Islands Trust

Financial Planning Committee
Agenda

Date:	October 20, 2021
Time:	10:00 am - 3:00 pm
Location:	Electronic Zoom Meeting

				Pages
1.	CALL TO ORDER			
2.	APPROVAL OF AGENDA			
	2.1.	New Items and Re-Ordering of the Agenda		
	2.2.	Approval of Agenda		
3.	TOWN HALL			
4.	DELEGATIONS			
	None			
5.	ADOPTION OF MINUTES / COORDINATION			
	5.1.	Minutes of Meetings		
		5.1.1.	Financial Planning Committee Minutes of September 1, 2021	3 - 7
	5.2.	Resolutions Without Meeting		
		None		
	5.3.	Follow up Action List		8 - 9
6.	TRUST COUNCIL BUSINESS			
	6.1.	Budget 2022/23: Draft 1, Version 1		
		6.1.1.	Draft Budget Overview - Briefing Overview of the full 2022/23 draft budget.	10 - 21
		6.1.2.	Draft Budget Details Numerical budget summaries.	22 - 28
		6.1.3.	Draft Budget Strategic + Operational Initiatives Summary list + related business cases.	29 - 56

6.1.4. **Draft Budget LTC Projects** 57 - 79

6.1.5. **LPS Projects - Feasibility Assessment** 80 - 85

To assist in debate.

6.1.6. **Islands Trust Conservancy Board Budget Request** 86 - 93

1. ITCB budget request summary

2. ITCB new staff business case

6.1.7. **Special Tax Requisition Funding** 94 - 102

1. SSI LTC - SSIWA Special Requisition $75,500

2. SSI LTC - SSIWPA Reserve funds project: Strategic plan for watershed stewardship & protection $40,900

6.1.8. **Unfunded New Staff Request - business case**

For consideration.

7. BUSINESS

7.1. Proposed FPC Meeting Dates 2022 - RFD 103 - 105

1. That Financial Planning Committee adopt the proposed meeting dates for the 2022 calendar year as presented.
2. That Financial Planning Committee direct staff to schedule the 2022 FPC meeting dates of ________, ________, ________ as electronic meetings, and list the Victoria Office Board Room as the public meeting location.

8. NEW BUSINESS

9. NEXT MEETING

Wednesday, November 10, 2021 from 10:00 a.m. to 3:00 p.m.

10. ADJOURNMENT

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

Islands Trust

Financial Planning Committee
Minutes of Regular Meeting

Date of Meeting:	**September 1, 2021**
Location:	**Electronic Meeting**
Members Present:	Peter Grove, Chair Paul Brent, Vice Chair Laura Busheikin, Regional Planning Committee Representative Sue Ellen Fast, Executive Committee Representative Peter Luckham, Executive Committee Representative Tim Peterson, Trust Programs Committee Alternate Representative Laura Patrick, Executive Committee Representative Tahirih Rockafella, Local Trustee Dan Rogers, Executive Committee Representative Kate-Louise Stamford, Islands Trust Conservancy Board Representative
Staff Present:	Russ Hotsenpiller, Chief Administrative Officer Julia Mobbs, Director, Administrative Services David Marlor, Director, Local Planning Services Clare Frater, Director, Trust Area Services Nancy Roggers, Finance Officer Robert Barlow, Legislative Services Clerk/Recorder

1. CALL TO ORDER

The meeting was called to order at 10:34 a.m. Chair Grove offered gratitude for being able to work and meet on the traditional and treaty territories of the Coast Salish First Nations.

2. APPROVAL OF AGENDA

2.1 New Items and Re-ordering of the Agenda

The following material was presented for consideration:

- Item 6.1, Islands Trust March 31, 2021 Audited Financial Statements and the Financial Statement Comparison – draft versus final (sent from the Audit Committee meeting of September 1, 2021)
- Item 6.2, Allocated Financial Statements Briefing (missing in original agenda)
- Item 6.3, a list of services acquired from each of the vendors listed in the SOFI report with billings greater than $25,000 (missing in original agenda)

2.2 Approval of Agenda

By general consent the Committee approved the agenda as amended.

3. ADOPTION OF MINUTES / COORDINATION

3.1 Minutes of Meetings

3.1.1 Financial Planning Committee Draft Minutes of February 17, 2021

By general consent the Committee approved the minutes as presented.

3.2 Resolutions Without Meeting

None.

3.3 Follow up Action List

Director Mobbs provided a status update to all items that are currently in progress:

- work has not started yet in regards to an analysis of the cost effectiveness of the satellite offices;
- the review of Trust Council Policy 6.5.1 Reserves and Surplus is likely to be available at the next Committee meeting.

FPC-2021-021
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to review Trust Council Policy 7.2.1 Trustee Remuneration against the recommendations in 'UBCM's Council and Remuneration Guide' to identify areas of potential improvement, and that staff provide recommendations for policy changes to address these areas, as needed.

CARRIED

4. TOWN HALL

None.

5. DELEGATIONS

None.

6. TRUST COUNCIL BUSINESS

6.1 March 31, 2021 Audited Financial Statements - RFD

Director Mobbs presented the RFD, indicating that the Audit Committee has reviewed the Financial Statements and the Audit Findings Report and has no concerns. The KPMG Audit Findings Report noted no concerns as well. The Audited Financial Statements were provided to the Financial Planning Committee from the Audit Committee.

FPC-2021-022
It was MOVED and SECONDED,
that Financial Planning Committee receive the audited financial statements of the Islands Trust including the Statement of Financial Position, the Statement of Operations, the Statement of Changes in Net Financial Assets, and the Statement of Cash Flows for the year ended March 31, 2021, and forward them to Trust Council for approval.

CARRIED

6.2 March 31, 2021 Allocated Financial Statements - Briefing

Director Mobbs indicated that there is no new information provided this year compared to what has been provided in previous years as the methodology in preparing the statements remains the same. She also noted that there continues to be some challenges with staff time tracking software resulting in staff being unable to update their time allocation and therefore estimates have been utilized.

FPC-2021-023
It was MOVED and SECONDED,
that Financial Planning Committee forward the allocated financial statements to Trust Council.

CARRIED

6.3 2020/21 Statement of Financial Information (SOFI) - RFD

Director Mobbs indicated that the annual SOFI report is a legislated report to be provided to the Ministry and that accompanies the Audited Financial Statements. She also noted that the list of services acquired from each of the vendors listed in the SOFI report with billings greater than $25,000, which was provided as a late item to the agenda, is not part of the official SOFI report but provided to the Committee for information.

FPC-2021-024
It was MOVED and SECONDED,
that Financial Planning Committee approve the 2020/21 Statement of Financial Information and forward it to Trust Council for information as presented.

CARRIED

6.4 June 30, 2021 Quarterly Financial Report - RFD

FPC-2021-025
It was MOVED and SECONDED,
that Financial Planning Committee forward the June 30, 2021 Financial Report to Trust Council for approval as presented.

CARRIED

6.5 2022/23 Draft Budget Assumptions, Principles, and Timelines - Briefing

Director Mobbs presented highlights of the briefing, indicating that the purpose is to discuss and develop the assumptions and principles upon which the next fiscal year's budget will be based. She noted that Trust Policy 6.3.1 Budget Process states that Budget Principles and Assumptions are reviewed by Trust Council in December whereas the historical practice has been that they are presented to Trust Council in September to provide more time for Trust Council to consider them.

6.6 2022/23 Budget Public Engagement Process - RFD

Director Frater introduced the RFD, indicating that this is an annual request for the Committee to endorse the public engagement process project charter.

FPC-2021-026
It was MOVED and SECONDED,
that Financial Planning Committee approve the 2022/23 Budget Public Engagement project charter, dated August 26, 2021.

CARRIED

7. BUSINESS

7.1 Work Program

Director Mobbs presented a draft Top Priorities of the Work Program for approval.

FPC-2021-027
It was MOVED and SECONDED,
that Financial Planning Committee approve the recommended changes to the Top Priorities report as in the agenda package and forward to Trust Council.

CARRIED

7.2 FPC 2020-21 Annual Report Section - RFD

Director Mobbs indicated that normally the FPC text for inclusion in the Annual Reports comes to the FPC at the May meeting but that meeting had been cancelled. It was noted that an "asterisk" is required to be added beside Trustee Rockafella's name to indicate that she is a member of the Audit Committee.

FPC-2021-028
It was MOVED and SECONDED,
that Financial Planning Committee approve the attached text as amended for inclusion in the 2020-21 Annual Report for submission to the Minister of Municipal Affairs.

CARRIED

8. NEW BUSINESS

None.

9. NEXT MEETING

Wednesday, October 20, 2021 from 10:00 a.m. to 3:00 p.m.

10. ADJOURNMENT

By general consent the meeting adjourned at 11:30 a.m.

____

Peter Grove, 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-Nov-2020

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee ask staff to bring back an analysis of the cost effectiveness of the satellite offices (items #13-#17 in the appendix to the Draft Budget Reductions Option briefing) including how often they are used and alternatives.	Clare Frater David Marlor Julia Mobbs Kate Emmings	Target: 19-May-2021	In Progress

20-Jan-2021

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request staff to recommend changes to policy 6.5.1 for review by Financial Planning Committee. This is Priority #3 of the Work Program.	Julia Mobbs	Target: 01-Dec-2021	In Progress

01-Sep-2021

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee direct staff to review Trust Council Policy 7.2.1 Trustee Remuneration against the recommendations in 'UBCM's Council and Remuneration Guide' to identify areas of potential improvement, and that staff provide recommendations for policy changes to address these areas, as needed.	Julia Mobbs Russ Hotsenpiller		In Progress

Follow Up Action Report

Financial Planning Committee

01-Sep-2021

Activity	Responsibility	Dates	Status
2 that Financial Planning Committee receive the audited financial statements of the Islands Trust including the Statement of Financial Position, the Statement of Operations, the Statement of Changes in Net Financial Assets, and the Statement of Cash Flows for the year ended March 31, 2021, and forward them to Trust Council for approval.	Julia Mobbs	Target: 03-Sep-2021	Completed
3 that Financial Planning Committee forward the allocated financial statements to Trust Council.	Julia Mobbs	Target: 03-Sep-2021	Completed
4 that Financial Planning Committee approve the 2020/21 Statement of Financial Information and forward it to Trust Council for information as presented and amended .	Julia Mobbs	Target: 03-Sep-2021	Completed
5 that Financial Planning Committee forward the June 30, 2021 Financial Report to Trust Council for approval as presented.	Julia Mobbs	Target: 03-Sep-2021	Completed
6 that Financial Planning Committee approve the 2022/23 Budget Public Engagement project charter, dated August 26, 2021.	Clare Frater		In Progress
7 that Financial Planning Committee approved the recommending changes to the Top Priorities report as on the agenda package and forward to Trust Council.	Julia Mobbs	Target: 03-Sep-2021	Completed
8 that Financial Planning Committee approve the attached text as amended for inclusion in the 2020-21 Annual Report for submission to the Minister of Municipal Affairs.	Clare Frater Julia Mobbs	Target: 03-Sep-2021	Completed

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 20, 2021
From:	Director, Administrative Services	**Date Prepared:**	October 12, 2021
SUBJECT:	**Budget 2022/23 : Draft 1, Version 1 Overview**		

PURPOSE:

To provide Financial Planning Committee (FPC) with the first draft of the fiscal 2022/23 budget for review and comment.

BACKGROUND:

The Budget Assumptions and Principles (BAP) for the fiscal 2022/23 budget cycle were reviewed by Trust Council at their September meeting with no requested changes to the planned budget approach. Since Trust Council's meeting in September, all business units in Islands Trust have provided their departmental budgets and funding requests, Council Committees have made resolutions and provided business cases requesting funding for planned projects, and finance staff have prepared estimates for Trust-wide administrative and overhead expenses. This information has been collated into the budget 2022/23 draft 1, version 1 for review by FPC.

The Islands Trust Chief Administrative Officer has reviewed this draft budget in detail. Upon review of this draft budget by FPC, the staff will incorporate requested and/or recommended changes into Draft 1, Version 2 of the fiscal 2022/23 budget. This second version will be reviewed by FPC at their November meeting prior to Trust Council in December.

CONSIDERATIONS

The current draft 2022/23 budget generates significant tax increases not seen at Islands Trust in recent history. While growth of the budget is a contributing factor to these current tax pressures, the single largest contributing factor is the lack of excess surplus funds in the General Revenue Surplus Fund (GRSF) to draw on as a revenue source. Islands Trust has a history of funding ongoing operations using excess surplus funds, a model that has been previously flagged by staff as unsustainable. To give context, the previous year 2021/22 approved budget included a draw from surplus funds (excluding special requisition reserve funds) of $577,660. If this same amount of $577,660 was available to include as revenue in the draft 2022/23 budget, LTA tax increases would be 3.72% versus the current 11.88%. Large draws from surplus in the budget have historically kept tax increases 'artificially' low.

Forthcoming financial forecasts prepared with second and third quarter financial reports may project savings in the current year that would potentially provide for some available excess surplus funds for use in the 2022/23 budget year. However, relying on this outcome is ill advised as current spending trends do not suggest this will transpire. In addition, continuing the trend of supporting annual ongoing budgets with surplus funds will not alleviate tax pressure concerns, but will simply delay them into future years. Staff recommend that if current tax increases are not palatable by trustees, that careful consideration of spending reductions be undertaken, and that clear direction be provided to staff on where to reduce budgets.

In considering ways to reduce spending to affect tax increase reduction, FPC may find it helpful to keep the following questions in mind:

- Where can business be conducted differently to realize financial savings without significant impact to work outcomes? (i.e.: commitments to more electronic meetings by Council Committees, Trust Council, all staff meetings, etc.)
- Can work programs be reduced in a way that makes sense strategically as well as financially? i.e.:
    - Is the current project list for RPC/LTCs achievable in one fiscal year in light of work already underway?
    - Should considerations be made to reduce planned work to account for a 'shortened' year due to elections taking place in November 2022?
    - Does it make sense to start projects that cannot be completed before the 2022 election, acknowledging that a new LTC/TC may have different priorities?
    - How do projects fit into the overall long-term plan for Trust initiatives?
    - Given current workloads, should new projects be started without the addition of new staff resources? Has sufficient evaluation be undertaken to assure existing staff resources can complete proposed projects?
    - What, if any, LTC projects might be more appropriately funded by special property tax requisition rather than via general taxation? (see TC's policy 6.3.2 Special Property Tax Requisition policy).
    - Are there high-impact, low-dollar projects that can be prioritized? (Low dollar projects are typically those that do not require consultant time).
    - Should 'space' in the budget be created to allow for implementation of recommendations falling out of the governance review?
    - Etc.
- FPC may find it useful to establish a structured budget discussion amongst itself, and at Trust Council, in a year where greater scrutiny of budget asks may be required and competing priorities brought forward. i.e.:
    - All projects/budget requests initiated by staff presented in depth, for both FPC and TC (either in writing, verbally, or both – as the Committee sees fit).
    - All LTC and Council Committee projects/budget requests presented by the Chair of the respective committee with support provided as to why a project deserves funding from the general budget versus from a special levy.
    - FPC may make formal recommendations to LTCs and Committees on ways to reduce both their project spending as well as operational spending (such as changing the format of meetings to reduce cost, etc.)
    - Etc.

In considering operational spending, Financial Planning Committee may find it useful to review the budget reduction exercise undertaken by staff and FPC in November 2020, which can be found in the November 2020 FPC meeting agenda.

In general, a 1% tax reduction is accomplished by reducing planned spending by approximately $71,000.

SUMMARY COMPARISON TO PREVIOUS FISCAL YEAR(S)

Comparison to previous budget - A comparison to the previous budget year is helpful to understand possible impacts to taxation levels, as tax requisitions are based on budgeted figures.

Draft 1 version 1 of the fiscal 2022/23 budget presents an overall increase of 8% ($690,854) over the approved budget for fiscal 2021/22. The largest contributing factors to the increase are as follows:

- An increase of $10,000 in applications sponsored by EC, to account for actual historical trends and the fact that application fees are rising and affordable housing applications may be prioritized and these applications are more likely to seek application sponsorship.
- An increase of $21,780 in communications and fundraising, to support communications about new census results, updating island profiles and other publications, and additional contract support for ongoing communications work.
- The inclusion of $141,000 in elections expense for the upcoming elections, plus $14,900 in new trustee computers.
- An increase of $26,000 in insurance, discussed in latter portions this report.
- An increase of $129,196 in salaries expense due mainly to staff increases governed by collective agreements and the Public Service Agency.
- An increase of $63,600 in meetings expense to account for the fact that meetings will be held in-person once again, including Trust Council meetings.
- An increase of $240,700 in strategic, LTC, and operational project budget requests.

Comparison to previous year actual results - A comparison to actual operating expenses from previous fiscal years is helpful to determine real trends in spending levels which help to inform budget development for future fiscal years.

Draft 1 Version 1 of the fiscal 2022/23 budget presents an overall operating budget increase of 18% ($1,281,770) over *actual* operating expenses for fiscal 2020/21 (two fiscal years of separation). The 'operating budget' figure is the total budget less capital purchases, as capital purchases receive different treatment in Islands Trust budget reporting than they do in actuals reporting. As such, they need to be excluded for purposes of budget to actual comparisons. A subtotal for the operating budget is shown in the Budget Detail at Appendix A.

The largest contributing increases in the operating budget compared to actual expenses in 2020/21 relate to:

- An increase in planned communications and ITC fundraising (+46,079)

- An increase for elections expense (+141,000)
- An increase in insurance costs (+36,384)
- An increase in ITCB meeting expense (+13,749)
- An increase in ITC ecosystem mapping (+20,000)
- An increase in meeting expense (+106,816)
- An increase in training and conference expense (+26,963)
- An increase in planned staff salaries and wages (+804,534)*

**due to underspending against salaries budget in FY2021 ($250K), an increase in the FY2022 salaries budget ($427K), and an increase in the FY2023 salaries budget ($129K). Approximately $100,000 of this relates to ITCB staff funded by grant monies.*

Project expense comparatives are provided in the Budget Detail but are potentially less helpful for future year decision making as projects vary from year to year based on Council priorities and could have very different costs depending on the nature of work being completed. Of note, however, is that total actual strategic item project spending over the last four fiscal years has not exceeded $300,000 in any given year.

FPC-RECOMMENDED 2022/23 BUDGET - OVERVIEW

Planned Revenues:

External sources of revenue include taxes, levies, grant funding, investment income, and application fees. Internal sources of revenue, when used to balance the budget, comes from funds held in the Islands Trust Accumulated surplus funds and reserve funds.

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total $7,982,422 in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 12.8% ($902,671). This amount is comprised of:

- A proposed average tax increase of 11.88%, ($841,077) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.87% ($61,594) 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 the NMC Roll Comparison report from BC Assessment as at December 2020 from the previous fiscal year's budget, and will be updated when new information is available from BC Assessment.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at $387,192 in the draft budget. This is a total increase over last year's budget of 24% ($76,003). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 23.3% ($72,643) from the tax base; plus
- An estimated 1.1% ($3,361) generated from new tax base associated with NMC factors. This 1.1% figure is from the previous fiscal year's budget, and will be updated when new information is available from BC Assessment.

This represents a significant increase. In part, this increase is inflated due to the fact that recent previous budgets have been reduced in areas that BIM contributes to, due to the pandemic, such as Trust Council meeting costs and staff travel. When compared to the most recent non-pandemic budget (2019/20), the draft 2022/23 BIM levy represents an approximate 17% increase over a three year period. Also note that net converted assessment values for the Trust area as a whole have not yet been updated in the draft budget and remain at the same levels as prior year. These values will be updated in future versions of the budget and may reduce the value of the BIM levy, as this is one of the variables used in the calculation of this figure.

Special Tax Requisitions:

The Salt Spring Island (SSI) LTC has requested that Trust Council approve a special property tax requisition to continue the work of SSIWPA. The requested amount is $75,500, consistent with the previous year's budget.

Grant Revenues:

Total grant revenues in the draft budget amount to $571,000, broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of $180,000 (2021/22- $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 totaling $597,000 for work work related to Species at Risk in the Trust Area. This grant was signed in October 2020. Of the total funding awarded, $212,500 relates to work to be performed in fiscal 2022/23. This amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending.
- A restricted provincial grant from UBCM as part of the Local Government Development Applications Processing initiative has been awarded to IT totaling $367,000 to undertake work to improve existing processes associated with processing land use applications at the Trust. This grant was awarded in September 2021. Of the total funding awarded, IT expects to spend all $367,000 in fiscal 2022/23. As such this amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.
- Contingent grant income is estimated at $8,000 (2021/22- $12,000) for Islands Trust. This amount has been reduced from previous years as resources dedicated to the grant management function will be reduced in favor of dedicating staff time to LTC advocacy. This change is a result of the LPS Review implementation. To acknowledge the inherent uncertainty and contingent nature of these contingent grant revenues, an equal and offsetting amount has been included in planned expenditures to ensure a balanced budget even in the event that no grant income is realized in the fiscal year.

Other Revenue Sources:

- Fees and Sales from applications is set at $340,440 (2021/22 - $120,000) based on a revised estimate methodology due to Trust Council's revised Applications Processing Policy with updated model fees that is expected to be adopted by all LTCs in advance of next fiscal year. Fees in the new model fees bylaw have been reduced by 20%, and multiplied by anticipated application volumes (based on a 4 year average of actual volumes from the fiscal years 2017-2020), by type, to generate an estimate of fees revenue for next fiscal year. No adjustments have been made for the possibility of fewer applications being submitted as a result of the higher fees.

- Interest and other income is budgeted at $30,000 (2021/22- $60,000) based on estimated investment returns on the investment of 2022/23 property tax funds, and assumes interest rates will remain low.

