to the dedicated email address. All communications will adhere to Freedom of Information and Protection of Privacy (FOIPP) legislation and all public facing documents will make mention of this.

All submissions through the survey or via email will be monitored as will any interactions regarding the budget engagement on the Islands Trust social media channels. Social media followers/commentators will be encouraged to complete the online survey. Any questions received through this process that are not relevant to the budget process but can be addressed by other staff, will be forwarded.

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

**FIRST NATIONS:** As part of ongoing routine engagement, staff encourage First Nations to advise Trust Council and trustees of their views and priorities which can inform trustee decisions about budgets. Through the budget engagement process, Indigenous People will be able to share their views. The survey typically asks respondents to indicate if they are a member of a First Nation whose territory encompasses the Islands Trust Area and if they are Indigenous, First Nation, Metis, or Inuit.

**OTHER:** None.

## 2 RELEVANT POLICIES:

- [Council Committee System and Terms of Reference \(2.3.1\)](#)
- [Budget Process Policy \(6.3.1\)](#)
- [Islands Trust Policy Statement Guiding Principles:](#)
  - Trust Council will seek information from a broad range of sources in its decision-making processes, recognizing the importance of local knowledge in this regard.
  - Trust Council believes that open, consultative public participation is vital to effective decision making for the Trust Area.

## 3 ATTACHMENTS:

1. Draft 2026/27 Budget Public Engagement Project Charter
2. 2026/27 budget engagement promotion graphics

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## RESPONSE OPTIONS

**That Financial Planning Committee approve the 2026/27 Budget Public Engagement project charter.**

### Alternatives:

- 1) Approve the 2026/27 Budget Public Engagement project charter as amended.
- 2) Request that staff develop a revised project charter with different activities/budget
- 3) Do not proceed with public engagement on the proposed 2026/27 budget.
- 4) Recommend that Trust Council amend policies/language in the [Budget Process Policy](#) that relate to seeking public input.

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**Prepared By:** Communications Specialist, February 12, 2025

**Reviewed By/Date:** Director, Trust Area Services, February 12, 2025

## Pre - 2026/27 Budget Public Engagement – Project Charter

**Purpose:** To deliver a public engagement process that solicits feedback that will assist Trust Council with development of the 2026/27 draft budget.

**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, newspaper advertising, and partner organizations and/or interested and affected parties. The survey is a simplified, plain language survey, which includes hyperlinks to relevant information. An informative webinar is also planned prior to the launch of the survey. Undertaking public engagement prior to the budget development process means public input will be available at the beginning of the budget process.

Deliverables	In Scope	Out of Scope	IAP2 Engagement Level:
<ul style="list-style-type: none"> <li>• Informative engagement and communications materials</li> <li>• Provide engagement opportunities to solicit public input on community priorities and funding levels</li> <li>• Enhance accessibility by providing participation opportunities online, over the phone, or mail</li> <li>• Public input report – What We Heard</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing previous experiences</li> <li>• Engagement and communication materials</li> <li>• Develop and implement a communications plan including news release, subscriber notices, social media</li> <li>• Survey</li> <li>• Responding to public questions</li> <li>• Informative webinar with moderated Q&amp;A</li> </ul>	<ul style="list-style-type: none"> <li>• Town halls/in-person engagement in each trust area and/or Bowen Island</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Inform</li> <li><input checked="" type="checkbox"/> Consult</li> <li><input type="checkbox"/> Involve</li> <li><input type="checkbox"/> Collaborate</li> </ul>

Workplan Overview	
Deliverable/Milestone	Target Date
FPC reviews draft engagement materials including changes to the survey	Jan 22/Feb 19, 2025
Promote webinar	Mid-April, 2025
Host webinar	Early-May, 2025
Launch survey, begin promotion of the survey (on day of webinar)	Early-May, 2025
Public input report (what we heard) provided to FPC for consideration/forwarding to Trust Council	August 20, 2025
Trust Council reviews input and adopts 2026/27 budget	March 10-12, 2026

Communications about adopted 2026/27 budget (news release, website), including mention of how public input was used for budget development	March 16, 2026
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Project Team	
Director, Trust Area Services	Project Manager
Communications Specialist	Content creation and communications plan implementation
Program Coordinator	N/A
Director, Administrative Services	Review content and liaise with FPC
<b>Approved by:</b> <i>Clare Frater, DTAS</i> <b>Date:</b> February 10, 2025	
<b>Endorsement: FPC-</b> <b>Date:</b> xxx	

Budget		
Budget Sources:		
Fiscal Year	Item	Cost
2025/26	Graphic design and advertising	\$4,750
2025/26	Webinar honoraria	\$250
	Total	\$5,000

**Social media posts**



**Newsletter graphic**



**Survey header and subscriber notice graphic**



## Printed advertising

# We want to hear from you!

## Islands Trust 2026-27 Budget

Share your thoughts and ideas on how you think the Islands Trust budget for 2026-27 can best support the Islands Trust's work to preserve and protect the unique amenities and environment of the Trust Area.

**Your input matters!**

Complete the online survey by scanning the QR code, share your comments over the phone, or visit one of our offices to complete a paper version.

Contact Islands Trust if you have questions, or want to complete the survey via phone or on paper:  
250-405-5151 | [info@islandstrust.bc.ca](mailto:info@islandstrust.bc.ca)



[www.surveymonkey.com/XXX](http://www.surveymonkey.com/XXX)



Preserving and protecting over 450 islands and surrounding waters in the Salish Sea

## Printed poster



# 2025-26 Budget Consultation

## We want to hear from you!

### Islands Trust 2026-27 Budget

Share your thoughts and ideas on how you think the Islands Trust budget for 2026-27 can best support the Islands Trust's work to preserve and protect the unique amenities and environment of the Trust Area.