Surplus Funding:

No draw from the general revenue surplus fund or the LTC project specific reserve fund are included in the draft budget as there are no excess amounts in these funds to draw from. An amount of $40,900 is included as a draw from the Special Property Tax fund to cover the SSI LTC's SSIWPA project to develop a strategic plan for watershed stewardship and protection.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $5,653,358 in the 2022/23 draft budget (2021/22- $5,524,162), representing 58% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

**represents inclusion of a 0.3FTE co-op student*

- Executive and Legislative Services – 2.8 FTE
- Trust Area Services – 4.6 FTE
- Islands Trust Conservancy – 7.9 FTE*
- Local Planning Services – 30.3 FTE**
- Bylaw Enforcement – 4.6 FTE
- Administrative Services – 9.0 FTE
  TOTAL = 59.1 FTE

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from the previous budget:
    - The addition of a 0.6FTE ITC Communications Specialist, budgeted at approximately $52,000 including base salary and benefits. This role is funded from Trust funds, not grant funds. A business case for this new position was presented to the ITCB, who has forwarded it to FPC for consideration as part of their overall budget request of Trust Council. FPC may request additional information of the ITCB on this new staff position if desired, and may recommend for or against this new position in their budget recommendation to Trust Council.
- Staff salaries and benefits have been adjusted from previous years for the following factors:
    - A 2.0% wage increase for all BCGEU staff members, effective April 1, 2022. This amount is an estimate only, as the new BCGEU master agreement taking effect that same date is not yet released. This amount will be revised when the new agreement is available, as needed.
    - An adjustment for all BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% per step per person).

- An effective up-to 1.5% wage increase (i.e.: a 2.0% increase four months into the fiscal year) for excluded staff members to anticipate potential increases from PSA received in the fiscal year.
- An analysis of historical staff overtime was performed in the previous fiscal year and used to budget for estimated overtime in fiscal 2022/23. Overtime costs currently make up approximately $40,818 (2021/22- $44,128) of the total salaries and benefits expense, which equates to approximately $51,186 (2021/22- $54,939) when grossed up to include the cost of benefits associated with potential payouts of this expense.
- Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1,136,333 (2021/22- $1,030,666). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff. The actual rate for next fiscal year will be received by PSA later in the budget cycle and will updated in the budget draft when received.
- No allowance for staff turnover has been made in the 2022/23 draft budget (2021/22 – $nil) as it is expected any savings realized through staff vacancies will be offset by the hiring of temporary or contracted human resources to ensure adequate production of planned work for the fiscal year.

Trustee remuneration remains quantified by Trust Council *Policy 7.2.1 Trustee Remuneration* amounts to $604,799 in the 2022/23 draft budget (2021/22- $589,877). Factors influencing this figure include the following:

- An anticipated 2.0% increase to base remuneration to adjust for CPI changes, based on recently reported annual inflation figures for the Victoria area. This rate will be adjusted for to reflect final Statistics Canada inflation rates at the end of the calendar year.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Adjustments for the number of folios by LTA as provided by BC Assessment.
- Inclusion of employer CPP contributions at new rates of 5.70% and 5.95% as at January 1, 2022 and January 1, 2023 respectively.
- Extended benefit premiums have been increased slightly to account for EFAP services added to the benefits package, and are based on correspondence from UBCM for actual rates that will be in effect for the year.
- 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, and FPC have been budgeted for, reflecting historical meeting frequency in election years.

Trust Council meeting expenses have been budgeted under the assumption that four meetings of Trust Council will be held in-person, and any additional meetings will be held electronically. As the coming year is an election year, a November meeting is scheduled which is planned to be in person. It is therefore anticipated that at least one of Trust Council's regular business meetings will be conducted electronically, and that all special meetings will be conducted electronically as well. Current planned spending for Trust Council meetings in the draft budget is $105,000 (2021/22 – $49,000).

Executive Committee meeting expenses are budgeted at $10,000 (2021/22- $3,000), which reflects more in-person meetings in line with public meeting requirements. Actual spending on EC meetings in the most recent non-pandemic year where meetings were live was $14,000. A reduction to $10,000 in the draft budget acknowledges that members may attend remotely more frequently given new technology, as well as the fact that more meetings may be held entirely electronically in the event that meeting procedure bylaws are amended to permit this. Executive Committee has not yet passed a resolution to determine their meeting frequency and format for next fiscal year. Once this is completed, staff will update this meeting expense to reflect actual plans.

LTC-direct expenses amount to $68,400 (2021/22- $68,400), which is consistent with the previous budget year. This figure requires review, as LTC meetings will once again be held in person with increase travel costs for LTC chairs, as well as increase venue rental costs. This figure will be refined for draft 1, version 2 of the budget presented to FPC in November. Actual spending in this area in the last election year was $75,000 which is likely a more accurate representation of where the draft budget should be. This will bring an increase of approximately $6,600 to this budget line.

LTC project expenses are budgeted at $247,500 (2021/22- $204,000) for LTC projects with funding requests already submitted, plus an allowance for upcoming, currently unknown LTC projects ($26,000). A breakdown of LTC project funding requests is as follows:

GAB Housing project	GAB	$60,000
GM OCP Review	GM	$40,000
DE OCP and LUB Housing and ST Rentals Review	DE	$13,500
SSI Protection CDF Zone and Assoc. Ecosystems	SSI	$32,000
SSI Ganges Village (phase 2)	SSI	$51,000
SSI Housing Action Program (phase 2)	SSI	$25,000

These projects have historically been funded from monies in the Special Purpose LTC Project Reserve fund. At this point in the budget cycle, it is unknown how much will remain in this reserve fund to apply towards these projects. It is possible the fund will be depleted and no funds will be available to draw on, in which case these projects will be funded by taxation unless grant funding is obtained. The current draft of the budget assumes the full value of these projects will be funded by taxation. Staff will adjust this assumption when forecasts are prepared in November, if it is identified funds from the current year will remain unspent and therefore will be available for spending consideration in the next fiscal year.

Planning staff are currently assessing if completion of all project in an election year is feasible. If not feasible from a staffing perspective, some projects will need to be removed from the budget regardless of financial feasibility. Attached to this briefing is a projects overview and feasibility assessment prepared by planning staff to provide context for local planning services requests. Deeper analysis is feasibility of these requests will be included in the November meeting agenda if required by FPC.

Islands Trust Conservancy expenses, excluding ITC staff salaries and benefits of $656,368, amount to $269,140 in the 2022/23 draft budget (2021/22- $253,155). Significant changes in this amount include:

- An increase to Board meeting expenses as in-person meetings resume.
- An increase to property management costs to reflect new natures reserves and covenants.
- An increase in staffing of approximately $53,000 for a 0.6FTE Communications specialist.

Detail on the formal budget request from the ITCB is attached to the agenda for review. FPC, in making its recommendation to Trust Council on the budget, may request additional information from the ITCB if desired, and may also recommend alternative funding amounts to Trust Council as deemed appropriate. The ITCB meeting agenda and minutes where budget items were discussed can be viewed on the Trust website here. There is no recording for this meeting.

Office leases and associated costs amount to $449,900 (2021/22- $447,600). Main staff office spaces remain in Victoria, and on Gabriola Island and on SSI. Smaller on-island office leases remain in use on Galiano Island, Mayne Island, Pender Island, Saturna Island, and Denman Island used mainly by trustees and LPS staff for meetings with members of the public. Small increases have been seen in many of the office spaces, as well as increased cleaning rates for island offices. The Gabriola office lease is currently under renewal and revised rates will be reflected in the next budget version, likely increasing costs for this space. Assessment of office needs in the northern region are underway and any decisions on this topic will be reflected as necessary.

Insurance costs have once again risen and are budgeted at $211,000 (2021/22- $185,000), based on proposed renewal amounts with our existing insurer for the current fiscal year. Almost all of this increase relates to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees. The premium for this insurance plan continues to increase due to continued hardened insurance markets and an extended period of claims history reviewed by insurers. Staff are continuing conversations with MIABC to assess if a move to this insurance group could be of benefit.

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of $265,127 (2021/22- $265,128). Legal General remains budgeted at $90,029 consistent with the 2021/22 budget, in line with spending trends in this area. This area of funding pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files. Legal for Bylaw Enforcement remains budgeted at $85,048 consistent with the 2021/22 budget, which accounts for existing levels of enforcement on the islands. Legal Litigation is budgeted at $90,050, consistent with the previous budget, but lower than 2020/21 actuals. Staff will review this budget line when forecasts are prepared in November and make upward adjustments as deemed necessary in the next version of the budget. This is a difficult item to budget for, and while consideration for known claims can be made, there is no way to know what may come forward in the year. An alternative approach to an increased budget would be to budget for a lower expense in this area, and draw on accumulated surplus funds should this additional funds be required in the year for increased litigation. This puts extra pressures on the surplus fund however, which is already feeling pressure in light of reduced policy minimums and a likely sizeable draw from the fund in the current fiscal year.

Software Support and Licensing expenses are budgeted at $86,000 (2021/22- $103,900), which includes costs for the many software systems used by the Trust in their everyday work. New or rising costs in the draft budget are associated with GPS locator systems for staff working in remote locations, which will begin to be a more frequent occurrence again as the pandemic travel restrictions have been loosened over the former budget year; Costs for ConnectWise - a support tool allowing IS staff to easily assist staff with technology concerns who are working remotely; and CanvaPro – graphic design tool proposed by the Communications team. The former budget included $30,000 for a Microsoft Windows upgrade which will be complete by the end of the current fiscal.

Computer Hardware and Software expenses have been budgeted at $50,800 (2021/22- $29,200) which includes costs to purchase new computers for staff whose machines are nearing or are at end of life, as part of the ongoing refresh cycle of computers at the Trust and $21,000 for a new server backup system to accommodate increased data loads seen with greater use of electronic documents in the organization. An amount of $14,900 is also budgeted for the purchase of new trustee hardware for the start of a new term of trustees. Staff are considering the possibility of repurposing existing trustee hardware for new trustees in their first year of term, delaying the purchase of new hardware for one fiscal year, in an effort to alleviate financial pressures in the current budget cycle. IS staff consider this approach to be an unfavorable support model, preferring to provide new machines which generally carry less risk of problems that require support or remediation. Conversations are ongoing and any revised approach will be updated in the next version of the budget. Delaying the purchase of new trustee hardware would reduce the draft budget by approximately $14,000.

Contracted Services are budgeted at $48,000 in the 2022/23 draft budget (2021/22- $45,000) for services acquired from external providers, generally related to specialized areas of work. The bulk of this planned spending ($33,000) relates to billings from the Public Service Agency (PSA) for payroll processing and human resource services. An additional amount for finance systems support of $5,000 is also included, consistent with the prior year budget and reduced from historical amounts. An amount of $10,000 is included for FOI assistance at the request of the legislative teams.

Staff intend to remove the contracted services line from the budget, and move budget amounts from this line to other areas more representative of the work they accomplish. 'Contracted Services' does not provide appropriate indication of what services are obtained, but speaks only to how they are acquired which is not relevant for financial reporting purposes. Finance staff will reflect this change in the next version of the budget. No change in dollars will come from this presentation adjustment.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $298,700 (2021/22- $469,400), broken down in the following list.

- Reconciliation Action Plan implementation (no business case) $17,000 (EC)
- Policy Statement amendment $ 5,000 (EC)
- NAPTEP Regulation Exemption analysis $ 5,000 (EC)
- Website Design/Functionality updates $15,000 (EC)
- Develop Model Density Bonus Bylaws (Affordable Housing) $10,000 (RPC)
- FWSS - Freshwater Stewardship Outreach Plan $27,700 (RPC)
- FWSS - Freshwater Sustainability Reporting Program $20,000 (+ $21,000 co-op salaries exp) (RPC)

- FWSS - Groundwater Sustainability Science Program $50,000 (RPC)
- Heritage Overlay Mapping & Model Bylaws (Phase 2) $74,000 (RPC)
- TPC - projects placeholder (no business case) $75,000 (TPC)

Business cases outlining rationale for each funding request is attached to the agenda, except where otherwise noted in the list above. Of note:

- No plan is currently in place by staff to bring forward a business case for the Reconciliation Action Plan implementation, however FPC may request that one be submitted for the next budget review if desired.
- TPC has not yet submitted business cases for specific projects but has requested a placeholder in the current draft budget, which will be refined in the next version of the budget. The TPC meeting agenda, minutes, and video recording where budget items were discussed can be viewed on the Trust website here. Business cases for specific items will be reviewed at the TPC meeting scheduled for October 29, 2021.
- The RPC meeting agenda and minutes where budget items were discussed can be viewed on the Trust website here.
- The EC meeting agenda, minutes, and video recording where budget items were discussed can be viewed on the Trust website here.

Operational projects with budget funding requests reflect initiatives of staff as part of their assessment of operational needs and areas of continued improvement, and include the following:

- LG Development Approvals Program: LPS $367,000 (covered by grant)
- LG Development Approvals Program: BE $50,000
- LG Development Approvals Program: ITC $35,000
- Electronic Documents Management $ 6,500

Business cases for funding requests associated with these operational initiatives are included in this agenda package for review. All business cases should be reviewed for a fulsome understanding of requests and proposed projects.

Surplus funds in the General Revenue Surplus Fund will be calculated in Draft 1, version 2 of the budget that will be reviewed by FPC in November. At that time, staff will forecast if planned draws from surplus for the current fiscal year will be required to the extent budgeted, and if there will be any funds in the GRSF to support a balanced draft budget for 2022/23. At this time, staff do not anticipate availability of significant excess surplus funds for use in the coming fiscal year.

ATTACHMENT(S):

1. **Budget 2022/23 Detail**
2. **Strategic and Operational Initiatives: Summary + Business Cases**
3. **LTC Project funding requests: Summary + Business Cases**
4. **LPS Projects - Feasibility Assessment**

5. **Islands Trust Conservancy Board Budget Request**
6. **Special Tax Requisition Funding**
7. **Currently Unfunded New Staff Request – Business Case**

FOLLOW-UP:

As directed by Financial Planning Committee.

Prepared By: Director, Administrative Services
Reviewed By: Russ Hotsenpiller, Chief Administrative Officer/ October 14, 2021

ISLANDS TRUST
BUDGET DRAFT:
2022/23

		2018/19		2019/20			2020/21			2021/22	2022/23	Budget-Budget Comparisons		Budget-Actual Comparisons	
	Amt to balance budget, excluding amort =	-		(0)	-		(0)	(0)	-	(0)	0				
		ACTUALS *elections*	*BUD2023 vs ACT2019*	BUDGET	ACTUALS	*BUD2023 vs ACT2020*	**Approved Budget Pre-Covid Adjustments**	**BUDGET** (COVID-19 amended)	ACTUALS	**BUDGET**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2020/21 Actuals*	*Draft Budget to 2020/21 Actuals % change*
	REVENUE														
40300	Fees & Sales	166,154		160,000	102,051		115,000	115,000	168,378	120,000	**311,440**	*191,440*	*160%*	*143,061.76*	*85%*
45000	Provincial Grant - Unrestricted	180,000		180,000	180,000		180,000	180,000	180,000	180,000	**180,000**	*-*	*0%*	*-*	*0%*
	Provincial Grant - LG Development Applications									-	**367,000**	*367,000*	*#DIV/0!*	*367,000*	*#DIV/0!*
	Provincial Grant - Restricted (HWI)									156,000	**-**	*(156,000)*	*-100%*	*-*	*#DIV/0!*
	Provincial Grant - Restricted (ITC Conserv. Stimulus)									22,000	**-**	*(22,000)*	*-100%*	*-*	*#DIV/0!*
	Federal Grant - Restricted (ITC SAR)								187,001	205,000	**213,500**	*8,500*	*4%*	*26,499*	*14%*
49001	Contingent Grants - Projects	8,329		12,000	13,201		12,000	12,000	32,579	8,000	**8,000**	*-*	*0%*	*(24,579)*	*-75%*
46000	Property Tax Levy - LTA	6,312,331		6,501,701	6,696,752		6,696,752	6,783,140	6,783,141	6,783,140	**7,079,771**	*902,671*	*12.8%*	*296,630*	*4%*
11.88%	Property Tax Levy - LTA General Increase	126,247		130,034			133,935			237,617	**841,077**			*841,077*	*#DIV/0!*
0.87%	Property Tax Levy - LTA NMC Increase	63,123		65,017			86,388			59,013	**61,594**			*61,594*	*#DIV/0!*
10.38	Special Tax Requisition - SSI LTA (SSIWPA)	98,500		98,500	98,500		75,500	75,500	75,500	75,500	**75,500**	*-*	*0%*	*-*	*0%*
	Property Tax Levy - Bowen	293,933		329,634	329,634		329,634	303,021	303,026	303,021	**311,188**	*76,003*	*24%*	*8,162*	*3%*
23.3%	Property Tax Levy - Bowen General Increase						(20,076)			4,894	**72,643**			*72,643*	*#DIV/0!*
1.1%	Property Tax Levy - NMC Increase						3,329			3,273	**3,361**			*3,361*	*#DIV/0!*
48000	Interest Income	104,385		80,000	102,281		85,000	85,000	22,054	60,000	**30,000**	*(30,000)*	*-50%*	*7,946*	*36%*
47000	Transfer from General Revenue Surplus Fund			84,500			429,650	429,650		373,660		*(373,660)*	*-100%*	*-*	*#DIV/0!*
47000	Transfer from LTC Specific Reserve Fund			71,500			71,500	71,500		204,000		*(204,000)*	*-100%*	*-*	*#DIV/0!*
	Transfer from SSIWPA Reserve Fund									80,000	**40,900**	*(39,100)*	*-49%*	*40,900*	*#DIV/0!*
	Total Revenue	7,361,694		7,864,886	7,684,271		**8,198,612**	**8,054,811**	**7,752,786**	8,875,119	**9,595,973**	*720,854*	*8%*	*1,843,187*	*24%*
	EXPENSES														
50900	Amortization	79,978	*108,022*	75,000	175,329	*12,671*	140,000	140,000	188,759	218,000	**188,000**	*(30,000)*	*-14%*	*(759)*	*0%*
50950	Applications sponsored by EC	10,050	*4,950*	5,000	2,035	*12,965*	5,000	5,000	13,485	5,000	**15,000**	*10,000*	*200%*	*1,515*	*11%*
new	NAPTEP Applications sponsored by EC	-	*1,000*	-	-	*1,000*		-	0	-	**1,000**	*1,000*	*#DIV/0!*	*1,000*	*#DIV/0!*
50960	History and Heritage Funding Grants-in-Aid	1,500	*3,500*	5,000	4,500	*500*	5,000	5,000	-	5,000	**5,000**	*-*	*0%*	*5,000*	*#DIV/0!*
51000	Audit	23,725	*(3,725)*	20,000	13,725	*6,275*	20,000	20,000	18,000	20,000	**20,000**	*-*	*0%*	*2,000*	*11%*
51500	Bank Charges & Interest	3,176	*824*	4,000	4,181	*(181)*	4,000	4,000	2,402	4,000	**4,000**	*-*	*0%*	*1,598*	*67%*
52500	Board of Variance	747	*453*	500	1,974	*(774)*	1,100	1,100	242	1,100	**1,200**	*100*	*9%*	*958*	*396%*
53500	Carbon Offset Purchases	300	*(300)*	500	(922)	*922*	500	500	(322)	-	**-**	*-*	*#DIV/0!*	*322*	*-100%*
54000	Committee Meeting Expense - FPC	5,965	*(3,965)*	7,000	2,269	*(269)*	7,000	4,918	-	-	**2,000**	*2,000*	*#DIV/0!*	*2,000*	*#DIV/0!*
54100	Committee Meeting Expense - RPC	3,049	*(2,049)*	4,000	1,526	*(526)*	4,000	1,921	-	-	**1,000**	*1,000*	*#DIV/0!*	*1,000*	*#DIV/0!*
54200	Committee Meeting Expense - TPC	4,973	*(3,273)*	5,000	2,200	*(500)*	2,000	1,324	50	1,000	**1,700**	*700*	*70%*	*1,650*	*3300%*
54300	Cultural Working Group	-	*-*	-	75	*(75)*	2,500	2,500	-	-	**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
54500	Communications and ITC Fundraising	40,666	*29,114*	40,000	16,243	*53,537*	39,000	33,000	23,701	49,000	**69,780**	*20,780*	*42%*	*46,079*	*194%*
54580	FN Protocol Funds	-	*-*	5,000	1,831	*(1,831)*	-	6,000	955	-	**-**	*-*	*#DIV/0!*	*(955)*	*-100%*
55105	SW Support and Licensing	59,371	*26,629*	81,000	64,521	*21,479*	76,700	76,700	74,827	103,900	**86,000**	*(17,900)*	*-17%*	*11,173*	*15%*
55200	Internet	48,022	*(222)*	42,330	43,895	*3,905*	41,000	41,000	48,408	48,000	**47,800**	*(200)*	*0%*	*(608)*	*-1%*
55500	Technical Support	74,180	*25,520*	90,000	89,251	*10,449*	89,000	89,000	90,323	88,000	**99,700**	*11,700*	*13%*	*9,377*	*10%*
56000	Contingency	48	*12,952*	14,000	2,737	*10,263*	12,000	12,000	1,539	5,000	**13,000**	*8,000*	*160%*	*11,461*	*745%*
56500	Contract Services	96,265	*(48,265)*	79,000	66,801	*(18,801)*	58,500	58,500	74,407	45,000	**48,000**	*3,000*	*7%*	*(26,407)*	*-35%*
57000	Elections - General	125,868	*15,132*	-	-	*141,000*	-	-	-	-	**141,000**	*141,000*	*#DIV/0!*	*141,000*	*#DIV/0!*
57050	Elections - By-elections	14,997	*(14,997)*	7,000	61	*(61)*	5,000	5,000	-	-	**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
60000	Insurance	106,588	*104,412*	106,382	119,259	*91,741*	151,385	151,385	174,616	185,000	**211,000**	*26,000*	*14%*	*36,384*	*21%*
61100	ITC - Board Honoraria	6,850	*(250)*	8,000	7,000	*(400)*	6,600	6,600	5,250	6,600	**6,600**	*-*	*0%*	*1,350*	*26%*
61200	ITC - Board Meeting Expense	11,451	*2,399*	16,250	8,982	*4,868*	13,850	13,850	101	6,925	**13,850**	*6,925*	*100%*	*13,749*	*13557%*
61210	ITC - Board Training & Conferences	94	*1,907*	4,000	3,010	*(1,010)*	4,000	4,000		2,000	**2,000**	*-*	*0%*	*2,000*	*#DIV/0!*
61300	ITC - Property Management	55,835	*81,945*	65,000	61,067	*76,713*	72,000	72,000	156,830	124,810	**137,780**	*12,970*	*10%*	*(19,050)*	*-12%*
61500	ITC - Conservation Planning & Land Securement	13,366	*16,134*	18,000	12,177	*17,323*	15,000	15,000	26,631	30,000	**29,500**	*(500)*	*-2%*	*2,869*	*11%*
61600	ITC - Ecosystem Mapping	22,000	*(2,000)*	15,000	1,449	*18,551*	15,000	15,000	0	20,000	**20,000**	*-*	*0%*	*20,000*	*#DIV/0!*
62000	Land Title Registrations	3,476	*(3,476)*	3,000	3,600	*(3,600)*	1,500	1,500	4,424	4,500	**-**	*(4,500)*	*-100%*	*(4,424)*	*-100%*
63000	Legal - general	73,003	*17,026*	90,000	80,475	*9,554*	90,000	90,000	89,780	90,029	**90,029**	*(0)*	*0%*	*248*	*0%*
63100	Legal - bylaw enforcement litigation	97,524	*(12,476)*	60,000	81,806	*3,242*	85,000	85,000	89,130	85,048	**85,048**	*-*	*0%*	*(4,082)*	*-5%*
63200	Legal - litigation defence	64,387	*25,663*	25,004	89,639	*411*	70,000	70,000	118,913	90,050	**90,050**	*-*	*0%*	*(28,862)*	*-24%*
65000	LTC "Trustee Expenses"	6,928	*(1,928)*	10,000	4,745	*255*	10,000	7,610	1,000	5,000	**5,000**	*-*	*0%*	*4,000*	*400%*
65050	LTC "Executive Expense on LTC's"	18,274	*(6,274)*	24,000	14,458	*(2,458)*	24,000	18,469	164	12,000	**12,000**	*-*	*0%*	*11,836*	*7210%*
65200	LTC Meeting Expenses	37,579	*(1,579)*	40,000	39,150	*(3,150)*	40,000	28,378	29,257	36,000	**36,000**	*-*	*0%*	*6,743*	*23%*
65210	LTC Local Exp APC Meeting Expenses	5,745	*(345)*	6,000	8,096	*(2,696)*	6,000	3,632	3,278	5,400	**5,400**	*-*	*0%*	*2,122*	*65%*
65220	LTC Local Exp Communications	3,144	*1,856*	5,000	5,166	*(166)*	5,000	5,000	6,187	5,000	**5,000**	*-*	*0%*	*(1,187)*	*-19%*
65230	LTC Local Exp Special Projects	3,491	*1,509*	5,000	4,648	*352*	5,000	5,000	893	5,000	**5,000**	*-*	*0%*	*4,107*	*460%*
67000	Meeting Expense	167,826	*(45,226)*	109,200	136,652	*(14,052)*	124,750	95,718	15,784	59,000	**122,600**	*63,600*	*108%*	*106,816*	*677%*

ISLANDS TRUST
BUDGET DRAFT:
2022/23

		2018/19		2019/20			2020/21			2021/22	2022/23	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
		ACTUALS *elections*	*BUD2023 vs ACT2019*	BUDGET	ACTUALS	*BUD2023 vs ACT2020*	**Approved Budget Pre-Covid Adjustments**	**BUDGET** (COVID-19 amended)	ACTUALS	**BUDGET**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2020/21 Actuals*	*Draft Budget to 2020/21 Actuals % change*
	Amt to balance budget, excluding amort =	-		(0)	-		(0)	(0)	-	(0)	0				
67500	Memberships	13,406	*494*	15,100	13,822	*78*	16,815	16,815	7,073	15,210	**13,900**	*(1,310)*	*-9%*	*6,827*	*97%*
68100	Notices - Statutory & Non-Statutory	19,755	*1,245*	25,000	18,085	*2,915*	25,000	25,000	14,464	21,000	**21,000**	*-*	*0%*	*6,536*	*45%*
69000	Office - Lease costs	387,820	*880*	381,500	406,751	*(18,051)*	397,940	397,940	403,250	388,700	**388,700**	*-*	*0%*	*(14,550)*	*-4%*
69005	Office - outside services	53,754	*7,446*	56,600	58,256	*2,944*	60,060	60,060	53,014	58,900	**61,200**	*2,300*	*4%*	*8,186*	*15%*
70000	Postage, Courier & Delivery	10,403	*(303)*	10,000	13,164	*(3,064)*	10,000	10,000	9,302	10,100	**10,100**	*-*	*0%*	*798*	*9%*
74000	Recruitment	6,471	*(471)*	8,000	4,216	*1,784*	8,000	8,000	4,197	6,000	**6,000**	*-*	*0%*	*1,803*	*43%*
74900	Safety	327	*4,673*	5,000	1,548	*3,452*	5,000	5,000	5,233	5,000	**5,000**	*-*	*0%*	*(233)*	*-4%*
75100	Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	1,747,836	*566,492*	1,986,459	1,940,821	*373,507*	2,643,757	2,112,238	2,030,866	2,242,986	**2,314,329**	*71,343*	*3%*	*283,463*	*14%*
75110	Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	427,874	*159,966*	504,560	487,330	*100,509*	-	531,900	511,719	569,718	**587,839**	*18,121*	*3%*	*76,121*	*15%*
76100	Sal & Ben - Salaries - Planners & RPMs	1,192,741	*263,570*	1,268,265	1,306,864	*149,448*	1,641,465	1,341,960	1,276,738	1,417,357	**1,456,311**	*38,954*	*3%*	*179,573*	*14%*
76110	Sal & Ben - Benefits - Planners & RPMs	292,343	*77,560*	322,139	329,987	*39,916*	-	344,708	321,444	360,009	**369,903**	*9,894*	*3%*	*48,459*	*15%*
77100	Sal & Ben - Salaries - Planning Support	351,127	*97,430*	395,184	390,031	*58,527*	557,841	394,741	407,852	466,087	**448,557**	*(17,529)*	*-4%*	*40,705*	*10%*
77110	Sal & Ben - Benefits - Planning Support	86,195	*27,738*	100,377	97,666	*16,268*	-	99,898	102,615	118,386	**113,934**	*(4,452)*	*-4%*	*11,318*	*11%*
78100	Sal & Ben - Salaries - Bylaw	216,064	*72,998*	219,607	200,787	*88,275*	271,726	217,565	157,866	278,803	**289,063**	*10,259*	*4%*	*131,197*	*83%*
78110	Sal & Ben - Benefits - Bylaw	53,134	*20,288*	55,780	50,270	*23,152*	-	54,160	39,724	70,816	**73,422**	*2,606*	*4%*	*33,698*	*85%*
79000	Stationery & Supplies	52,546	*(19,546)*	45,078	47,775	*(14,775)*	33,000	33,000	30,094	34,200	**33,000**	*(1,200)*	*-4%*	*2,906*	*10%*
79500	Subscriptions	6,630	*770*	5,000	6,627	*773*	6,500	6,500	4,359	6,500	**7,400**	*900*	*14%*	*3,041*	*70%*
80100	Telephone	16,945	*(4,845)*	14,200	18,127	*(6,027)*	14,000	14,000	12,445	11,500	**12,100**	*600*	*5%*	*(345)*	*-3%*
80300	Mobile Devices	25,072	*(8,582)*	23,600	23,511	*(7,021)*	23,400	23,400	25,396	24,100	**16,490**	*(7,610)*	*-32%*	*(8,906)*	*-35%*
81100	Training - Organization-wide	3,524	*1,476*	5,000	2,886	*2,114*	5,000	4,421	1,344	3,000	**5,000**	*2,000*	*67%*	*3,656*	*272%*
81200	Training - staff recognition & meetings	16,837	*(837)*	15,000	17,529	*(1,529)*	15,000	8,753	5,053	4,000	**16,000**	*12,000*	*300%*	*10,947*	*217%*
81300	Training & Conferences	41,180	*2,245*	63,000	41,723	*1,702*	61,960	41,126	16,462	33,500	**43,425**	*9,925*	*30%*	*26,963*	*164%*
81305	Travel for Training	28,590	*(12,555)*	39,650	32,010	*(15,975)*	39,600	26,312	805	17,835	**16,035**	*(1,800)*	*-10%*	*15,230*	*1891%*
82300	Travel	74,427	*(17,298)*	96,490	84,624	*(27,495)*	85,800	61,346	18,524	59,072	**57,129**	*(1,943)*	*-3%*	*38,605*	*208%*
84100	Trustee Remuneration	387,062	*146,037*	410,351	415,456	*117,644*	518,753	518,753	524,971	522,180	**533,099**	*10,920*	*2%*	*8,128*	*2%*
84110	Trustee Remuneration - CPP Expense	15,937	*3,464*	19,305	16,345	*3,055*	21,667	21,667	17,563	18,898	**19,400**	*502*	*3%*	*1,837*	*10%*
84120	Trustee Remuneration - Health/Dental benefits	43,243	*(2,358)*	41,564	43,014	*(2,130)*	43,558	43,558	37,170	37,598	**40,884**	*3,286*	*9%*	*3,714*	*10%*
84130	Trustee Remuneration - MSP Benefits	18,122	*(18,122)*	22,596	13,200	*(13,200)*	-	-		-	**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
84140	Trustee Remuneration - Pay in Lieu of benefits	3,500	*(2,500)*	2,000	1,333	*(333)*	1,000	1,000	1,000	1,000	**1,000**	*-*	*0%*	*0*	*0%*
84150	Trustee Remuneration - Employer Health Tax	2,268	*8,147*		9,715	*700*	10,135	10,135	10,344	10,202	**10,415**	*213*	*2%*	*71*	*1%*
84500	Trustee Remuneration - Executive on LTCs	73,558	*(73,558)*	73,414	75,281	*(75,281)*	-	-		-	**-**	*-*	*#DIV/0!*	*-*	
	Operating Budget Subtotal	6,959,130		7,323,986	7,342,368	*1,249,305*	**7,768,363**	**7,629,561**	**7,309,903**	8,178,019	**8,591,673**	***413,654***	***5%***	***1,281,770***	***18%***
	PROJECTS														
	LTA Projects:														
73001	LTC Projects ~~Funded by LTC Reserve Fund~~	57,713	*189,787*	75,000	33,023	*214,477*	71,500	71,500	27,384	204,000	**247,500**	*43,500*	*21%*	*220,116*	*804%*
	LTC Projects Funded by Approved Grants (590) - HWI									45,000	**-**	*(45,000)*	*-100%*	*-*	*#DIV/0!*
	LTC Projects Funded by Contingent Grants (590)	0	*8,000*	12,000	2,757	*5,243*	12,000	12,000	(1,083)	8,000	**8,000**	*-*	*0%*	*9,083*	*-838%*
	LTC Projects funded by Special Requisition Surplus Fund									80,000	**40,900**	*(39,100)*	*-49%*	*40,900*	*#DIV/0!*
	LTA Work Funded by Special requisition (SWIPPA)	96,571	*(21,071)*	98,500	45,256	*30,244*	75,500	75,500	67,736	75,500	**75,500**	*-*	*0%*	*#REF!*	*#REF!*
73001-A	Strategic Plan Projects														
	Reconciliation Action Plan implementation										**17,000**				
	Policy Statement amendment										**5,000**				
	NAPTEP Regulation Exemption analysis										**5,000**				
	Website Design/Functionality updates										**15,000**				
	Develop Model Density Bonus Bylaws (Affordable Housing)										**10,000**				
	FWSS - Freshwater Stewardship Outreach Plan										**27,700**				
	FWSS - Freshwater Sustainability Reporting Program										**20,000**				
	FWSS - Groundwater Sustainability Science Program										**50,000**				
	Heritage Overlay Mapping & Model Bylaws (Phase 2)										**74,000**				
	Trust Programs Committee - projects placeholder										**75,000**				
	Prior year Strategic Plan Projects	113,604	*(113,604)*	225,000	183,357	*(183,357)*	296,650	296,650	271,287	469,400	**-**	*(170,700)*	*-36%*		
73001-B	Operational Projects										**-**				
	LG Development Approvals Program: LPS										**367,000**	*367,000*			
	LG Development Approvals Program: BE										**50,000**	*50,000*	*#DIV/0!*		
	LG Development Approvals Program: ITC										**35,000**	*35,000*	*#DIV/0!*		
*	Electronic Documents Management										**-**	*-*	*#DIV/0!*		
	Prior year projects			19,500		-	16,000	11,000		-	**-**	*-*	*#DIV/0!*		

ISLANDS TRUST
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		2018/19		2019/20			2020/21			2021/22	2022/23	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
	Amt to balance budget, excluding amort =	-		(0)	-		(0)	(0)	-	(0)	0				
		ACTUALS *elections*	*BUD2023 vs ACT2019*	BUDGET	ACTUALS	*BUD2023 vs ACT2020*	**Approved Budget Pre-Covid Adjustments**	**BUDGET** (COVID-19 amended)	ACTUALS	**BUDGET**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2020/21 Actuals*	*Draft Budget to 2020/21 Actuals % change*
	Projects Total	**267,888**	*854,712*	**430,000**	**264,394**	*858,206*	**471,650**	**466,650**	365,324	881,900	1,122,600	*240,700*	*27%*	*757,276*	*207%*
	Total Operating + Projects Expenditures	**7,227,018**	*2,487,255*	**7,753,986**	**7,606,762**	*2,107,511*	**8,240,013**	**8,096,211**	**7,675,227**	**9,059,919**	**9,714,273**	*654,354*	*7%*	**2,039,046**	*27%*
	CAPITAL														
55100	Computer H/W & S/W	98,021	*(47,221)*	60,900	61,750	*(10,950)*	90,600	90,600	21,878	29,200	**50,800**	*21,600*	*74%*	*28,922*	*132%*
	Computer HW for new trustees		*14,900*						-	-	**14,900**	*14,900*	*#DIV/0!*	*14,900*	*#DIV/0!*
69100	Office - Equipment & Furniture	1,835	*2,165*	10,000	3,844	*156*	8,000	8,000	10,763	4,000	**4,000**	*-*	*0%*	*(6,763)*	*-63%*
69500	Office - Renovations	11,101	*(11,101)*	115,000			-	-			**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
	Total Capital Spending	110,957	*(41,257)*	185,900	65,856	*3,844*	98,600	98,600	**32,641**	**33,200**	**69,700**	*36,500*	*110%*	*37,059*	*114%*
	Total Operating and Capital Budget	**7,337,974**	*2,445,999*	**7,939,886**	**7,672,618**	*2,111,355*	**8,338,613**	**8,194,811**	**7,707,867**	**9,093,119**	**9,783,973**	**690,854**	*8%*	*2,076,106*	*27%*
	Net Surplus (Shortfall)	**23,719**		**(75,000.15)**	**11,654**	*(199,654)*	**(140,000)**	**(140,000)**	**44,919.86**	(218,000)	**(188,000)**				
	Add non-cash Item - amortization			75,000			140,000	140,000		218,000	188,000				
	Surplus (deficit)	**23,719**		**(0)**	**11,654**		**(0)**	**(0)**	**44,920**	(0)	**0**				

ISLANDS TRUST
BUDGET DRAFT:
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Budget detail (2) - refomatted, amended

The following is the same data as the previous budget detail document with less comparative columns, which may be more easily reviewed.

	2018/19	2019/20	**2020/21**	2021/22	**2022/23**	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
Amt to balance budget, excluding amort =	-	-	-	(0)	0				
	ACTUALS *elections*	ACTUALS	ACTUALS	**BUDGET**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2020/21 Actuals*	*Draft Budget to 2020/21 Actuals % change*
REVENUE									
Fees & Sales	166,154	102,051	168,378	120,000	**311,440**	*191,440*	*160%*	*143,061.76*	*85%*
Provincial Grant - Unrestricted	180,000	180,000	180,000	180,000	**180,000**	*-*	*0%*	*-*	*0%*
Provincial Grant - LG Development Applications				-	**367,000**	*367,000*	*#DIV/0!*	*367,000*	*#DIV/0!*
Provincial Grant - Restricted (HWI)				156,000	**-**	*(156,000)*	*-100%*	*-*	*#DIV/0!*
Provincial Grant - Restricted (ITC Conserv. Stimulus)				22,000	**-**	*(22,000)*	*-100%*	*-*	*#DIV/0!*
Federal Grant - Restricted (ITC SAR)			187,001	205,000	**213,500**	*8,500*	*4%*	*26,499*	*14%*
Contingent Grants - Projects	8,329	13,201	32,579	8,000	**8,000**	*-*	*0%*	*(24,579)*	*-75%*
Property Tax Levy - LTA	6,312,331	6,696,752	6,783,141	6,783,140	**7,079,771**	*902,671*	*12.8%*	*296,630*	*4%*
Property Tax Levy - LTA General Increase	126,247			237,617	**841,077**			*841,077*	*#DIV/0!*
Property Tax Levy - LTA NMC Increase	63,123			59,013	**61,594**			*61,594*	*#DIV/0!*
Special Tax Requisition - SSI LTA (SSIWPA)	98,500	98,500	75,500	75,500	**75,500**	*-*	*0%*	*-*	*0%*
Property Tax Levy - Bowen	293,933	329,634	303,026	303,021	**311,188**	*76,003*	*24%*	*8,162*	*3%*
Property Tax Levy - Bowen General Increase				4,894	**72,643**			*72,643*	*#DIV/0!*
Property Tax Levy - NMC Increase				3,273	**3,361**			*3,361*	*#DIV/0!*
Interest Income	104,385	102,281	22,054	60,000	**30,000**	*(30,000)*	*-50%*	*7,946*	*36%*
Transfer from General Revenue Surplus Fund				373,660		*(373,660)*	*-100%*	*-*	*#DIV/0!*
Transfer from LTC Specific Reserve Fund				204,000		*(204,000)*	*-100%*	*-*	*#DIV/0!*
Transfer from SSIWPA Reserve Fund				80,000	**40,900**	*(39,100)*	*-49%*	*40,900*	*#DIV/0!*
Total Revenue	7,361,694	7,684,271	**7,752,786**	8,875,119	**9,595,973**	*720,854*	*8%*	*1,843,187*	*24%*
EXPENSES									
Amortization	79,978	175,329	188,759	218,000	**188,000**	*(30,000)*	*-14%*	*(759)*	*0%*
Applications sponsored by EC	10,050	2,035	13,485	5,000	**15,000**	*10,000*	*200%*	*1,515*	*11%*
NAPTEP Applications sponsored by EC	-	-	0	-	**1,000**	*1,000*	*#DIV/0!*	*1,000*	*#DIV/0!*
History and Heritage Funding Grants-in-Aid	1,500	4,500	-	5,000	**5,000**	*-*	*0%*	*5,000*	*#DIV/0!*
Audit	23,725	13,725	18,000	20,000	**20,000**	*-*	*0%*	*2,000*	*11%*
Bank Charges & Interest	3,176	4,181	2,402	4,000	**4,000**	*-*	*0%*	*1,598*	*67%*
Board of Variance	747	1,974	242	1,100	**1,200**	*100*	*9%*	*958*	*396%*
Carbon Offset Purchases	300	(922)	(322)	-	**-**	*-*	*#DIV/0!*	*322*	*-100%*
Committee Meeting Expense - FPC	5,965	2,269	-	-	**2,000**	*2,000*	*#DIV/0!*	*2,000*	*#DIV/0!*
Committee Meeting Expense - RPC	3,049	1,526	-	-	**1,000**	*1,000*	*#DIV/0!*	*1,000*	*#DIV/0!*
Committee Meeting Expense - TPC	4,973	2,200	50	1,000	**1,700**	*700*	*70%*	*1,650*	*3300%*
Cultural Working Group	-	75	-	-	**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
Communications and ITC Fundraising	40,666	16,243	23,701	49,000	**69,780**	*20,780*	*42%*	*46,079*	*194%*
FN Protocol Funds	-	1,831	955	-	**-**	*-*	*#DIV/0!*	*(955)*	*-100%*
SW Support and Licensing	59,371	64,521	74,827	103,900	**86,000**	*(17,900)*	*-17%*	*11,173*	*15%*
Internet	48,022	43,895	48,408	48,000	**47,800**	*(200)*	*0%*	*(608)*	*-1%*
Technical Support	74,180	89,251	90,323	88,000	**99,700**	*11,700*	*13%*	*9,377*	*10%*