**Your input matters!**

Complete the online survey by scanning the QR code.



<https://www.surveymonkey.com/XXX>

Contact Islands Trust if you have questions, or want to complete the survey via phone or on paper:  
250-405-5151 | [info@islandstrust.bc.ca](mailto:info@islandstrust.bc.ca)

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**To:** Financial Planning Committee      **For the Meeting of:** February 19, 2025

**From:** Legislative and Information Services      **Date Prepared:** February 14, 2025

**SUBJECT:** Reconsidering Trust Council Meeting Schedule

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**PURPOSE:** To provide clarity on ability for Trust Council to amend its decision on meeting schedule for 2025/26 Fiscal Year.

**BACKGROUND:**

At the December 2024 meeting, Trust Council pass the following resolutions:

*That Trust Council adopt quarterly meeting dates to the end of fiscal 2025/26 of:*

- a) March 11 – 13, 2025*
- b) June 17 – 19, 2025*
- c) September 16 – 18, 2025*
- d) December 2 – 4, 2025; and,*
- e) March 10 – 12, 2026*

*That Trust Council adopt quarterly meeting locations to the end of fiscal 2025/26:*

- a) March 2025, Nanaimo, BC*
- b) June 2025, Salt Spring Island, BC*
- c) September 2025, Gabriola Island, BC*
- d) December 2025, Victoria, BC; and,*
- e) March 2026, Duncan, BC*

The question was raised at the January 2025 Financial Planning Committee meeting on whether Trust Council could reconsider its decision to hold four in-person meetings per year.

The general rule is that if there is new information, or circumstances have changed, that Trust Council can reconsider its previous policy direction. Considering costs versus deliverables is an acceptable reason for Trust Council to amending its initial decision of having four meetings in-person per year.

Note that this is not the same thing as a motion to reconsider under Roberts Rules of Order. That motion assumes no action has been taken on the original motion, and new information means that the council may want to reconsider its decision. In the case of the meeting schedule, Trust Council may need to reduce its budget, and a consequence of this is to reduce its costs, including its meeting costs. As this reduction now makes it impossible to hold four in-person meetings per year, Trust Council can certainly amend its decision on the number of in-person meetings per year.

The role of the FPC is to recommend a budget within any guidance provided by Trust Council. Where guidelines conflict (such as a Trust Council guideline to keep the budget to a set level vs having a set number and type of meetings per year), the FPC is within the scope of its mandate to recommend to Trust Council means to balance the budget, including reconsidering some of its planned expenditure.

**ATTACHMENT(S):**

None

**FOLLOW-UP:**

None

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**Prepared By: David Marlor, Director, Legislative and Information Services**

**Reviewed By/Date:**



## REQUEST FOR DECISION

**To:** Financial Planning Committee                      **For the Meeting of:** February 19, 2025  
**From:** Administrative Services - Finance                      **Date Prepared:** February 13, 2025  
**SUBJECT:** Financial Planning Committee Work Program Update

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**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.

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**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
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**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.

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**Prepared By:** Robert Barlow, Legislative Services Clerk

**Reviewed By/Date:** Director, Financial and Employee Services/ February 13, 2024

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## Active Projects Report

### Financial Planning Committee

#### 1. Budget 2025/26: Draft 2 Preparation and Review

#### Responsible

#### Dates

**Activity:**

Julia Mobbs

Rec'd: 03-Dec-2024  
Target: 11-Mar-2025

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.

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#### 2. 2024/25 Q3 Financial Forecast

#### Responsible

#### Dates

**Activity:**

Julia Mobbs

Rec'd: 03-Dec-2024  
Target: 12-Mar-2025

The 2024/25 Financial Forecast informs spending decisions for the remainder of the fiscal year, and supports development of the draft 2025/26 budget.

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#### 3. Financial Policy Review

#### Responsible

#### Dates

**Activity:**

David Marlor  
Julia Mobbs

Rec'd: 12-Mar-2024  
Target: 15-Jun-2025

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)

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## Active Projects Report

### Financial Planning Committee

#### 1. Finalize 2025/26 Budget and 5-year Financial Plan Bylaw

Responsible

Dates

**Activity:**

Julia Mobbs

Rec'd: 12-Mar-2025

Prepare report to accompany Trust Council's 5-year Financial Plan Bylaw submission to the Minister of Housing and Municipal Affairs for approval.

Target: 31-Mar-2025

#### 2. Annual Financial Statements & Audit: Islands Trust and Islands Trust Conservancy

Responsible

Dates

**Activity:**

Julia Mobbs

Rec'd: 12-Mar-2025

Underway:

Target: 31-May-2025

- Audit planning with the appointed auditors, KPMG LLP.
- Audit Committee meeting with KPMG on February 28, 2025.

Upcoming:

- Preparation of Islands Trust and Islands Trust Conservancy financial statements and audit packages.
- Audit fieldwork scheduled for May 2025.
- Audit Committee meeting on May 28, 2025 with KPMG LLP to present audit findings.

## Active Projects Report

### Financial Planning Committee

#### 3. *Financial Policy Review*

#### Responsible

#### Dates

**Activity:**

Continued review of select Trust Council financial policies:

- 6.5.2 Budget Control and Adjustment Authority (EC directed)

Julia Mobbs

Rec'd: 12-Mar-2024

Target: 15-Jun-2025