ISLANDS TRUST
BUDGET DRAFT:
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	2018/19	2019/20	**2020/21**	2021/22	**2022/23**	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
Amt to balance budget, excluding amort =	-	-	-	(0)	0				
	ACTUALS *elections*	ACTUALS	ACTUALS	**BUDGET**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2020/21 Actuals*	*Draft Budget to 2020/21 Actuals % change*
Contingency	48	2,737	1,539	5,000	**13,000**	*8,000*	*160%*	*11,461*	*745%*
Contract Services	96,265	66,801	74,407	45,000	**48,000**	*3,000*	*7%*	*(26,407)*	*-35%*
Elections - General	125,868	-	-	-	**141,000**	*141,000*	*#DIV/0!*	*141,000*	*#DIV/0!*
Elections - By-elections	14,997	61	-	-	**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
Insurance	106,588	119,259	174,616	185,000	**211,000**	*26,000*	*14%*	*36,384*	*21%*
ITC - Board Honoraria	6,850	7,000	5,250	6,600	**6,600**	*-*	*0%*	*1,350*	*26%*
ITC - Board Meeting Expense	11,451	8,982	101	6,925	**13,850**	*6,925*	*100%*	*13,749*	*13557%*
ITC - Board Training & Conferences	94	3,010		2,000	**2,000**	*-*	*0%*	*2,000*	*#DIV/0!*
ITC - Property Management	55,835	61,067	156,830	124,810	**137,780**	*12,970*	*10%*	*(19,050)*	*-12%*
ITC - Conservation Planning & Land Securement	13,366	12,177	26,631	30,000	**29,500**	*(500)*	*-2%*	*2,869*	*11%*
ITC - Ecosystem Mapping	22,000	1,449	0	20,000	**20,000**	*-*	*0%*	*20,000*	*#DIV/0!*
Land Title Registrations	3,476	3,600	4,424	4,500	**-**	*(4,500)*	*-100%*	*(4,424)*	*-100%*
Legal - general	73,003	80,475	89,780	90,029	**90,029**	*(0)*	*0%*	*248*	*0%*
Legal - bylaw enforcement litigation	97,524	81,806	89,130	85,048	**85,048**	*-*	*0%*	*(4,082)*	*-5%*
Legal - litigation defence	64,387	89,639	118,913	90,050	**90,050**	*-*	*0%*	*(28,862)*	*-24%*
LTC "Trustee Expenses"	6,928	4,745	1,000	5,000	**5,000**	*-*	*0%*	*4,000*	*400%*
LTC "Executive Expense on LTC's"	18,274	14,458	164	12,000	**12,000**	*-*	*0%*	*11,836*	*7210%*
LTC Meeting Expenses	37,579	39,150	29,257	36,000	**36,000**	*-*	*0%*	*6,743*	*23%*
LTC Local Exp APC Meeting Expenses	5,745	8,096	3,278	5,400	**5,400**	*-*	*0%*	*2,122*	*65%*
LTC Local Exp Communications	3,144	5,166	6,187	5,000	**5,000**	*-*	*0%*	*(1,187)*	*-19%*
LTC Local Exp Special Projects	3,491	4,648	893	5,000	**5,000**	*-*	*0%*	*4,107*	*460%*
Meeting Expense	167,826	136,652	15,784	59,000	**122,600**	*63,600*	*108%*	*106,816*	*677%*
Memberships	13,406	13,822	7,073	15,210	**13,900**	*(1,310)*	*-9%*	*6,827*	*97%*
Notices - Statutory & Non-Statutory	19,755	18,085	14,464	21,000	**21,000**	*-*	*0%*	*6,536*	*45%*
Office - Lease costs	387,820	406,751	403,250	388,700	**388,700**	*-*	*0%*	*(14,550)*	*-4%*
Office - outside services	53,754	58,256	53,014	58,900	**61,200**	*2,300*	*4%*	*8,186*	*15%*
Postage, Courier & Delivery	10,403	13,164	9,302	10,100	**10,100**	*-*	*0%*	*798*	*9%*
Recruitment	6,471	4,216	4,197	6,000	**6,000**	*-*	*0%*	*1,803*	*43%*
Safety	327	1,548	5,233	5,000	**5,000**	*-*	*0%*	*(233)*	*-4%*
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	1,747,836	1,940,821	2,030,866	2,242,986	**2,314,329**	*71,343*	*3%*	*283,463*	*14%*
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	427,874	487,330	511,719	569,718	**587,839**	*18,121*	*3%*	*76,121*	*15%*
Sal & Ben - Salaries - Planners & RPMs	1,192,741	1,306,864	1,276,738	1,417,357	**1,456,311**	*38,954*	*3%*	*179,573*	*14%*
Sal & Ben - Benefits - Planners & RPMs	292,343	329,987	321,444	360,009	**369,903**	*9,894*	*3%*	*48,459*	*15%*
Sal & Ben - Salaries - Planning Support	351,127	390,031	407,852	466,087	**448,557**	*(17,529)*	*-4%*	*40,705*	*10%*
Sal & Ben - Benefits - Planning Support	86,195	97,666	102,615	118,386	**113,934**	*(4,452)*	*-4%*	*11,318*	*11%*
Sal & Ben - Salaries - Bylaw	216,064	200,787	157,866	278,803	**289,063**	*10,259*	*4%*	*131,197*	*83%*
Sal & Ben - Benefits - Bylaw	53,134	50,270	39,724	70,816	**73,422**	*2,606*	*4%*	*33,698*	*85%*
Stationery & Supplies	52,546	47,775	30,094	34,200	**33,000**	*(1,200)*	*-4%*	*2,906*	*10%*
Subscriptions	6,630	6,627	4,359	6,500	**7,400**	*900*	*14%*	*3,041*	*70%*
Telephone	16,945	18,127	12,445	11,500	**12,100**	*600*	*5%*	*(345)*	*-3%*

ISLANDS TRUST
BUDGET DRAFT:
2022/23

	2018/19	2019/20	2020/21	2021/22	2022/23	Budget-Budget Comparisons		Budget-Actual Comparisons	
Amt to balance budget, excluding amort =	-	-	-	(0)	0				
	ACTUALS *elections*	ACTUALS	**ACTUALS**	**BUDGET**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2020/21 Actuals*	*Draft Budget to 2020/21 Actuals % change*
Mobile Devices	25,072	23,511	25,396	24,100	**16,490**	*(7,610)*	*-32%*	*(8,906)*	*-35%*
Training - Organization-wide	3,524	2,886	1,344	3,000	**5,000**	*2,000*	*67%*	*3,656*	*272%*
Training - staff recognition & meetings	16,837	17,529	5,053	4,000	**16,000**	*12,000*	*300%*	*10,947*	*217%*
Training & Conferences	41,180	41,723	16,462	33,500	**43,425**	*9,925*	*30%*	*26,963*	*164%*
Travel for Training	28,590	32,010	805	17,835	**16,035**	*(1,800)*	*-10%*	*15,230*	*1891%*
Travel	74,427	84,624	18,524	59,072	**57,129**	*(1,943)*	*-3%*	*38,605*	*208%*
Trustee Remuneration	387,062	415,456	524,971	522,180	**533,099**	*10,920*	*2%*	*8,128*	*2%*
Trustee Remuneration - CPP Expense	15,937	16,345	17,563	18,898	**19,400**	*502*	*3%*	*1,837*	*10%*
Trustee Remuneration - Health/Dental benefits	43,243	43,014	37,170	37,598	**40,884**	*3,286*	*9%*	*3,714*	*10%*
Trustee Remuneration - MSP Benefits	18,122	13,200		-	**-**	-	*#DIV/0!*	-	*#DIV/0!*
Trustee Remuneration - Pay in Lieu of benefits	3,500	1,333	1,000	1,000	**1,000**	-	*0%*	*0*	*0%*
Trustee Remuneration - Employer Health Tax	2,268	9,715	10,344	10,202	**10,415**	*213*	*2%*	*71*	*1%*
Trustee Remuneration - Executive on LTCs	73,558	75,281		-	**-**	-	*#DIV/0!*	-	
Operating Budget Subtotal	6,959,130	7,342,368	**7,309,903**	8,178,019	**8,591,673**	***413,654***	***5%***	***1,281,770***	***18%***
PROJECTS									
LTA Projects:									
LTC Projects ~~Funded by LTC Reserve Fund~~	57,713	33,023	27,384	204,000	**247,500**	*43,500*	*21%*	*220,116*	*804%*
LTC Projects Funded by Approved Grants (590) - HWI				45,000	**-**	*(45,000)*	*-100%*	-	*#DIV/0!*
LTC Projects Funded by Contingent Grants (590)	0	2,757	(1,083)	8,000	**8,000**	-	*0%*	*9,083*	*-838%*
LTC Projects funded by Special Requisition Surplus Fund				80,000	**40,900**	*(39,100)*	*-49%*	*40,900*	*#DIV/0!*
LTA Work Funded by Special requisition (SWIPPA)	96,571	45,256	67,736	75,500	**75,500**	-	*0%*	*#REF!*	*#REF!*
Strategic Plan Projects									
Reconciliation Action Plan implementation					**17,000**				
Policy Statement amendment					**5,000**				
NAPTEP Regulation Exemption analysis					**5,000**				
Website Design/Functionality updates					**15,000**				
Develop Model Density Bonus Bylaws (Affordable Housing)					**10,000**				
FWSS - Freshwater Stewardship Outreach Plan					**27,700**				
FWSS - Freshwater Sustainability Reporting Program					**20,000**				
FWSS - Groundwater Sustainability Science Program					**50,000**				
Heritage Overlay Mapping & Model Bylaws (Phase 2)					**74,000**				
Trust Programs Committee - projects placeholder					**75,000**				
Prior year Strategic Plan Projects	113,604	183,357	271,287	469,400	**-**	*(170,700)*	*-36%*		
Operational Projects					**-**				
LG Development Approvals Program: LPS					**367,000**	*367,000*			
LG Development Approvals Program: BE					**50,000**	*50,000*	*#DIV/0!*		

ISLANDS TRUST
BUDGET DRAFT:
2022/23

Amt to balance budget, excluding amort =	-	-	-	(0)	0				
	2018/19	2019/20	**2020/21**	2021/22	**2022/23**	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
	ACTUALS *elections*	ACTUALS	ACTUALS	**BUDGET**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2020/21 Actuals*	*Draft Budget to 2020/21 Actuals % change*
LG Development Approvals Program: ITC					**35,000**	*35,000*	*#DIV/0!*		
Electronic Documents Management					**-**	*-*	*#DIV/0!*		
Prior year projects				-	**-**	*-*	*#DIV/0!*		
Projects Total	**267,888**	**264,394**	365,324	881,900	1,122,600	*240,700*	*27%*	*757,276*	*207%*
Total Operating + Projects Expenditures	**7,227,018**	**7,606,762**	**7,675,227**	**9,059,919**	**9,714,273**	*654,354*	*7%*	**2,039,046**	*27%*
CAPITAL									
Computer H/W & S/W	98,021	61,750	21,878	29,200	**50,800**	*21,600*	*74%*	*28,922*	*132%*
Computer HW for new trustees			-	-	**14,900**	*14,900*	*#DIV/0!*	*14,900*	*#DIV/0!*
Office - Equipment & Furniture	1,835	3,844	10,763	4,000	**4,000**	*-*	*0%*	*(6,763)*	*-63%*
Office - Renovations	11,101				**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
Total Capital Spending	110,957	65,856	**32,641**	**33,200**	**69,700**	*36,500*	*110%*	*37,059*	*114%*
Total Operating and Capital Budget	**7,337,974**	**7,672,618**	**7,707,867**	**9,093,119**	**9,783,973**	**690,854**	*8%*	*2,076,106*	*27%*
Net Surplus (Shortfall)	**23,719**	**11,654**	**44,919.86**	(218,000)	**(188,000)**				
Add non-cash Item - amortization				218,000	188,000				
Surplus (deficit)	**23,719**	**11,654**	**44,920**	(0)	**0**				

Islands Trust
Initiatives Summary
Fiscal Year: 2022/23

CATEGORY	DESCRIPTION		AMOUNT	*Funding Source*
STRATEGIC PLAN INITIATIVES				
#4.6	Reconciliation Action Plan implementation		17,000	*Taxes*
#3.1, 4.4, 5.6	Policy Statement amendment		5,000	*Taxes*
#1.3	NAPTEP Regulation Exemption analysis		5,000	*Taxes*
#4.2	Website Design/Functionality updates		15,000	*Taxes*
#4.4	Develop Model Density Bonus Bylaws (Affordable Housing)		10,000	*Taxes*
#2.4	FWSS - Freshwater Stewardship Outreach Plan		27,700	*Taxes*
#2.4	FWSS - Freshwater Sustainability Reporting Program	(+ Co-op $21K in salaries exp)	20,000	*Taxes*
#2.4	FWSS - Groundwater Sustainability Science Program		50,000	*Taxes*
#4.8	Heritage Overlay Mapping & Model Bylaws (Phase 2)		74,000	*Taxes*
	Trust Programs Committee - projects placeholder		75,000	*Taxes*
	Total Strategic Plan Projects	**-**	**298,700**	
OPERATIONAL INITIATIVES				
	LG Development Approvals Program: LPS		367,000	*Grant funds*
	LG Development Approvals Program: BE		50,000	*Taxes*
	LG Development Approvals Program: ITC		35,000	*Taxes*
	Electronic Documents Management		6,500	*Taxes*
	Total Operational Initiatives	**-**	**458,500**	

BRIEFING

To:	Executive Committee	**For the Meeting of:**	October 6, 2021
From:	**Clare Frater**	**Date Prepared:**	October 1, 2021
SUBJECT:	**2022/23 Executive Committee project budget requests**		

PURPOSE: To advise the Executive Committee of potential non-staffing budget requests related to responsibilities of Executive Committee.

BACKGROUND:

Staff are working to develop project budgets for the 2022/23 fiscal year. Initial estimates and approaches are outlined below. Generally, business cases are not required for projects $5,000 or less. Communications funding has always been considered without a business case and staff recommend the same approach to Reconciliation Action Plan funding.

Strategic Plan item #	Potential funding request	2022/23 Amount proposed	2021/22 funding	Notes
4.6	Reconciliation Action Plan implementation	$17,000	$17,000	To support ongoing implementation of the Reconciliation Action Plan.
	History and Heritage Grants in Aid	$5,000	$5,000	Staff recommend keeping the amount the same.
	Application Sponsorship	$15,000	$5,000	Executive Committee has discussed the need to increase this budget.
N/A	Communications	$50,000*	$23,000	An increase in budget is proposed to respond to an increasing demand for communications about Islands Trust and its projects. In addition, new Census results will be available in 2022/23 which provides an opportunity to creating infographics and update the Island Profiles linked through each local trust area/Bowen Island landing pages on the website (sample) Also, it is anticipated that a number of publications will be designed in 2021/22 that could be printed. This increase will also provide additional opportunity to contract

				communications support as needed as issues arise.
1.3	NAPTEP Regulation Exemption reduction tax shift analysis	$5,000	N/A	To accomplish the tax shift analysis required for a business case to the Province of BC regarding Trust Council's desire that legislation be amended to increase the NAPTEP exemption. To date, staff have not engaged in this work due to other priorities.
4.2	Website –design or functionality changes	$15,000	$7,000	The funding would support any changes to the new website requested by the newly-elected Trust Council or the public. Staff have received requests for changes that outside the scope of the website renewal project (e.g. changes to the approved design/functionality). Staff have overspent the existing website budget in 2021/22.
3.1, 4.4, 5.6	Policy Statement Amendment Project	$5,000	$29,400	The funding would support any additional legal review of the draft Policy Statement and graphic design of the final document.
N/A	NAPTEP application sponsorship	$1,000	N/A	In September, Trust Council asked staff to prepare a draft policy regarding sponsorship of NAPTE applications. This budget would support implementation of that potential future policy.
TOTAL		$105,000*	$86,400	

*This includes funding for communications contractors.

ATTACHMENT(S):

1. None.

FOLLOW-UP: Staff will incorporate Executive Committee project budgets into the draft 2022/23 budget .

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

Reviewed By/Date: **Russ Hotsenpiller, CAO/October 1, 2021**
Executive Committee/October 6, 2021

Islands Trust

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR	
Initiated by: Narissa Chadwick, for David Marlor	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** _Strategic Plan Program
Business Area: Local Planning Committee	
Name of Request: Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council: • Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws **$10,000** Regional Planning Committee opted for Option 2 below in the business case -workshop for planning staff to focus on the development of model bylaws to address housing affordability. Business case will be updated to reflect this for next FPC meeting.	
Date of Funding Request: September 29, 2021	**Funding Required for (date range):April 1 2022**

ISSUE/OPPORTUNITY: Trust Council’s Strategic Plan includes the implementation of the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council. This started in FY20/21 by undertaking work on model floor area ratio policy and regulations as a means of density measure for housing. The next item to be addressed in 2022/23 is the development of model bylaws that use density bonus for consideration of implementation in local trust area land use bylaws
PROJECTED RESULTS/DELIVERABLES: The funding request for FY22/23 is to cover costs associated with development of model policy and regulations. $5,000 is reserved for legal review of the draft. $5,000 is reserved for consultant/research assistance to planning staff undertaking this work.
RISK ASSESSMENT: Risk that local trust committees may not adopt bylaws based on the model bylaws.
ALTERNATIVES CONSIDERED: Option 1: Hire a consultant to undertake the work. Given the potential scope, $10,000 should be allocated for a contract, and $5,000 reserved for legal review. Option 2: Staff organize a workshop for planning staff to focus on the development of model bylaws to address housing affordability. This would include reviewing work that has been done related to floor area ratio and integrating it with the development of model density bonus bylaws. $5,000 would be allocated to hire a consultant to facilitate the session and present examples of similar approaches in other jurisdictions. $5,000 would be allocated to legal review.
CRITICAL SUCCESS FACTORS: Model bylaws with recommended policy and regulations by end of FY22/23.
RECOMMENDED OPTION: Option 2: Staff organize a workshop for planning staff to focus on the development of model bylaws to address housing affordability. This would include reviewing work that has been done related to floor area ratio and integrating it with the development of model density bonus bylaws. $5,000 would be allocated to hire a consultant to facilitate the session and present examples of similar approaches in other jurisdictions. $5,000 would be allocated to legal review.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u>

$5,000 for workshop facilitation and background research
$5,000 for legal review

$10,000 total to include staff training an model bylaws.

Cost saving would be achieved by having planning staff trained in the development of the model bylaws. Work on developing model bylaws can be more efficient than each local trust committee undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

<u>Qualitative Analysis:</u>

This will further the Strategic Plan of Trust Council by providing model bylaws for LTC to consider in regards to affordable housing. Having planning staff participate in the development of the bylaws will enable them to more clearly identify options for LTCs to consider. In addition, it will provide an opportunity for training in bylaw development for those that have not been engaged in this work.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

Staff proposed that the work will be undertaken in-house using dedicated planning staff. This would require allocation of planner time to this project, a budget of $5,000 for legal review, and $5,000 for consultant/research assistance. This work would involve review of existing bylaws and recommendations on approaches to use density bonusing in combination with floor area ratio and other approaches to calculating density. This is to further affordable housing on the islands. Model bylaws would be presented to LPC.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Local Planning Committee.

Narissa Chadwick, Island Planner David Marlor / Director, Local Planning Services	September 29th, 2021
Initiator Name and Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

<table>
<tr><td>Initiated by: Narissa Chadwick , for David Marlor</td><td rowspan="3"><u>Budget Source</u> (select all that apply):

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

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

☐ Other – please describe: _Strategic Plan Program</td></tr>
<tr><td>Business Area: Regional Planning Committee</td></tr>
<tr><td>Name of Request:

Freshwater Sustainability Strategy (FWSS) - Cultural Knowledge and Engagement Program

$27,700

Placeholder amount pending receipt and consideration of the Freshwater Sustainability Strategy, expected at the November RPC meeting. RPC will confirm funding request after that meeting.</td></tr>
<tr><td>Date of Funding Request: September 29, 2021</td><td>Funding Required for (date range): April 1 2022</td></tr>
</table>

ISSUE/OPPORTUNITY:

At the December 22, 2020 meeting, the Regional Planning Committee approved the allocation of $90,000 of Provincial Healthy Watersheds Initiative funding to support the development of a Freshwater Sustainability Strategy (FWSS). The FWSS draft will be presented to RPC on November 3rd and Trust Council in December 2021.

The development of the Freshwater Sustainability Strategy addressed Trust Council Strategic Plan Item 2.4 *"Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision making, and accounts for the impacts of climate change on island water resources".*

The Freshwater Sustainability Strategy organizes recommended actions in to four key program areas. The Cultural Knowledge and Engagement Program is one of these program areas. Under the Cultural Knowledge and Engagement Program (CKE), Islands Trust will share information, research, and Indigenous Cultural Knowledge with communities, staff, and Trustees. The goals are to foster stewardship, develop support for land use decisions, and encourage water conservation and watershed protection. This will require Islands Trust to increase its capacity to communicate with residents, businesses, visitors, and non-resident property owners.

The draft Freshwater Sustainability Strategy identifies the development and commencement of the implementation of the freshwater stewardship outreach plan (identified by the FWSS Strategic Advisory Roundtable as being particularly important) as a key priority for 2022.

Developing a freshwater stewardship outreach plan will support successful implementation of the FWSS by:

- increasing awareness of water management challenges in the Islands Trust Area;
- generating support for related policies, investments, and regulations;
- empowering residents and visitors to actively participate in sustainable water management (e.g., by conserving water, not engaging in activities that might contaminate water, or contributing to aquatic ecosystem stewardship efforts); and,
- employing community-based social marketing techniques to leverage the passion and expertise of residents and encourage peer-to-peer learning.

The outreach plan will consist of the following broad elements:

- communications materials and tactics aimed at improving awareness of water challenges, constraints, Indigenous cultural heritage values, conservation, and stewardship;
- materials tailored to new residents, visitors, and non-resident property owners; and,
- tailored outreach resources and opportunities on specialized water topics (e.g., rainwater harvesting, water quality protection, composting toilets) such as workshops, webinars, information booths, print material and online tools.

Staff identify the publication and sharing of the FWSS, which contain background on water resources in the Trust Area and Indigenous perspectives on water, as an important first step in supporting the Cultural Knowledge and Engagement Program.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY20/21 is to cover costs associated with publication and sharing of the FWSS and the development of the Freshwater Stewardship Outreach Plan.
Total Ask- $27, 700

Publication and Sharing of FWSS: $2,700

Development of the Freshwater Stewardship Outreach Plan: $25,000
Will include:

- Communication Plan
- Engagement Strategy
- Social Marketing Plan

RISK ASSESSMENT:

As the FWSS draft is still to be presented to RPC and TC there is a risk that the recommendations may not be supported. In this case adjustments can be made to the budget funding request as required.

Not moving this funding request for 2022/23 will slow the momentum gained through the development of the Freshwater Sustainability Strategy. Not supporting FWSS recommendations could lead to a reluctance on the part of funding agencies to support strategy development for the Islands Trust.

ALTERNATIVES CONSIDERED:

Option 1: Prepare and share FWSS final draft*. Hire a consultant to develop the Freshwater Stewardship Outreach Plan.

Option 2: Prepare and share FWSS final draft*. Create a one year temporary assignment position for the development of the Freshwater Stewardship Outreach Plan and the initiation of initial tasks (could include website updates, outreach workshops, creation of outreach materials). Cost would be ~$70,000.

Option 3: Do not support communications and outreach related to the FWSS at this time.

***RCP can choose not to prepare and share the FWSS final draft**

CRITICAL SUCCESS FACTORS:

1. The publication and sharing of the FWSS by May 2022.
2. The creation of a Freshwater Stewardship Outreach Plan with estimated budget by September 2022.

RECOMMENDED OPTION:

Option 1: Prepare and share FWSS final draft. Hire a consultant to develop the Freshwater Stewardship Outreach Plan.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>

Publication and Sharing of FWSS: $2700
Development of the Freshwater Stewardship Outreach Plan: $25,000

The implementation of FWSS recommendation will require budget over the proposed ten year implementation period. Outreach and engagement has been identified as a key priority. The development of an outreach plan will help determine budget needs for subsequent years. It will also better position the Islands Trust to take advantage of potential future funding opportunities.

<u>Qualitative Analysis:</u>

A Freshwater Stewardship Outreach Plan will contribute to more focused and consistent outreach and engagement related to the FWSS over a ten year period. As indicated in the FWSS draft, this outreach and engagement will include understanding and sharing Indigenous perspectives on water supporting Islands Trust's First Nations Reconciliation mandate.

PURCHASING PROCEDURE: As per Islands Trust process for hiring consultants.
PROPOSED IMPLEMENTATION STRATEGY: Regional Planning Team Staff oversee the publication and sharing of the FWSS and the development of the Freshwater Stewardship Outreach Plan in collaboration with members of the Trust Area Services communication and outreach team and the Senior Freshwater Specialist.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: The FWSS will contribute to a shift in traditional ways of addressing issues related to the sustainability of freshwater in the Islands Trust. It addresses the challenge of increasing freshwater vulnerability in a way that will require significant interdepartmental coordination and an increase in, or reallocation of, staff resources. The development of the Freshwater Stewardship Outreach Plan will be a significant step toward improving communications related to freshwater sustainability and identifying opportunities for deeper collaboration with partners including other levels of government, First Nations, water purveyors, and islands property owners and residents.

Narissa Chadwick, Island Planner David Marlor, Director, Local Planning Services	22 September , 2021
Initiator Name and Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR	
Initiated by: Narissa Chadwick , for David Marlor **Business Area:** Regional Planning Committee **Name of Request:** **Freshwater Sustainability Strategy - Freshwater Sustainability Reporting Program** **$41,000** **Placeholder amount pending receipt and consideration of the Freshwater Sustainability Strategy, expected at the November RPC meeting. RPC will confirm funding request after that meeting.**	<u>**Budget Source**</u> (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense X 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:** _Strategic Plan Program
Date of Funding Request: September 29, 2021	**Funding Required for (date range): April 1 2022**

ISSUE/OPPORTUNITY:

At the December 22, 2020 meeting, the Regional Planning Committee approved the allocation of $90,000 of Provincial Healthy Watersheds Initiative funding to support the development of a Freshwater Sustainability Strategy. A final draft will be presented to the RPC for their November 3rd meeting and Trust Council in December 2021.

The development of the Freshwater Sustainability Strategy addressed Trust Council Strategic Plan Item 2.4 *"Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision making, and accounts for the impacts of climate change on island water resources".*

The Freshwater Sustainability Strategy organizes recommended actions in to four key program areas. The Freshwater Sustainability Reporting Program is one of these program areas. Publishing the first "State of Freshwater Report" to provide a baseline for the identification of strategic priorities for the 2022 Trust Council Strategic Plan is identified as a key priority for the FWSS.

The 2022 State of Freshwater Report will be the first in a series of State of Freshwater Reports to be developed at the end of every Trust Council term. The intention is to inform Trust Council's strategic planning. Containing trust wide as well as Trust Area specific data, it will assist with reviewing and updating programs and projects under the FWSS strategy to include related LTC priorities. It will help with allocating budgets and with seeking external funding to support existing and new projects. Finally, it will facilitate public involvement and conservation. Shorter annual reports will encourage continuous updates and reporting.

The State of Freshwater Reports will highlight information such as:

- descriptions of water resources on the islands (e.g., watersheds, aquifers),
- sources of potable and other domestic water used,
- known water-related risks and challenges (e.g., poor water quality, low wells),
- local water monitoring activities, and water balance information (e.g., precipitation, recharge, sustainable rates of use).

The effective and efficient development of the 2022 State of Freshwater Report requires additional staff support. The value of hiring a summer coop student in 2021 to assist the Senior Freshwater Specialist with focussed projects including the development of the Islands Trust Freshwater Atlas was clearly demonstrated. The annual hiring of a coop student will be of great benefit to the implementation of the FWSS. Each year, under the direction of the Senior Freshwater Specialist, coop time can be focused on very clear deliverables. For summer 2022, this deliverable will be putting together technical materials for the 2022 State of the Freshwater Report.

PROJECTED RESULTS/DELIVERABLES:

Development, publication and sharing of the 2022 State of Freshwater Report - $26,000

Will include:

- Summer coop student to assist Freshwater Specialist with technical aspects related to the development of the report - **$21,000**
- Publication and sharing of State of Freshwater Report - **$20,000**

RISK ASSESSMENT:

As the FWSS draft is still to be presented to RPC and TC there is a risk that the recommendations may not be supported. In this case adjustments can be made to the budget funding request as required.

Not moving this funding request for 2022/23 will slow the momentum gained through the development of the Freshwater Sustainability Strategy. Not supporting FWSS recommendations could lead to a reluctance on the part of funding agencies to support strategy development for the Islands Trust.

ALTERNATIVES CONSIDERED:

Option 1: Hire summer coop student to assist with the development of the 2022 State of Freshwater Report.

Option 2: Do not hire coop student to assist with the development of the 2022 State of Freshwater Report. This will require the reallocation of staff time leading to delays on other files.

Option 3: Create a Freshwater Technical Coordinator one year Temporary Assignment (TA). The TA would be at a Senior Planner level and take on a number of other responsibilities related to the implementation of the FWSS including technical work related to the development of the 2022 State of Freshwater Report. ~$90,000.

Option 4: Do not support the development of the 2022 State of Freshwater Report.

CRITICAL SUCCESS FACTORS:

The creation of the 2022 State of Freshwater Report by October 2022.

RECOMMENDED OPTION:

Option 1: Hire summer coop student to assist with the development of the 2022 State of Freshwater Report.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>

Development, publication and sharing of the 2022 State of Freshwater Report - $41,000
$21,000 – Hiring of coop student
$20,000 – Publication and sharing of the State of Freshwater Report

The 2022 State of Freshwater Report will help with allocating budgets and with seeking external funding to support existing and new projects that are supported by the FWSS.

<u>Qualitative Analysis:</u>

The science and data-based actions set out in the FWSS will increasingly shed light on the status of water resources in each Local Trust Area and the challenges for sustainable management. As this understanding progresses, the information will be translated into future ‘state of freshwater’ reports.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring co-op students.

PROPOSED IMPLEMENTATION STRATEGY:
Regional Planning Team staff oversee the development, publication and sharing of the 2022 State of Freshwater report in collaboration with members of the Trust Area Services communication and outreach team and the Senior Freshwater Specialist .
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Islands Trust's water protection efforts are currently challenged by a lack of regular monitoring and reporting mechanisms. The availability of accessible, island-specific information is essential for building community awareness, support, and engagement in stewardship. The development and distribution of the 2022 State of Freshwater Report will be a significant steps toward improving communications related to freshwater sustainability and identifying opportunities for deeper collaboration with partners including other levels of government, First Nations, water purveyors, and islands property owners and residents.

Narissa Chadwick, Island Planner
David Marlor, Director, Local Planning Services
Initiator Name and Title

September 22, 2021
Date

Islands Trust

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Initiated by: Narissa Chadwick for David Marlor</td><td rowspan="3"><u>Budget Source</u> (select all that apply):

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

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

☐ Other – please describe: _Strategic Plan Program</td></tr>
<tr><td>Business Area: Regional Planning Committee</td></tr>
<tr><td>Name of Request:

Freshwater Sustainability Strategy (FWSS) - Groundwater Sustainability Science Program

$50,000

Regional Planning Committee asked staff to review all business cases and recommend increased funding to ensure ability to undertake the work as proposed. This will be reported back to RPC at its November meetings and these numbers may be adjusted accordingly.</td></tr>
<tr><td>Date of Funding Request: September 29, 2021</td><td>Funding Required for (date range): April 1 2022</td></tr>
<tr><td colspan="2">ISSUE/OPPORTUNITY:

At the December 22, 2020 meeting, the Regional Planning Committee approved the allocation of $90,000 of Provincial Healthy Watersheds Initiative funding to support the development of a Freshwater Sustainability Strategy. The FWSS draft will be presented to RPC on November 3rd and Trust Council in December 2021.

The development of the Freshwater Sustainability Strategy addressed Trust Council Strategic Plan Item 2.4 “Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision making, and accounts for the impacts of climate change on island water resources”.</td></tr>
</table>

The Freshwater Sustainability Strategy organizes recommended actions in to four key program areas. The Groundwater Sustainability Science Program (GWSS) is one of these. This program focuses on expanding the work that was initiated through the Southern Gulf Islands Groundwater Sustainability Strategy (GWSS) Project.

Under the Groundwater Sustainability Science Program (GWSS), Islands Trust will complete primary research and mapping to improve information and knowledge about water quantity and quality and to better understand groundwater vulnerability. This will be to be supplemented, when possible, with knowledge shared by Traditional Knowledge Holders.

By estimating the balance between groundwater recharge and human demand, as well as the impacts of climate and other factors, availability assessments will provide better information. This in turn will facilitate improved protection through Islands Trust's land use planning activities and development decisions. Planning tools include covenants, development permit areas, zoning, density bonusing, and subdivision servicing regulations. Decisions, authorizations, approvals, and planning by other responsible agencies will also be more informed.

Research from this program can also guide the development of communications and engagement products to help islanders better appreciate risks to groundwater and the things they can do to protect it.

Data gathering and mapping commenced in the 2019/2020 fiscal for the Southern Gulf Islands. This project included Galiano, Mayne, North Pender, Saturna and South Pender. Each of these LTCs endorsed a master project charter that included several phases. Through 2020/21 the work was peered reviewed and is now being used to inform groundwater sustainability science implementation projects on Galiano Island and North Pender. This business case focuses on applying the same methodology to Lasqueti and islands in Howe Sound, and Salt Spring.

PROJECTED RESULTS/DELIVERABLES:

$50,000 is being requested to support this project.

This project will follow the successful methodology used to support the Gulf Islands Groundwater Sustainability Strategy (GWSS) Project.

Phase 0: Data and Information Inventory

- Inventory existing datasets that are required to assess groundwater recharge and availability; and
- Identify data gaps to be addressed in the future to improve understanding of groundwater availability.

Phase 1: Groundwater Recharge Potential Mapping

- Develop and run groundwater recharge potential spatial model for the Southern Gulf Islands; and
- Provide full and open access to groundwater recharge geospatial model including input data sets and output results for incorporation into Islands Trust mapping services.

Phase 2: Groundwater Availability Assessment

- Develop and run a spatial groundwater budget assessment for the Southern Gulf Islands; and
- Provide full and open access to groundwater budget data dashboard including input data sets and output results for utilization by Islands Trust planning team.

Phase 3: Groundwater Sustainability Planning

- Finalize mapping to manage water resources on the Southern Gulf Islands through an improved understanding of groundwater recharge and availability;
- Provide tools for planning staff to support advice to LTCs in consideration of development proposals and long range planning projects;
- Provide documentation and educational materials to increase groundwater literacy in island communities; and
- Potential amendments to OCP and LUB.

RISK ASSESSMENT:

As the FWSS draft is still to be presented to RPC and TC there is a risk that the recommendations may not be supported. In this case adjustments can be made to the budget funding request as required.

Not moving this funding request for 2022/23 will slow the momentum gained through the work done for the Southern Gulf Islands and the development of the Freshwater Sustainability Strategy. Not supporting FWSS recommendations could lead to a reluctance on the part of funding Agencies to support strategy development for the Islands Trust.

ALTERNATIVES CONSIDERED:

Option 1: Support the extension of the Groundwater Sustainability Science Program work to include Lasqueti and islands in Howe Sound.

Option 2: Do not support the extension of the Groundwater Sustainability Science Program work to include Lasqueti and islands in Howe Sound

CRITICAL SUCCESS FACTORS:

1. The availability of groundwater vulnerability mapping for Lasqueti and islands in Howe Sound.

RECOMMENDED OPTION:

Option 1: Support the extension of the Groundwater Sustainability Science Program work to include Lasqueti and islands in Howe Sound.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$50,000 is required to support this project.

As this is a program project, there will be no cost saving by undertaking this.

Qualitative Analysis:

This will further the work related to understanding freshwater vulnerability in the Islands Trust. This work will contribute to and be supported by other programs s under the Freshwater Sustainability Strategy including the

Cultural Knowledge and Engagement Program, the Freshwater Sustainability Reporting Program and the Watershed Ecosystem Protection Program.
PURCHASING PROCEDURE: As per Islands Trust process for hiring consultants.
PROPOSED IMPLEMENTATION STRATEGY: The Senior Freshwater Specialist will oversee the management of this project.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: The FWSS will contribute to a shift in traditional ways of addressing issues related to the sustainability of freshwater in the Islands Trust. It addresses the challenge of increasing freshwater vulnerability in a way that will require significant interdepartmental coordination and an increase in, or reallocation of, staff resources. The expansion of the Groundwater Sustainability Science Program to include areas beyond the Southern Gulf Islands will provide a more complete analysis of freshwater resources in the Islands Trust Area and provide the opportunity for Islands beyond the Southern Gulf Islands to use focused science to develop policies and regulations to address freshwater vulnerability.

Narissa Chadwick, Island Planner
David Marlor, Director, Local Planning Services
Initiator Name and Title

September 22, 2021
Date

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR	
Initiated by: David Marlor and Lisa Wilcox **Business Area:** Executive Committee **Name of Request:** Undertake development of heritage overlay mapping and development of model bylaws **$74,000 (Phase 2)** • **$60,000 from Trust Council** • **$10,000 from Islands Trust Conservancy Grant – species at risk** • **$4,000 – legal review**	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe: _**Strategic Plan Program
Date of Funding Request: September 29, 2021	**Funding Required for (date range): April 1 2022**

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 strategic item(s) is this addressing? 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 Executive Committee passed the following resolutions on September 30, 2020:

> That the Executive Committee request staff to draft an amendment to the Strategic Plan regarding development of heritage overlay mapping and development of model bylaws.

The Islands Trust Conservancy identified that a species at risk component of the Heritage Conservation Mapping project would qualify for funding to support engagement with First Nations. That grant was approved and the $10,000 allocated for Heritage Conservation Mapping is included in this funding request for FY 2022/23.

Islands Trust staff will also look for other grant partnering opportunities in FY 2022/23.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*?)

The funding request for FY22/23 is to cover costs associated with Phase 2 that continues the identification of appropriate heritage areas requiring protection and conservation, engagement with First Nations and the development of model policy and regulations. Work would involve continued engagement with Inlailawatash, a consultant, contracted by the Islands Trust to provide archaeological and methodology expertise. Islands Trust would also continue to work with the Ministry of Indigenous Relations and Reconciliation and Ministry of Forests, Lands, Natural Resources and Rural Development to identify areas and methodology (local trust areas and Bowen Island Municipality), and working with First Nations in the Islands Trust Area to confirm and identify areas not covered in the Archaeology Branch database. The consultant and staff may work with First Nations on appropriate means to use the Heritage Conservation Area tools in the Local Government Act to protect cultural heritage sites.

Phase 2 would include implementation of the Heritage Conservation Mapping in the Islands Trust Area, and Bowen Island Municipality.

Work would be led by the Senior Intergovernmental Policy Advisor and Director of Local Planning Services and a planner or planners as assigned.

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified.)*

Staff have identified that education on cultural heritage mapping will require engagement with the public and education material for the public.

Timing for undertaking the mapping portion may pre-empt the ability to develop model bylaws within the same fiscal year. In this case, the creation of bylaws would roll over to the following fiscal year with appropriate budget request.

Risk that local trust committees and Bowen Island Municipality may not adopt bylaws based on the model bylaws. Model bylaws would be adopted as part of the standard model OCP and LUB, and will be used when reviews of OCPs and LUBs are undertaken.

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: Continue Phase 2 of the Heritage Overlay Initiative with Inlailawatash providing the archaeological and methodological expertise to develop the critical success factors for implementation.

Option 2: Undertake Phase 2 work in-house using the Senior Intergovernmental Policy Advisor (SIPA) and dedicated planning staff. This would require allocation of SIPA and planner time to this project, and a budget of $4,000 for legal review, and $20,000 for supportive First Nations engagement or expertise. The Islands Trust does not have the archaeological expertise to undertake the methodology in-house and would need to defer other work program projects to allow staff to undertake this work.

Option 3: Islands Trust seek grant funding to cover all costs. At this time the Islands Trust Executive Committee has proposed funding requests to Ministry of Indigenous Relations and Reconciliation.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? What risks are involved*?)

Recommended policy and regulations in model bylaws by FY23/24.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

Option 1 is recommended since it provides the external expertise; while continuing to build the relationships that the Islands Trust has developed with First Nations engagement in this area, and can provide greater certainty that planners and applicants need to approve applications while ensuring the preservation and protection of heritage.

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

<u>Quantitative Analysis:</u>

- $60,000 for a contract with a consultant with experience in First Nations engagement and protection of cultural heritage sites, and to develop model policy and regulations.
- $10,000 grant funding for support on species at risk as it relates to heritage areas
- $4,000 for legal review, as required, on draft model policy and regulations

As this is a program project, there will be no cost saving by undertaking this. Work on developing model bylaws can be more efficient than each local trust committee and Bowen Island Municipality undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

<u>Qualitative Analysis:</u>
This will further the Strategic Plan of Trust Council (Goal: Strengthen Relations with First Nations) by providing model bylaws for local trust committees to consider in regards to protection of First Nation cultural heritage sites. It will also further Trust Council's goal on reconciliation.

PURCHASING PROCEDURE: *(describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor*)

As per Islands Trust 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?)*

As determined by the Executive Committee (likely this would be assigned to the Regional Planning Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: (*Are there any concerns and how will these be addressed? Have other stakeholders been identified*?)

Reports to Trust Council via Executive Committee (or if so assigned, the Regional Planning Committee).

David Marlor, Director, Local Planning Services
Initiator Name and Title

Date

Islands Trust

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor/Mark van Bakel

Business Area: Regional Planning Committee

Name of Request: Inclusion of Bylaw Enforcement and ITC in Local Government Development Approvals Program

Group	Item	Cost
Bylaw	Software Licenses	$10,000
	Implementation	$40,000
ITC	Software Licenses	$10,000
	Implementation	$25,000
Total	**Software**	**$20,000**
	Implementation	**$65,000**
	Overall Budget Impact	**$85,000**

Budget Source (select all that apply):

X **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:** _Strategic Plan Program

Date of Funding Request: September 29, 2021

Funding Required for (date range): April 1 2022

ISSUE/OPPORTUNITY:

The Islands Trust has been awarded a Government of British Columbia "Local Government Development Approvals Program" (LGDAP) grant intended to improve service delivery. The grant will assist in transitioning from the legacy Trust Area Property Information System (TAPIS) application management software to industry standard information management software in order to improve application processing. TAPIS is currently the sole repository and management system for Islands Trust land use information, development applications, bylaw enforcement files, and Islands Trust Conservancy files. For nearly 20 years this application has been central to Islands Trust information management, yet the software represents a series of technological challenges and limitations, including:

- No online transaction capacity
- No online application status tracking
- Limited integration of mapping
- No online access from the field
- Limited reporting capacity
- Ongoing software maintenance risks associated with in-house development skills

New information management software will improve all aspects of application processing. Including:

- Consistent template letters, receipts, forms and reports
- Transparent sequencing of applications.
- Property files will be more readily searchable and available to staff and public.
- Processing of information and timelines in response to freedom of information requests will be improved.
- Third party development and maintenance means ongoing and reliable support, upgrades and long term feature and performance improvements.

Expanding the scope of the LGDAP software implementation to include bylaw enforcement and Islands Trust Conservancy file management would unify the Islands Trust information management platform, and further improve service delivery. One platform enables staff to effectively manage and track associated bylaw cases and conservation files, while further supporting public transparency and self-service.

PROJECTED RESULTS/DELIVERABLES:

There are three elements to the overall project:

1. A review by a qualified external consultant on the actual processes undertaken. This will focus on the steps, reporting, and the detail in the reporting to the elected officials for each type of major application. Part of this will be to look at means to "fast-track" or "prioritise" those applications that improve equity and access to affordable housing.

2. Provision of new technology for use by staff and the public by replacing the in-house property information system with a new system. The intent is to use a system that follows accepted protocols in BC local governments. The new system will provide more reporting options (currently limited) on applications and harmonisation of tracking of staff time on applications for reporting purposes (currently done via two different systems that cannot share data). The new system would include an application portal for the public to make and track applications. This project will provide more clarity and transparency, and also, through better tracking, provide data for analysis of application processing, enabling the continual adjustment of processes and resource allocation over time.

3. Training: delivery of in person and knowledge base material will be paramount to the success of this transition between information systems.

These together will provide a much smoother, more efficient and more transparent process than we are able to provide with the current technology and systems.

The funding request is to expand the scope of the LGDAP software implementation to include bylaw enforcement and Islands Trust Conservancy file management. This represents an opportunity to unify the Islands Trust information management platform, and further improve Islands Trust service delivery. One platform enables staff to effectively manage and track associated bylaw cases and conservation files, while further supporting public transparency and self-service.

RISK ASSESSMENT:

1. That the ITC and bylaw enforcement file management components cannot be integrated for the proposed additional funding.

ALTERNATIVES CONSIDERED:

Option 1: Supplement grant funding to incorporate bylaw enforcement and Islands Trust Conservancy in Local Government Development Approvals Program.

Option 2: Proceed with grant funding only and include application processing in the review

CRITICAL SUCCESS FACTORS:

- External review of application processing procedures
- Implementation of industry standard, application processing software
- In-person training and development of training materials for all relevant staff
- Inclusion of bylaw enforcement and ITC file management software in the program

RECOMMENDED OPTION:

Option 1 is recommended.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>

- The requested funding to include ITC and bylaw enforcement in the program will supplement the $367,000 grant.

<u>Qualitative Analysis:</u>

This will further the implementation of the LPS Renewal initiative by improving application processing procedures, workflows, tracking and reporting.

PURCHASING PROCEDURE:

As per Islands Trust process for procurement

PROPOSED IMPLEMENTATION STRATEGY: • Procurement process for external review of application processing • Procurement process for industry-standard software and training
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Reports to Trust Council via Regional Planning Committee.

Robert Kojima, Regional Planning Manager David Marlor, Director, Local Planning Services	September 22, 2021
Initiator Name and Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Trust Council approval of its work program for FY22/23.

TO BE COMPLETED BY INITIATOR

Initiated by:
Carmen Thiel

Business Area:
Executive Office

Name of Request:
Electronic Document Management

To develop a program for Islands Trust's electronic document management, which meets Canadian General Standards Board (CGSB) *Records As Documentary Evidence.*

Item	Cost
Phase 1 - Consulting hours: $160 per hour X 35 hours	$5,600
Consultant expenses (if applicable, i.e. outside of Victoria, BC); if the consultant was Victoria based, this amount would be used for consulting hours.	$900
Total Budget	**$6,500**

Budget Source (select all that apply):

X **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:** _Strategic Plan Program

Date of Funding Request: October 14, 2021

Funding Required for (date range): April 1 2022

ISSUE/OPPORTUNITY:

Since approximately 2007, Islands Trust has invested in staff and consultant time to develop its records management system, which is based on Records Management for Local Government Organizations. In 2011, Trust Council adopted Bylaw 144 to authorize the records management system currently in place that applies to both paper and electronic records.

As an adjunct/next step to the Trust's Records and Information Management (RIM) program, staff are recommending that a program be developed to ensure that current digital records are managed as required and so that subsets of digital records can be designated as authoritative records which meet the standards of authenticity, reliability, integrity, usability and metadata. Electronic records require different measures and controls from those in paper or hard copy format. Currently we work in a mixed environment of paper and electronic formats but want to move towards a "paperless" electronic format wherever possible.

Electronic Records as Evidence
Electronic records management systems are governed by a mix of statue law and court decisions. A cornerstone of the law of evidence in Canada is that only relevant and truthful evidence is admitted into court.

In the past, the "official" record was most always determined to be a printed or hard copy document, even if it was first generated as a digital record. Now we have the possibility of using electronic records as evidence, and need to decide which format to treat as the official record. By creating the policies and procedures needed to meet CGSB's requirements, Islands Trust can have assurance that its electronic records are legally admissible and that "digital only" documents identified in the program will stand as the authoritative record, with the added benefit of being paperless.

PROJECTED RESULTS/DELIVERABLES:

Elements to the overall project:

1. Have a qualified external consultant, who is a certified records manager and well versed in information governance and records management, begin the work of developing policies and procedures for Islands Trust's electronic "digital born" records as well as scanned paper records. This should include recommendations on the use of electronic signatures.

2. Ascertain whether the creation of such a program should best be done in a phased manner depending on the complexity involved in its development and implementation. This may result in the program being implemented over several years.

3. Once the above referenced program is developed, forward the policies for the program to Trust Council for adoption.

4. Have the related operational procedures adopted by the management team for implementation by records management staff.

5. A scanning program of sub-sets of paper records may be undertaken as a separate phase of this overall project, resulting in considerable savings in storage costs when we are no longer required to keep paper records.

6. The Legislative Services Manager and the staff-based Records Management Committee would assist the consultant wherever possible in the development of the program to realize cost savings on the project.

RISK ASSESSMENT:

1. Without such a program in place, staff continue to work in a mixed format of paper and electronic documents. Staff are eager to move to a paperless work environment. The risk of informally moving to electronic-only documents is that they may not stand the test of legal admissibility and may not be in compliance with national/international standards or applicable law (provincial or federal).
2. Staff do not have the expertise or experience to develop such a comprehensive program as it applies to electronic records.

ALTERNATIVES CONSIDERED:

Option 1: Hire a qualified professional consultant to develop a program for the management and use of digital-only records, for approval by Trust Council. This may require a phased multi-year approach to develop and implement such a complex program.

Option 2: Continue with the current mixed format environment (paper and electronic documents) and print off records as the authoritative version for storage at Islands Trust offices, and ultimately in the warehouse used by Islands Trust.

CRITICAL SUCCESS FACTORS:

- Development of a comprehensive program which applies to electronic records, both digital born and scanned versions of paper records in compliance with laws and recognized standards;
- Adoption of the program policies by Trust Council;
- Implementation of policies and procedures by staff.

RECOMMENDED OPTION:

Option 1 is recommended.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

The requested funding, including additional phases of the project which may be necessary, will be offset by savings in off-site storage, photocopy, and paper costs.

Qualitative Analysis:

This phase of managing digital records is considered an adjunct to the records management program for Islands Trust adopted by Trust Council in 2011.

PURCHASING PROCEDURE:
As per Trust Council's procurement policy.

PROPOSED IMPLEMENTATION STRATEGY:

- The implementation strategy would be developed after the program/policy was adopted.
- Staff training on the program would be required with the possibility that it could be provided by staff.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

All staff, and in particular assigned records management staff, would be affected by and expected to follow the adopted program and procedures and training would be provided in order to accomplish this.

Carmen Thiel, Legislative Services Manager	October 14, 2021
Initiator Name and Title	Date
Russ Hotsenpiller, CAO	October 14, 2021
Reviewed by: Name and Title	Date

ISLANDS TRUST
Draft Budget 2022-23
LTC PROJECTS BUDGET

ITEM	LTA	AMOUNT	TOTAL
Specific Projects >$5000:			
*GAB Housing project	GAB	60,000	
**GM OCP	GM	40,000	
DE OCP and LUB Housing and ST Rentals Review	DE	13,500	
SSI Protection CDF Zone and Assoc. Ecosystems	SSI	32,000	
SSI Ganges Village (phase 2)	SSI	51,000	
SSI Housing Action Program (phase 2)	SSI	25,000	**221,500**
Amount per LTC:			
Placeholder	DE	2,000	
Placeholder	GAL	2,000	
Placeholder	GB	2,000	
Placeholder	GM	2,000	
Placeholder	HO	2,000	
Placeholder	LA	2,000	
Placeholder	MA	2,000	
Placeholder	NP	2,000	
Placeholder	SAT	2,000	
Placeholder	SP	2,000	
Placeholder	SSI	2,000	
Placeholder	TH	2,000	
Placeholder	BW	2,000	
Pool for Allocation to LTCs in Year			**26,000**
Total LTC Projects budget			**247,500**

*Business case pending from LTC
**Business case submitted late with revised amount at $17,000 not $40,000

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Heather Kauer
On behalf of the DE LTC

Business Area:
Denman Island Local Trust Committee – LTC projects

Name of Request:

DE LTC – Denman OCP and LUB Housing and Short Term Rentals Review

2022/23 - $13,500
2023/24 - $8,000

DE-2021-060
It was MOVED and SECONDED,
that the Denman Island Local Trust Committee request staff forward the Denman Affordable Housing project Business Case to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/23 Islands Trust budget.

Budget Source (select all that apply):

■ **Specific Project Funding**
- ■ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software**

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

Temp Duration: ___________________

■ **Other – please describe:**
Honoraria for speakers/First Nations' for on-going meetings and participation, minute taking, technology support, mapping, facility rental, open-house meetings and material, , legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.

Date initiated: July 6, 2021;
Resolution DE-2021-060

Date required: April, 2022 -March 31, 2023

BACKGROUND:
Low diversity of housing types and low rental vacancy are the prominent housing challenges on Denman island. As of June, 2021, the preschool, General Store, and at least one farm are having trouble finding staff, mainly due to lack of housing on the island. With high land values also comes the desire to revitalize and monetize properties, which often negatively impact the environment and neighbourhoods as well as the island's housing market options for most average income households on the island.

PROBLEM STATEMENT/OBJECTIVES:
Amendments to the OCP and LUB would tackle a range of issues that impact the affordability of housing and the types of housing as they relate to the locations, sizes, and designs of housing development. Furthermore, the existing policies within the OCP are outdated and no longer reflect the current housing conditions, as well as infrastructure servicing, transportation system, environmental conditions and other elements that impact the availability, affordability and diverse housing types on the island. The current OCP policies and LUB regulations related to housing also need to be updated to implement the recommendations of the *Islands Trust Northern Region Housing Needs Assessment, 2018* and Section 473 of the Local Government Act requiring that OCPs include housing policies that address housing needs.

Active and meaningful engagement with First Nations based on the standard of Free, Prior and Informed Consent (FPIC), on-going collaboration with external agencies and local organization, as well as the public at-large will also be part of this planning process. It is important to note that, the traditional practice is to provide a capacity funding to support First Nations' participation, which amounts to approximately $200 per person, per meeting. For the nations to review any draft documents, it will be around $2000 per nation per review.

The creation of a project of this scale will rely on a successful public engagement process which requires a skilled facilitator to deal with a diverse group of stakeholders and the numerous issues affecting their community.

PROJECTED RESULTS/DELIVERABLES:

Funding request for Stage 1 (FY22/23)	**Target Duration**	**Cost**
First Nation Consultation early and ongoing Coordination with First Nations' staff Collaborations with First Nations in their preferred methods	One half day	$2,500
Consultant Contract – Public Engagement	Over the course of 2022	$10,000
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, meetings with stakeholder groups and agencies	Over the course of 2022	$ 1,000
Finding Request for Stage 2 (FY23/24)		
Draft amendment to OCP/LUB – Regional Planning Team	Over 5 months in late 2023	$
Legal review	Focus on review of draft bylaws	$ 6,000
Development of communication and educational info / Community Information Meeting(s) Public Hearing	Over the course of 2023 - 2024	$ 2,000

Progress update and public meetings	Multiple - TBA	$

ALTERNATIVES CONSIDERED:

Option 1:
Keep the same project charter but consider one or all of the following options:

- Plan public engagement activities that could be accomplished entirely by Regional Planning Team members;
- Extend the proposed project duration;

Option 2:
Request that the Regional Planning Committee develop model OCP policies and LUB regulations that promote affordable housing Trust-wide.

This alternative would maximize Trust budget dollars by creating models that can be considered by all LTCs in the Trust area and not just benefit one LTC. However, the Denman LTC considers housing to be an urgent enough matter in the Denman LTA that a housing project should be prioritized sooner than a Trust-wide process might allow.

Option 3:
Keep the same project charter and budget but fund the project via a Special Tax Requisition (this would require reconsideration for next 2022/23 fiscal budget).

The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. The impact of funding this project via special tax requisition is to minimize the impact to the overall proposed Trust Council budget whereas the special tax requisition would have a more dramatic impact on local Denman Island taxpayers.

CRITICAL SUCCESS FACTORS (List):

- Regional Planning Team capacity to manage the project in 2022/23;
- Continued prioritization of the project by Denman Trustees after the 2022 election.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Enhanced engagement with First Nations and stakeholders, APC referral, and online tools are proposed with consultant facilitation.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $13,500 for Stage 1 as per project breakdowns above
- $8,000 for Stage 2

Qualitative Analysis: If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Denman Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Denman Island.
RECOMMENDED DECISION: The DE LTC will be seeking approval from the Director of LPS of $5,000 for fiscal 2021/22 to initiate the overall project. The present funding request is for $13,500 for fiscal 2022/23 to allow a consultant to conduct public engagement related to housing on Denman Island. An additional $8,000 is anticipated to be needed in fiscal 2023/2024 to develop bylaw amendments and initiate legal review to complete the project.
PURCHASING PROCEDURE:

Denman Island Local Trust Committee

Initiator:

July 6, 2021

Date

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. 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

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Initiated by:
Marnie Eggen
On behalf for the GM LTC

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<u>**Budget Source**</u> (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

■ **Other – please describe:** 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.

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Business Area:
Gambier Island Local Trust Committee – LTC projects

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Name of Request:

GM LTC – Gambier OCP and LUB Targeted Review Project

2022-2023 - $17,000.00

2023-2024 - $13,000.00

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Date of Funding Request: September 24, 2021

GM LTC Resolution: May 27, 2021:
GM-2021-038
It was MOVED and SECONDED
that the Gambier Island Local Trust Committee endorse the Gambier Island Official Community Plan Land Use Bylaw Targeted Review Project Charter, as amended, dated May 27, 2021.
CARRIED

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Funding Required for (date range):
April 2022 – March 31, 2023

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ISSUE/OPPORTUNITY:
The Gambier Island OCP and LUB targeted review is a top priority project aimed at these focussed and interconnected topic areas: heritage preservation and protection (mainly 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 meaningfully engagement with Sḵwx̱wú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gambier Island's OCP, which have 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 completion of a project of this scale will rely on a successful public engagement process which requires support from a skilled engagement professional with expertise in indigenous and non-indigenous engagement and land use planning policy and regulation review. The completion of this project will also rely on mapping and geospatial data, along with ecological and indigenous expertise to assist with analysis.

Background:
The first phase of this project will take place this fiscal (2021-2023) and be dedicated to developing an engagement and communications plan for the OCP-LUB targeted review and exploring data and mapping needs. The current LTC project budget will cover the anticipated costs for fiscal 2021-2023. The second and third phase of this project is dedicated to undertaking engagement and communications as recommended in the plan with targeted support from an engagement professional and continued work on identifying priority areas for protection.

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

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

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 2: Consultation & Bylaw Development (2022-2023)	Target Duration	Cost
Indigenous and non-indigenous engagement as per the Engagement and Communications Plan developed in Phase 1 with targeted support by consultant	Spring – Summer 2022	$15,000.00
Analysis of data/mapping for priority setting & developing criteria to	July 2021 – Fall	$2,000.00

identify target areas for consideration of protection with support from scientific and indigenous expertise	2022	
Introduce draft bylaw language	Spring 2022	
Introduce draft bylaws, early referral to First Nations and others	Summer - Fall 2022	
Funding Request for Phase 3: Legislative Process and Implementation (2023-2024)		
Legal Review	Winter 2023	$3,000.00
1st reading, further engagement, referrals to First Nations and agencies	Spring 2023	$5,000.00
Consideration of changes and 2nd reading	Summer 2023	
Community Information Meeting and Public Hearing	Summer/Fall 2023	$3,000.00
3rd reading	Fall 2023	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2023	
Final Adoption	Winter 2023/24	
Bylaw amendment communications		$2,000.00

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables:
  - Regional Planning Team capacity to manage the project in 2022/2023 and 2023/2024 along with other competing LTC projects that are yet to be approved for that timeframe;
  - Capacity and available expertise to support mapping and data needs within the budget;
  - Other staffs' capacity to provide support to the project in 2022/2023 and 2023/2024;
  - First Nation capacity and interest to engage may not align with project timelines;
- Cost of First Nation honoraria, compensation for referral review may be beyond budget;
- Continued prioritization of the project by the Gambier LTC may be at risk after the 2022 election.

ALTERNATIVES CONSIDERED:

Option 1: Increase/no level of involvement of engagement consultant

<u>Increased involvement</u>

- More robust consultation with multiple events, all undertaken by consultant; increased possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by consultant and/or by staff;
- Over $75,000.00 overall budget, which may require use of Surplus or special property tax requisition
- Timeline of 2-3 years, likely less than current proposal; would continue into next political term.

<u>No involvement</u>

- Minimal consultation undertaken by staff, hampering possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by staff;
- Under $40,000 overall budget, likely funded with LTC project budget funds of under $5,000.00/fiscal;
- Extend timeline to 2.5 – 4 years or longer; would continue into next political term.

Option 2: Expand the bylaw review to a Comprehensive OCP review or limit to one topic in the targeted review

Expand Review

- Overhaul of OCP and LUB; last reviews were in 2001 and 2004 respectively;
- Possibly extending timeline to 2.5 – 4 years; would continue into next political term;
- Would likely require engagement consultants;
- Would likely result in substantial increase overall budget, which may require use of Surplus or special property tax requisition.

Limit Review to one topic area

- Fewer updated policies, and risk that OCP continues to not reflect current and future community needs;
- Possible timeline would continue to into next political term;
- Would not likely require engagement consultant;
- Would likely result in substantial decrease in overall budget, funded with LTC project budget funds of under $5,000.00/fiscal.

Option 3: Do not undertake a Gambier Island Official Community Plan/Land Use Bylaw Targeted Review

- Missed opportunities:
  - to build relationships with First Nations in the Howe Sound;
  - for Gambier Island OCP and LUB to:
    - reflect First Nation's reconciliation in accordance with Gambier Island's standing resolution and protect indigenous cultural heritage;
    - advance the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems";
    - advance the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems"

CRITICAL SUCCESS FACTORS:

- See Risk Assessment above for critical success factors and risks involved.

RECOMMENDED OPTION:

The present funding request is for $17,000.00 for fiscal 2022/23 to allow the Gambier Island OCP-LUB project to progress to Phase 2, accommodating the support from a community engagement professional and ecological/mapping expertise. An additional $13,000.00 is anticipated to be needed in fiscal 2023/24 to advance draft bylaws through the legislative process and in order to complete the project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$17,000.00 for fiscal 2022/2023 for Phase 2
$13,000.00 for fiscal 2023/2024 for Phase 3
Includes cost savings by limiting consultant involvement to significant engagement events/activities.

Qualitative Analysis:

If no action is taken, Gambier Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development.

PURCHASING PROCEDURE: - Direct award or RFP to engagement consultant for targeted support during Phase 2 and 3. - Direct award or RFP to ecological/mapping expertise for assisting with prioritizing areas for protection.
PROPOSED IMPLEMENTATION STRATEGY: - See Projected Results/Deliverables above.

Marnie Eggen, Island Planner on behalf of Gambier Local Trust Committee
Initiator Name and Title

October 1, 2021
Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by: Jason Youmans, Island Planner On behalf of SS LTC **Business Area:** Salt Spring Island Local Trust Committee – LTC Projects Local Planning Services **Name of Request:** SS LTC – Protection of the Coastal Douglas-fir Zone and Associated Ecosystems 2022/23 - $32,000	**<u>Budget Source</u>** (select all that apply): ■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ■ **Other – please describe: ______________________** Honoraria for speakers/First Nations for ongoing meetings and participation, minute-taking, technology support, mapping, facility rental, open house meetings and materials, legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.
Project Initiated: July 20, 2020 **Funding request initiated:** October 5, 2021 **Resolution SS-2021-182** *That the Salt Spring Island Local Trust Committee endorse the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems Business Case shown in Appendix 1 of the staff report dated October 5, 2021, as amended, and forward it to the*	**Funding Required for (date range):** April 2022 – March 2023

Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/23 Islands Trust budget. **CARRIED**	

BACKGROUND: In 2018, the Islands Trust developed a Toolkit that outlined methods for protecting the Coastal Douglas-fir zone and associated ecosystems. In 2019, the Salt Spring Island Local Trust Committee (SS LTC) identified 'Protection of the Coastal Douglas Fir Ecosystem' as a Strategic Priority item for the 2018-2022 term. This project will implement the SS LTC's Strategic Priority and the Islands Trust's Toolkit on Salt Spring Island.

PROBLEM STATEMENT/OBJECTIVES:

Per the project charter, the objectives of this LTC project are as follows:

- maintain contiguous forest cover;
- protect and restore functioning ecosystems;
- protect watershed ecology; and
- honour Coast Salish cultural heritage; and
- Minimize wildfire risk

At its meeting of August 31, 2021, the SS LTC resolved to direct staff to include in this business case $17,000 in spending to fund wildfire ecosystem risk assessment and mitigation work associated with the CDF ecosystem.

Additionally, the LTC will strive to ensure that any policy or regulatory changes that result from this project are consistent with Indigenous perspectives and values relative to the island ecosystem and that area First Nations with treaty and territorial interests in Salt Spring Island have the opportunity to participate in the project. Capacity funding to support First Nations' participation is anticipated to require in the order of $200 per person, per meeting. For the nations to review any draft documents, it will be around $2000 per nation per review.

Finally, among the options for an equitable approach to forest protection that does not leave some land owners feeling that they are "losing" something, is exchanging additional density for environmental protection. However, staff are not equipped to calculate the appropriate trade-off between X additional densities for Y hectares of protected land. As such, a report from a professional property appraiser is required.

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Stage 2 (FY 22/23)	Target Duration	Cost
First Nations Consultation		$3,500
Consultant – Density Bonus Zoning Appraisal Report		$4,000
Consultant – Fire Ecology Risk Analysis		$12,000
Fire Ecology Risk Reduction Workshop		$5,000
Regulatory and Policy Development		$5,000
Communications and Education Materials		$2,500

RISK ASSESSMENT:

- Public opposition – Significant pushback from segments of the community could dent the SS LTC's enthusiasm to see the project through to completion.

- Timelines – If the SS LTC intends this project to culminate in policy or regulatory changes these are unlikely to conclude by end of term.

ALTERNATIVES CONSIDERED:

Option 1
Fund the project as a "minor" project with a budget under $5,000 and for which a budget business case is not required

The implications of this option are that the SS LTC would be unable to fund the fire ecology work recommended by the Ecological Research Network, nor hire a professional appraiser to help determine what, if any, trade-off between additional residential densities in exchange for forest protection in perpetuity is appropriate.

The project would also be limited to the "document referral" model of First Nations engagement from which the Islands Trust is trying to move away unless capacity funding became available through the Senior Intergovernmental Policy Advisor's office.

Option 2
Fund the project as proposed through a special property tax requisition

The implications of this option are that the SS LTC would likely have two special property tax requisitions for the 2022/23 fiscal year; one to maintain the Salt Spring Island Watershed Protection Alliance (SSIWPA) and one to carry out the consultation program associated with its Coastal Douglas-fir Ecosystem Protection Project. It is unclear whether the SS LTC is interested in pursuing an additional special property tax requisition.

Option 3
Terminate the project

The SS LTC may determine that it is not interested in pursuing a policy or regulatory approach to CDF protection on Salt Spring. If so, this project should be terminated or its charter should be significantly amended to reflect more modest aspirations.

CRITICAL SUCCESS FACTORS:
- Consultants that deliver the products requested;
- Continued prioritization by SS LTC after the 2022 election

RECOMMENDED OPTION:

That the Salt Spring Island Local Trust Committee requests Islands Trust Financial Planning Committee include $32,000 in the 2022/23 to fund the SS LTC's Protection of the Coastal Douglas-fir Zone and Associated Ecosystems Project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

The budget proposed here corresponds to the components that the LTC has requested be included in its project. The budget reflects that anticipated costs of those components.

Qualitative Analysis:

The LTC has requested the inclusion of fire ecology assessment. It is assumed this work will inform future policy and regulation development.

The Islands Trust has made substantial commitments to reconciliation with Indigenous people and nations of the Islands Trust area. It is important to ensure that projects are adequately funded to meet these commitments.

PURCHASING PROCEDURE:

RFP or Direct Award – Density Bonus Zoning Appraisal Report

RFP – Fire Ecology Risk Analysis/Policy and Regulatory Development

PROPOSED IMPLEMENTATION STRATEGY:

See project charter in Appendix 2 of the staff report of October 5, 2021.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The SS LTC has already created collaborations on this project by partnering with the Ecological Research Network/Transition Salt Spring to deliver educational/communications materials. The SS LTC has signalled its intention to deepen this partnership by helping carry out the fire ecology assessment work advocated by the ERN.

The LTC's Science Working Group contains members drawn from academia, forestry, fire protection, and local conservation initiatives.

As this project advances it will require significant attention to how initiatives are communicated to ensure that the public understands the nature of any proposed actions.

Jason Youmans, Island Planner	September 23, 2021
Initiator Name and Title	Date

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by: Louisa Garbo **Business Area:** Salt Spring Island Local Trust Committee **Name of Request:** Ganges Village Project – Public Engagement Budget request: $51,000	**<u>Budget Source</u>** (select all that apply): **X Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ____________________ **X Other – please describe:** UBCM-C2C Funding (granted)
Date of Funding Request: July 10, 2021	**Funding Required for (date range): April 1 2021-March 31, 2022**

ISSUE/OPPORTUNITY:

The Ganges Village Area Plan proposal was approved in the 2021-2022 budget review, this is a request for the 2022-2023 portion of the budget in order to secure funding to complete the project. No amendment is proposed for this project, please see Appendix 1 on the original business case for the project.

PROJECTED RESULTS/DELIVERABLES

Budget request for FY 2022-2023

Meeting	Deliverable/Milestone – Phase 2	Cost
	Research and analysis/meeting with participants/agencies	0
	Consulting support and technical analysis and development of policies to address elements such as transportation, climate change (potential partnership with universities)	$20,000
	Mapping and technological support on the production of the area plan	$4,000
TBD	Open houses on draft Ganges Village Area Plan - virtual and/or COVID-safe meetings	$3,000 - Technology support/COVID safety measures/facility rental and set ups
LTC	Progress update and public meetings	$0
		$27,000

Meeting	Deliverable/Milestone – Phase 3	Cost
	Draft amendment to governing documents	0
TBD	Open houses on draft amendments - virtual and/or COVID-safe meetings	$3,000 - Technology support/COVID safety measures/facility rental and set ups
	Legal review	$15,000
	Development of communication and educational info, printouts, mailings, brochures, posting of meetings and legal notifications	$6,000
LTC	Progress update and public meetings	$0
		$24,000
	TOTAL	**$51,000**

Amount approved for FY 2021/2022 was $95,000. Cost incurred as of the date of this request is estimated to be $72,681.85, with the following breakdowns:
First Nations engagement $1,047.50
Contracted public engagement service $70,000
Task Force support $246 on minutes, $735 for in-person meeting (Aug –Dec 2021)
Communication and educational info $653.35

RISK ASSESSMENT:

No change from original proposal. Please see Appendix 1

ALTERNATIVES CONSIDERED:

No change from original proposal. Please see Appendix 1

CRITICAL SUCCESS FACTORS:

No change from original proposal. Please see Appendix 1

RECOMMENDED OPTION:

Approve the request for $51,000 (the remaining funds to be supplemented by other sources).

COST/BENEFIT ANALYSIS:

No change from original proposal. Please see Appendix 1

PURCHASING PROCEDURE:

No change from original proposal. Please see Appendix 1

PROPOSED IMPLEMENTATION STRATEGY:

No change from original proposal. Please see Appendix 1

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

No change from original proposal. Please see Appendix 1

Louisa Garbo, Island Planner	July 14, 2021
Initiator Name and Title	Date
Stefan Cermak, RPM	November 5, 2020
Reviewed by: Name and Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by: Stefan Cermak, Louisa Garbo, On behalf of the SSI LTC **Business Area:** Salt Spring Island Local Trust Committee – LTC projects **Name of Request:** **SSI LTC - Housing Action Program** 2022/23 - $25,000	**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:** honoraria for speakers/First Nations' for on-going meetings and participation, minute taking, technology support, mapping, graphic design, facility rental, open-house meetings and material, honoraria for partnership with university, legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.
Date of Funding Request: January 27, 2021	**Funding Required for (date range): April 1 2021-March 31, 2023**

ISSUE/OPPORTUNITY:

Salt Spring Island has the highest per capita homeless population in the Capital Regional District, with aging infrastructure in some parts of the island and lack of adequate infrastructure in others. Considering the growth patterns on the island, coupled by a number of issues relevant to the housing condition, such as the lack of affordable housing, low diversity in housing types, and low rental vacancy are all among the housing challenges on the island. With the high land values also comes the desire to revitalize and monetize properties, which often negatively impact the environment and neighbourhoods as well as the island's housing market options for most average income households on the island.

On December 17, 2019, the SSI LTC directed to work with Trustee Patrick to establish a Salt Spring Housing Working Group to advise the Local Trust Committee to provide advice and recommendations on policy and regulations to address housing needs across the housing continuum. Despite attempts, a formal Working Group was never established (i.e., no terms of reference, formal appointments of members or public meetings). Nevertheless, an informal Housing Working Group was formed to take on the initiative. The Housing Working Group submitted a report to the SSI LTC on October 6, 2020. At the same meeting the SSI LTC made "Housing Challenges and Solutions" a top priority and directed staff to provide a Project Charter for the implementation of this initiative. Note that the resolution directed staff to develop a project charter based on the received Working Group report.

On January 22, 2021, the SSI LTC adopted a project charter, a budget in principle, and other relevant matters:

> SS-2021-025 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve the "Housing Action Program" Project Charter as amended. CARRIED
>
> SS-2021-026 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee accept in principle the proposed "Housing Action Program" project budget. CARRIED
>
> SS-2021-027 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve the proposed "Housing Action Program" Task Force Terms of Reference. CARRIED
>
> SS-2021-028 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve in principle the proposed "Housing Action Program Public Engagement Framework". CARRIED
>
> SS-2021-029 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to review potential amendments to the Salt Spring Island Official Community Plan and the Salt Spring Island Land Use Bylaw as identified in the "Housing Action Program" Project Charter. CARRIED
>
> SS-2021-030 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to conduct early and ongoing engagement with at minimum First Nations, the Capital Regional District, the Agricultural Land Commission, School District No. 64, North Salt Spring Waterworks District, Salt Spring Island Fire and Rescue, Salt Spring Island Arts Council, the Chamber of Commerce, Salt Spring Island Community Services, BC Housing, The Ministry of Transportation and Infrastructure, health service, housing providers and coastal agencies, and Trust Council and other Local Trust Committees in accordance with Section 475 of the Local Government Act, on the proposed "Housing Action Program" and the proposed major amendment to the Salt Spring Island Official Community Plan. CARRIED
>
> SS-2021-031 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to seek opportunities for collaboration and efficiencies between the Housing Action Program Task Force and the Ganges Village Planning Task Force. CARRIED

The adopted "Housing Action Program" Project Charter implements the Housing Working Groups recommendations and intends to provide actions and measures to address the housing issues unique to Salt Spring Island. Actions proposed in the Project Charter includes a number of actions, such as the potential for a major amendment to the Official Community Plan. The amendment to the OCP will tackle a range of issues that impact the affordability of housing, the types of housing options, and the environmental sustainability as they relate to the locations, sizes, and designs of housing development. Issues such as water availability and the moratorium on new connections to the North Salt Spring Waterworks community water system, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, archaeological significance will all be examined in the process. Furthermore, the existing policies within the OCP are outdated and no longer reflect the current housing conditions, as well as infrastructure servicing, transportation system, environmental conditions and other elements that impact the availability, affordability and diverse housing types on the island. The current objectives with the OCP also do not reflect Trust Council's implementation of the First Nations Engagement Principles Policy, Trust Council's Reconciliation Declaration, and Trust Council's declaration of a Climate Emergency.

The Housing Action Program also includes the proposal of a number of amendments to the Land Use Bylaw, which includes secondary suites to be permitted in all residential zones (provided all conditions are met), amendment to the subdivision requirements (such as lot designs, lot coverage and sizes), and other regulatory standards that promote affordable housing and sustainable development. Finally, the Action Program proposes the development of incentives for pilot projects in an ecovillage type of development with a mixture of housing types and affordable housing, or other forms of development that incorporates sustainable site and building designs.

Active and meaningful engagement with First Nations based on the standard of Free, Prior and Informed Consent (FPIC), on-going collaboration with external agencies and local organization, as well as the public at-large will also be part of this planning process. There are twelve Nations impacted by the proposed project and will be part of the outreach and consultation process. However, it is important to note that, the traditional practice is to provide a capacity funding to support First Nations' participation, which amounts to approximately $200 per person, per meeting. For the nations to review any draft documents, it will be around $2000 per nation per review. Unfortunately the need for the capacity funding was not known prior to the development of the Project Charter budget, staff is proposing to cut the funding proposed for the partnership with the university and apply the amount to support the collaboration with First Nations.

The creation a Housing Action Program of this scale will rely on a successful public engagement process which requires a skilled facilitator to deal with a diverse group of stakeholders and the numerous issues affecting their community. Staff is proposing to combine some of the public engagement processes with that of the Ganges Village Area Plan - should the funding for the Area Plan is approved.

PROJECTED RESULTS/DELIVERABLES:

Funding request for Stage 1 (FY21/22)	Target Duration	Cost	Notes
Initial meeting between LTC and First Nations	One half day	$ -	To be jointly held with the Ganges Village Area Plan project
Task Force meetings (virtual or COVID-proof meetings) Open to the public	Over the course of 2021	$ 3,500.00	Cost anticipates advertising, honoraria for speakers, coffee and snacks, and minutes taking at ±$25/hr
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, task force meetings, meetings with stakeholder groups and agencies	Over the course of 2021	$ 1,000.00	

Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	Over the course of 2021	$ 4,000.00	
First Nation Consultation early and ongoing Coordination with First Nations' staff Collaborations with First Nations in their preferred methods	Over 12 months	$ 2,500.00	Cost anticipates advertising, honoraria for participants, coffee and snacks
Multiple virtual and/or in-person COVID-safe open houses and community engagement meetings	Over 12 months	$ 3,000.00	Technology support, facility rental, and open houses material
Union staff over-time off business hours meetings	Over the course 2021 and 2022		$ 2,000.00 (staff cost)
Research and analysis/meeting with stakeholders/agencies	Over 12 months	$ -	
Consultation and collaboration with 12 First Nations	Summer 2021 to Spring 2022	$ 20,000.00	
Mapping and technological support, and graphic design on the production of the area plan	Over the course of developing the plan	$ 8,000.00	
Open houses on draft SS OCP - virtual and/or COVID-safe meetings	TBD	$ 3,000.00	Technology support/COVID measures/facility rental and set ups
	Total	**$45,000**	
Finding Request for Stage 2 (FY22/23)			
Draft amendment to OCP/LUB	Over 5 months in late 2022	$ -	
Open houses on draft amendments - virtual and/or COVID-safe meetings	Multiple meetings in 2022	$ 3,000.00	Technology support/COVID safety measures/facility rental and set ups
Legal review	Focus on review of draft bylaws	$ 20,000.00	
Development of communication and educational info, printouts, mailings, brochures, posting of meetings and legal notifications	Over the course of 2022	$ 2,000.00	
Progress update and public meetings	Multiple - TBA	$ -	
	Total	**$25,000**	

RISK ASSESSMENT:

Salt Spring Island is facing immense development pressures exasperating an issue already considered a crisis. The development pressure is affecting all issues relating to housing: diversity of type, tenure, affect to the environment, affordability and so on. The SSILTC is of the opinion that addressing housing issues cannot occur without consideration of land use impacts, First Nations, climate change etc.

Without updating the OCP, or some mechanisms to address the housing conditions on the Island, the Island will continue to grow in the direction that deviates from the objectives set forth in the Trust Council Strategic Plan, specifically on "ensuring human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of Trust Area ecosystems, and to sustain island character and healthy communities," and last, but not least, the Trust Council's commitment to First Nations Reconciliations, and their declaration on Climate Change Emergency.

ALTERNATIVES CONSIDERED:

Option 1:
Keep the same project charter but consider one or all of the following options

- Undertaking less actions within the proposed Project Charter, such as tabling amendments to LUB, or any incentive programs;
- Seek various funding sources;
- Extend the proposed project duration;
- Seek unpaid internship with university.

Option 2: Keep the same project charter and budget but fund the project via a Special Tax Requisition (this would require reconsideration for next 2022/23 fiscal budget).

The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. Salt Spring Island contributes the greatest portion of funding to the Islands Trust federation model. Salt Spring Island already uses a special tax requisition to fund SSIWPA which assists other water sustainability projects throughout the Trust area. The impact of funding this project via special tax requisition is to save the overall proposed Trust Council budget of approximately 1%, whereas the special tax requisition would have a more dramatic impact on local Salt Spring Island taxpayers.

CRITICAL SUCCESS FACTORS:

Consider innovative approaches, invest in the public engagement as well as partnership with agencies and stakeholders, as well as on-going consultation with First Nations.

A model for addressing housing issues that is replicable throughout the Trust area.

RECOMMENDED OPTION:

The SSI LTC is requesting approval of $45,000 for fiscal 2021/22.

An additional $25,000 will be required in fiscal 2022/23 to complete this project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $45,000 for Stage 1 as per project breakdowns above. (additional funds in the following fiscal for $25,000)

Qualitative Analysis:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Salt Spring Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its charm and character of being the best place to visit and to live within the Gulf Islands, and by extension, the Province of British Columbia. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Salt Spring Island.

PURCHASING PROCEDURE:

Will follow due process for proper procurement as set out in Trust Council procurement policy.

PROPOSED IMPLEMENTATION STRATEGY:

As indicated in the Project Charter, the duration of the project will likely take two fiscal years (i.e., Spring 2021/Spring 2023).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

A standard engagement and online tools have been proposed, and general stakeholder groups have been identified in the Housing Action Program Public Engagement Program. A specific list of contacts that include stakeholders, community groups, relevant agencies, and various First Nations communities is currently in progress.

Louisa Garbo, Island Planner	January 28, 2021
Project Manager Name and Title	Date
Stefan Cermak, RPM	January 29, 2021
Reviewed by: Regional Planning Manager	Date

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 20, 2021
From:	**David Marlor, Director, Local Planning Services**	**Date Prepared:**	October 13, 2021
SUBJECT:	**Local Planning Services – Projects Feasibility Assessment**		

PURPOSE: To provide the Financial Planning Committee with an update on existing projects undertaken by the Regional Planning Team, and provide funding requests and estimated planning resources to provide context for the planning project budget request for FY2022/23.

BACKGROUND:

The Regional Planning Team began work on transitional projects in November 2020, with the intent to move towards undertaking projects assigned based on a regional assessment. The policy to inform recommendations for project prioritization is in progress via the Regional Planning Committee, with the intent to provide an opportunity for Trust Council to review in December 2021, and consider adoption in March 2022.

For this budget cycle, Staff will present an update of the current Regional Planning Team work items, with estimated completion dates and budgets, and the requested projects from local trust committees Trust Council's Strategic Plan. Staff will assess the projects against available planning resources to assist with Trust Council making a decision on funding.

Long range planning undertaken by the Regional Planning Team is made up of three components:

1) currently active projects that will continue into FY2022/23;
2) Trust Council Strategic Plan items ear-marked for being undertaken in FY2022/23 by the Regional Planning Committee; and
3) new projects requested by the local trust committees that would be undertaken by the regional planning team (the team of planners assigned to working on major projects of local trust committees in a coordinated way).

The following three tables outline the projects in the three categories indicated above.

Table 1: Regional Planning Team – Current Work Program:

Note: the coloured bar and X indicate the expected quarter in which the project will complete.

Project	**Trust Body**	**Budget**	**Estimated staff time to complete in FY2022/23**	**Estimated Completion Date (Year – Month)**	**FY2021/22**		**FY2022/23**				**FY2023/24**			
					Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Floor Area Ratio report	RPC	$10,000		Completed										
Eelgrass Mapping	RPC	$55,000		2021-12		X								
Bonus Density	RPC	$5,000		2022-03	X									
CDF model DPA	RPC	$10,000		2022-03	X									
Shoreline Options	RPC	$10,000		Completed										
Heritage Overlay	RPC	$55,000		2021-03	X									

Project	Trust Body	Budget	Estimated staff time to complete in FY2022/23	Estimated Completion Date (Year – Month)	FY2021/22		FY2022/23				FY2023/24			
Mapping (phase 1 and 2)														
Subdivision proof of water	SSI			2020-12??										
CDF protection	SSI			2022-12			Budget requested		**X**					
Weston Lake Water availability	SSI			2021-11		**X**								
Watershed stewardship and protection	SSI			2021-03??										
RAR – Bowyer, Anvil	GM			2021-08??										
OCP	GM			2023-09			Budget requested					X		
RAR	TH			2021-09	**X**									
Farm Plan	DE			2022-09			Budget requested	**X**						
Housing Policy	MA	$2500	105 hours	2022-09				**X**						
Groundwater Sustainability	NP	$2500	140 hours	2022-12						**X**				
LUB Review	NP	$5000	70 hours	2022-12					**X**					
Groundwater Sustainability	GL	$2500	140 hours	2022-09				**X**						
TOTAL			455 hours											

For the 2022/23 fiscal year, the Regional Planning Committee has indicated that it is requesting funding to support the following projects, and passed the noted resolutions in order to undertake Strategic Plan items assigned to the Committee.

Table 2: Regional Planning Committee Strategic Plan Program Requests for FY2022/23

Item	Budget Request	***Estimated Staff Resources***	Resolution	Notes
Housing options workshop	$10,000	*Contract included in budget.* *70 hours to manage*	That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 4.4iv , as amended, to organize a workshop for planning staff to focus on the development of model bylaws to address housing options suitable to the Islands Trust area.	DE, GB and SSI are interested in housing-related projects.
Freshwater Strategy – outreach and engagement	$27,700	*Estimate 200 hours*	That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 2.4 – to support a Fresh Water Sustainability Strategy outreach and engagement plan.	Placeholder, subject to receipt and consideration of final Freshwater strategy report by Regional Planning

Item	Budget Request	*Estimated Staff Resources*	Resolution	Notes
				Committee and Trust Council.
Freshwater Strategy – State of Freshwater report	$41,000	*Co-op included in budget.* *140 hours to manage*	That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 2.4 **–** to support the creation of a 2022 State of Freshwater Report.	Placeholder, subject to receipt and consideration of final Freshwater strategy report by Regional Planning Committee and Trust Council.
Groundwater mapping (completion)	$50,000	*Contract.* *200 hours to manage*	That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 2.5 - to finish Groundwater Mapping in the Trust Area.	This budget may need to be increased to address RPC increasing scope by adding Salt Spring. This will be reported back to RPC in November.
Heritage Overlay Mapping	$74,000	*Contract* *140 hours to manage*	That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 4.8 - to finish the heritage conservation overlay mapping project.	Continuation of the reconciliation mapping project.
TOTAL	$132,700	*750 hours*		

The Regional Planning committee also passed the following resolution:

> ***It was MOVED and SECONDED,***
> *that Regional Planning Committee request staff to review the budget estimates within the 2022/23 business cases to ensure they reflect the committee's discussion on September 29, 2021, and are adequate for the intended work.*

The Regional Planning Committee expressed concern (reflected in the above resolution) that the funding to for the State of the Freshwater report was insufficient, given the scope laid out in the business case. Subsequently, Staff adjusted the funding request for the State of freshwater report to reflect this, and has flagged that the groundwater project may need additional funding to accommodate the addition of Salt Spring Island by the Regional Planning Committee. This will be presented to the Regional Planning Committee at a future meeting for endorsement or amendment. Business cases for these projects have been completed, and will be updated based on further decision by the Regional Planning Committee after receiving the Freshwater Strategy.

Local Planning Services received a grant of $367,000 to undertake a review of local planning services application processing, and update the software programs and technology that supports application processing. This grant needs to be used and reported back to Union of British Columbia Municipalities by September 2023. The grant covers 100% of software and consultants required to update our systems, but does not include Bylaw Enforcement or the Islands Trust Conservancy, who also use the Trust Area Property Information System. To address this, the Regional Planning Committee passed the following resolution:

> ***It was MOVED and SECONDED,***
> *that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for items not covered by the grant for the application processing services review project; and that the Regional Planning Committee endorse the project.*

Local Trust Committee Projects

Local trust committees were asked to provide business cases for projects over $5,000 they would like to start in FY2022/23, or continue from FY2021/22 into the next fiscal year. For projects less than $5,000, Staff once again propose a fund to allow such work as it arises in the FY2022/23. As 2022 is an election year, Staff do not anticipate many new small project starts, and recommend an amount of $26,000.

Local Trust Committees have indicated the following projects costing more than $5,000 for FY2022/23; for each of these business cases will be completed and presented to the Financial Planning Committee at the next meeting. Further assessments needs to be undertaken to ensure that staff resources will be available given current commitments of the Regional Planning Team, and that for each consideration of the impacts of the local election in October on the project timeline. It is unusual for local trust committees to begin major projects in an election year as there is a risk to the project by straddling an election.

Table 3: Local Trust Committee Program Requests

Item	**Budget Request**	***Estimate Staff Resources***	**Resolution**	**Notes**
Gabriola - Housing	$60,000	*350 hours to set up and management contract*	That the Gabriola Island Local Trust Committee request Staff to prepare a DRAFT business case for Local Trust Committee consideration, for submission to the Islands Trust Financial Planning Committee by October 2021 for a new multi-year land use planning program based on the June 7, 2021 outline by the Housing Advisory Planning Commission, to replace the 'Housing Options and Impacts Review Project' with "Biocultural and Housing Diversity Program" specifically designed to increase the island's biodiversity, housing diversity and freshwater protection over the next 10 years with the following elements: a) A lead planning consultant supported by the establishment of a temporary roundtable to co-design the framework and objectives of the program with input and/or membership from the Housing Advisory Planning Commission members, Snuneymuxw First Nation, Regional District of Nanaimo and Islands Trust Conservancy; b) Eventual replacement of the Housing Advisory Planning Commission with a Joint Task Force with membership from key partners and agencies to advise the Local Trust Committee and lead planning consultant on prioritizing project work, securing grants and collaborating on intergovernmental initiatives and opportunities.	Business case to be prepared and endorsed. Staff will be preparing a business case for the LTC to consider on November 25, 2021. Staff understanding is that this would be a coordinating role, similar to SSIWPA and therefore not a local planning project. This may require delegated authority from TC. The funding amount is based on SSIWPA for contracted coordinator.
Gambier OCP	$30,000	*Estimate 520 hours*	That the Gambier Island Local Trust Committee endorse the Gambier Island Official Community Plan Land Use Bylaw Targeted Review Project Charter, as amended, dated May 27, 2021.	Continuation of a project began in FY2021/22
Denman – short-term housing review	$13,500	*TBA but given budget, mostly in-house work so set aside 350 hours.*	That the Denman Island Local Trust Committee request staff forward the Denman Affordable Housing project Business Case to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/23 Islands Trust budget.	Total is $27,000 over three years assuming can start this year with $5,000, and complete in FY2023/24. Ask may be increased to $18,500 for FY2022/23 if cannot start this fiscal.
Hornby – OCP / LUB	$18,500	*TBA but given budget, mostly in-house work so set aside 400 hours.*	That the Hornby Island Local Trust Committee request staff to prepare a draft business case to assist the Hornby Island Advisory Planning Commission in its review of the Hornby Island Land Use Bylaw and Official Community Plan, that this business case include the use of a consultant for all or part of the work, and that staff forward the Business Case to the Islands Trust Financial Planning	Business case to be prepared and endorsed by the local trust committee at next meeting in December 2022.

Item	Budget Request	*Estimate Staff Resources*	Resolution	Notes
			Committee for consideration of inclusion in the 2022/23 Islands Trust budget. (8 Oct 2021)	
Salt Spring – Housing Action Program	$25,000	Estimate 350 hours	That the Salt Spring Island Local Trust Committee accept in principle the proposed "Housing Action Program" project budget. (Special Business Meeting Jan. 22, 2021)	Continuation of a project that began in FY2021/22
Salt Spring – Ganges Village Plan	$51,000	Estimate 350 hours	That the Salt Spring Island Local Trust Committee approve the proposed Ganges Village Area Plan Project Charter and project budget (Regular Business meeting Nov. 10, 2020)	Continuation of a project that began in FY2021/22
Salt Spring – CDF protection	$32,000	*Estimate 350 hours*	That the Salt Spring Island Local Trust Committee endorse the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems Business Case shown in Appendix 1 of the staff report dated October 5, 2021, as amended, and forward it to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/23 Islands Trust budget.	
Salt Spring – Watershed Protection	$40,900	*Estimate 350 hours*	That the Salt Spring Island Local Trust Committee endorse the business case for the Salt Spring Island Watershed Stewardship and Protection Strategic Plan attached as Appendix 3 to the staff report dated October 5, 2021 and forward it to Islands Trust Financial Planning Committee for inclusion in the fiscal 2022/23 budget.	Funded from SSIWPA reserve fund prior unspent.
TOTAL	$270,000	*3200 hours of planner time preliminary estimate*		

Summary of budget and resources requested.	**Total LPS project budget request for FY2022/23**	***Total estimated hours to undertake all project work by Regional planning Team***
Totals current, new LPS and RPC strategic plan.	$402,700	*4.405 hours*
Available planner hours (3 planners)	n/a	*3,300 hours*
Difference	n/a	*(1,105) hours more than available*

Staff Resources to undertake local planning services projects in FY2022/23

The preliminary estimates of the number of planner hours required for each project will be revised between now and the next Financial Planning Committee meeting. This will include expected resources required in FY2022/23 to complete current on-going projects, as well as the strategic plan items requested by the Regional Planning Committee, and the local planning services projects.

There are three planners assigned to the regional planning team yielding a total of 3,300 available hours during the fiscal year. This amount discounts the work day to account for administrative duties, as well as leave and holidays.

The total estimated resources for all of the projects listed above for FY2022/23 (current projects extending into FY2022/23, Regional Planning Committee strategic plan requests and local trust committee requests for FY2022/23) is currently 4,405 hours, which is beyond capacity based on the preliminary estimates. To address this, the project scopes will need to be reviewed and resources adjusted to keep them within the 3300 hours per year envelope. This may result in the need to add funding for consulting work, or reduction of the number of projects being undertaken.

The risk of not matching the resources to the project scopes is that the projects will become delayed, or not completed during FY2022/23.

Budget to undertake local planning services projects in FY2022/23

The total budget for the projects listed above for FY2022/23 is $402,700. The Financial Planning Committee may want to consider the ability of the local trust committees to complete the work in FY2022/23 given that it is an election year. Typically, in an election year, local trust committees are focused on wrapping up projects by August, as September and October are taken up by the election process. November and December are taken up by orientation of new trustees. Staff continue to undertake work during this period, but work involving public consultation and engagement is usually suspended during the election and orientation period. Local trust committees should consider this in their project business cases and adjust them accordingly.

Staff Summary

At present there is no robust way for Trust Council to collectively consider local trust committee project requests, and no framework for staff to offer advice in this area, other than the budget process. Consideration of local trust committee projects has historically fallen to the Financial Planning Committee to consider this from a financial perspective and offer advice to Trust Council during the budget process.

For this budget cycle, staff will refine the business cases and bring them back to the Financial Planning Committee. For future budget cycles, the Regional Planning Committee will be considering a revised policy that will provide for a means to better coordinate project requests. This policy is expected to be presented to Trust Council in March 2022 for consideration, with the intention to have a new policy in place for the new term of trustees beginning in November 2022.

ATTACHMENT(S):

1. **None**

FOLLOW-UP:

Staff will follow-up to ensure business cases are completed, scope considers the election in October of 2022, resource estimates are updated and realistic, endorsed by the relevant local trust committee, and then submit them to a future meeting of the FPC. Given the high dollar value of requested projects, Staff suggest further discussion to evaluate the projects and whether or not they can be adequately resourced during the fiscal year.

Prepared By: **David Marlor, Director, Local Planning Services**

Reviewed By/Date: **Russ Hotsenpiller, Chief Administrative Officer /Oct 15, 2021**

ISLANDS TRUST CONSERVANCY

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 20, 2020
From:	ITC Board	**Date Prepared:**	October 13, 2020
SUBJECT:	**ITC Budget Request**		

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

BACKGROUND: : Under Trust Council Policy 6.3.1, the Islands Trust Conservancy (ITC) Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations.

At its August 24, 2021 Special Meeting, the ITC Board provided the following resolution via Rise and Report:

> That the ITC Board direct staff to prepare an ITC Budget request, including the following items, and to return to the ITC Board for review in October:
> - Increases to the ITC budget to reflect the species at risk grant commitments, totaling $213,500;
> - An increase to the property management budget of $6,970 to reflect new nature reserves and covenants;
> - An increase to the travel budget of approximately $1,000 to accommodate additional travel needs for newly acquired remote properties;
> - Consideration of further increases to the property management budget to accommodate management planning needs for new nature reserves; and
> - Development of a business case for an increase to staff positions to expand the communications and fund development capacity of the ITC.

At its October 5, 2021, the ITC Board reviewed a proposed budget request and passed the following resolution:

> **ITC-2021-035**
> **It was MOVED and SECONDED,**
> that the Board approve the draft 2022/23 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2022/23 budget.

The budget as presented to the ITC Board is below as Table 1. Details of the budget request, are as follows:

- Increases to the ITC budget to reflect the species at risk grant commitments, totaling $213,500;
- An increase to the property management budget of $6,970 to reflect new nature reserves and covenants;
- An increase to the travel budget of approximately $1,000 to accommodate additional travel needs for newly acquired remote properties;

- Addition of $9,000 to the Property Management budget to accommodate an additional management plan required for Saturnina Island[1];
- Addition of 0.6 FTE Communications/Fund Development Specialist position (see attached business case); and
- Separation of Subscriptions and Membership from Communications allocations to reflect Islands Trust budget lines.

Table 1. Proposed Islands Trust Conservancy 2022/23 budget request.

		2021/22	2022/23		
Description	**Reference**	**Approved Budget**	**Islands Trust contribution**	**SAR grant contribution**	**TOTAL BUDGET**
Salaries and Benefits	Note 1	582,364	483,192	125,510	**608,702**
Communications		20,000	11,630	3,150	**14,780**
Subscriptions			1,000	-	**1,000**
Memberships			370	-	**370**
Board Honoraria		6,600	6,600	-	**6,600**
Board Meeting Expense		6,925	13,850	-	**13,850**
Board Training and Conferences		2,000	2,000	-	**2,000**
Property Management		124,810	97,780	40,000	**137,780**
Conservation Planning and Land Securement		30,000	16,000	13,500	**29,500**
Ecosystem Mapping		20,000	15,000	5,000	**20,000**
Legal		18,000	15,000	3,000	**18,000**
Mobile Devices		2,470	2,400	-	**2,400**
Training and Conferences		4,200	4,200	-	**4,200**
Travel for Training		2,200	2,200	-	**2,200**
Travel		15,950	12,880	5,000	**17,880**
0.6 FTE Communications Specialist			53,186	-	**53,186**
Summer Co-op Student		15,256	-	17,690	**17,690**
TOTAL Direct ITC Costs		**850,775**	737,288	212,850	**950,138**
Admin Allocation*	Note 2	252,560	251,910	650	**252,560**
TOTAL		**1,103,335**	**989,198**	213,500	**1,202,698**
Funded by SAR monies**	Note 3	(205,000)			
Total for Tax Requisition		**898,335**			

Note 1 - Estimate of ITC salaries and benefits for draft budget 2022-23, assumes 2% wage increase.

Note 2 - Estimate of Admin Allocation based on previous year's budget.

Note 3 - Budget amount listed for prior year is as per the approved budget. SAR funding for 2021/22 was increased to $242,500 in May 2021.

[1] The ITC Property Management formula (Table 2) contemplates the addition of one nature reserve per year. In 2021, the ITC acquired management responsibilities for two properties and therefore needs an additional property management increase to accommodate the extra nature reserve.

Table 2. Property Management formula, as approved in October 2020. Amount assumes that property monitoring is done by staff without requiring external contractors and that extra lands do not result in extra travel or unusual management needs, which are budgeted separately. Amounts also incorporate management planning for one new nature reserve per year and management plan renewal on a 10 year cycle.

Average Annual Cost	Nature Reserve	Covenant
Management Plan Renewal	$600	
Recreation Management	$400	
Habitat Restoration	$675	$675
Signage	$65	$65
Species/Ecosystem Inventory and Surveys	$250	$250
First Nations engagement and cultural site management	$335	$170
TOTAL	**$2,325**	**$1,160**

ATTACHMENT(S): Business Case: ITC Communications and Fund Development Specialist (0.6 FTE)

FOLLOW-UP: Staff will forward FPC requests or recommendations to the ITC Board for follow up.

Prepared By: Kate Emmings, ITC Manager

Reviewed By/Date: Clare Frater, Director of Trust Area Services / October 14, 2021

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Initiated by: Islands Trust Conservancy Board	**Budget Source** (select all that apply): ☐ **Specific Project Funding** ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software** ☒ **New Staff Resources** (see Staff Costing Tool) ☒ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Business Area: Islands Trust Conservancy	
Name of Request: New Staff Resources: ITC Communications and Fund Development (0.6 FTE) $53,186 (FY2022/23) $51,386 (Yearly, after first year)	
Date initiated: August 24, 2021	**Date required:** April 1, 2022

BACKGROUND:
Islands Trust Conservancy (ITC) currently has a Communications and Fundraising Specialist position (1.0 FTE). The position is divided into Communications work (50%) Fundraising work (45%) and Other (5%).

Communications
ITC communications work currently includes:

- News release development and coordination
- Newsletter development (3-4 times/year) – the Heron Newsletter
- Social Media posting: Facebook
- eNews development (8-10 times/year)
- Communication product development and coordination – brochures, fact sheets, reports
- Outreach program support

- Development of communications plans, strategies, policies and procedures
- Website content management (ITC pages)

Fundraising

In February 2020, the ITC Board approved a Fund Development Strategy (FDS) which identified ITC funding needs and ways to use Strategic Charitable Giving to fund these items. Through the FDS, the ITC Board has identified the need for building relationships with donors in order to build funds for ITC land securement (acquisition and covenants), the Opportunity Fund (granting program for land securement costs), and long term legal defence and property management needs.

In addition to the work program associated with the FDS, ITC applies for and manages grants. Currently, staff manage a Species at Risk Program grant through Environment and Climate Change Canada and a Conservation Economic Stimulus Initiative grant through the B.C. Conservation Trust Foundation.

Current staffing

In early 2021, ITC informally restructured its staffing to create more capacity for communications and fund development, while the incumbent Communications and Fundraising Specialist is on leave. Two part-time positions were created: one to manage communications and one to manage fund development work (i.e. work with donors). Grant programs are being managed by program staff under ITC Manager supervision. This staffing restructure was done within existing approved budgets.

PROBLEM STATEMENT/OBJECTIVES:

Problems Statement: There are two problems that the ITC Board wishes to solve through this budget request:

1) The skills required in the Communications and Fundraising Specialist position are not easily found in one candidate:

ITC has consistently struggled to find staff with expertise in both fundraising/fund development and communications. Inevitably, the Communications and Fundraising Specialist position has been filled by staff who are strong in one area, but require training and development in the other. This struggle is likely due to the diversity of skills required to do communications, build a donor base and fundraise through grants – hiring experience has proved that it is difficult to impossible to find all these skills and aptitudes in one person.

2) Shortfalls in capacity for communications work or donor engagement:

Communications responsibilities tend to be time sensitive and urgent, compared with fund development work which depends on growing and building relationships over the long term. Because of urgent demands for communications, it is typical for fund development to be put aside. Typically, ITC also hires a Communications and Fundraising Specialist with strong skills in communications work. The urgency of communications work, along with the less immediate, but important ongoing work associated with fund development, has resulted in dwindling funds in the Opportunity Fund and in lack of growth in other funds (e.g. for land acquisition).

In 2021, ITC addressed the tendency to neglect fund development and fundraising by splitting the Communications and Fundraising role into two part time positions. In doing this split, ITC found that fund development work could be accommodated as a part-time role of approximately 20-21 hrs/week, but that our communications capacity suffered and could not be accomplished as a part-time position.

Upon review of the communications needs, the ITC Board has also found that communications have become more complex:

- ITC is engaging new audiences through social media,

- needs for outreach materials have become specialized as we begin doing landowner contact on selected islands,
- old policies, plans, strategies and procedures need revision and modernization, and
- reconciliation work with First Nations has expanded the communications role in areas such as news releases, nature reserve signage and other communications products.

To accomplish the communications that it wishes to accomplish, the ITC Board has identified an increased need for communications staff.

Objectives: ITC will accomplish the following objectives through an increase in communications capacity:

1) ITC will meet its needs for Fund Development, building the Opportunity Fund as well as acquisition funds and legal defence/property management funds; and,
2) ITC will meet its communications needs, including its social media, outreach and strategic needs.

PROJECTED RESULTS/DELIVERABLES:

The ITC Board recommends dividing the Communications and Fundraising Specialist position into two positions, a Communications Specialist (1.0 FTE) and a Fund Development Specialist (0.6 FTE). The division of these roles into two positions, with increased capacity in the Communications Specialist role, will assist the ITC to meet its needs for:

1) fund development, building the Opportunity Fund as well as acquisition funds and legal defence/property management funds; and,
2) communications, including its social media, outreach and strategic needs.

ALTERNATIVES CONSIDERED:

1) **Status Quo:** Keep staffing at current levels and one position. This option will require a reduction in communications work or in fund development activity and the issue of finding the appropriate skill set in one employee remains a challenge.

2) **Split existing 1.0 FTE Communications and Fundraising Specialist role position into two part-time positions:** This option will require a reduction in communications work or in fund development activity, but will help to solve the challenge of finding individuals with skill sets for the different roles. This option would require staff to follow BCGEU processes for layoff as there is an incumbent (currently on leave) who would be displaced.

3) **Restructure the existing 1.0 FTE Communications and Fundraising Specialist position into two part-time positions, one at 0.8 FTE and one at 0.6 FTE, or two at 0.6 FTE:** This option would provide some additional resources in communications and fund development at a lower cost and help to solve the challenge of finding individuals with skill sets for the different roles. Budget increases would be $34,784 or $19,982 with details noted in the tables below. This option would require staff to follow BCGEU processes for layoff as there is an incumbent (currently on leave) who will be displaced.

Table 1. Budget increase required to staff one 0.8 FTE and one 0.6 FTE position.

Summary			
Salary + Benefits	$	33,204	*Ongoing fiscal year cost*
Travel	$	680	*Ongoing fiscal year cost*
Cell Phone	$	-	*Ongoing fiscal year cost*
Computer - Laptop	$	-	*One-time expense*

Computer - Desktop	$	1,800	*One-time expense*
Training	$	900	*Ongoing fiscal year cost (may decrease over time)*
Overtime	$	2,338	
TOTAL COST OF NEW POSITION in 1st year	**$**	**36,584**	
Total one-time expenses	**$**	1,800	
Total yearly expenses	$	34,784	

Table 2. Budget increase required to staff two 0.6 FTE positions.

Summary			
Salary + Benefits	$	16,602	*Ongoing fiscal year cost*
Travel	$	680	*Ongoing fiscal year cost*
Cell Phone	$	-	*Ongoing fiscal year cost*
Computer - Laptop	$	-	*One-time expense*
Computer - Desktop	$	1,800	*One-time expense*
Training	$	900	*Ongoing fiscal year cost (may decrease over time)*
Overtime	$	2,338	
TOTAL COST OF NEW POSITION in 1st year	**$**	**19,982**	
Total one-time expenses	**$**	**1,800**	
Total yearly expenses	$	18,182	

CRITICAL SUCCESS FACTORS (List):

- Timely development of job descriptions and timely and suitable job classifications;
- Timely hiring process (ITC plans to hire a part-time Communications Specialist position in fall 2021 to fill a current vacancy);
- Appropriate skill sets and ability of new staff to quickly come up to speed on ITC work; and
- Seamless transition of existing staff into new role(s) – our current Communications and Fundraising Specialist is on education leave, returning April 25, 2022. We expect the Public Service Agency would support placement of the current Communications and Fundraising Specialist into the new Communications Specialist role in accordance with the collective agreement.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

In 2021, while the incumbent Communications and Fundraising Specialist has been on leave, the ITC staff team has worked with two people in the separate staff positions for communications and fund development. The trial separation of the Communications and Fundraising Specialist position into two separate jobs means that the team has already adjusted to the creation of two positions for these roles.

The ITC would hire an additional staff member to cover the additional role requirements and would liaise with the Public Service Agency regarding new job profiles and classification. All new staff are provided with orientation and training to help manage their integration into the Islands Trust and the Islands Trust Conservancy.

BENEFIT/COST ANALYSIS SUMMARY:
The 2022-2023 cost is $53,436, including anticipated overtime, travel, training and equipment for a 0.6 FTE Communication/Fund Development Specialist addition.

Summary			
Salary + Benefits	$	49,806	*Ongoing fiscal year cost*
Travel	$	680	*Ongoing fiscal year cost*
Cell Phone	$	-	*Ongoing fiscal year cost*
Computer - Laptop	$	-	*One-time expense*
Computer - Desktop	$	1,800	*One-time expense*
Training	$	900	*Ongoing fiscal year cost (may decrease over time)*
Overtime	$	2,338	
TOTAL COST OF NEW POSITION in 1st year	**$**	**53,186**	
Total one-time expenses	**$**	**1,800**	
Total yearly expenses	$	51,386	

RECOMMENDED DECISION:
That the Islands Trust Council incorporate an increase of a 0.6 FTE Islands Trust Conservancy communications/fund development position into its 2022/23 budget.

PURCHASING PROCEDURE:

Recruitment as per Islands Trust recruitment policy.

Kate Emmings, ITC Manager
Initiator: Manager, Islands Trust Conservancy

September 24, 2021
Date

Clare Frater,
Reviewed by: Director, Trust Area Services

September 25, 2021/October 14, 2021
Date

Russ Hotsenpiller, CAO
Reviewed by: Director/CAO

Date

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Salt Spring Island Local Trust Committee

Business Area:
Salt Spring Island Local Trust Committee
Local Planning Services

Name of Request:
Salt Spring Island Watershed Protection Alliance (SSIWPA) – Special Property Tax Requisition

Funding request: $75,500

Budget Source (select all that apply):

■ **Specific Project Funding**
- ■ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software**

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

Temp Duration: ___________________

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

Date initiated: August 31, 2021

Date required: April 1, 2022 to March 31, 2023

BACKGROUND:

The Salt Spring Island Local Trust Committee (SS LTC) has been coordinating the Salt Spring Island Watershed Protection Alliance (SSIWPA) since 2013 using delegated authority from the Islands Trust Council (*Islands Trust Act*, Section 8(2)(b) via Trust Council Bylaw No. 154. SSIWPA provides a forum within which to engage in multi-jurisdictional planning for the sustainability and protection of freshwater resources on Salt Spring Island.

At its meeting of August 31, 2021 the SS LTC passed the following resolution concerning its SSIWPA special property tax requisition:

SS-2021-159
It was MOVED and SECONDED,

That the Salt Spring Island Local Trust Committee submit the SSIWPA special property tax requisition business case attached to the staff report of August 31, 2021 including a note that this business case is likely to change pending the results of forthcoming watershed strategic planning work and forward it to Islands Trust Financial Planning Committee for inclusion in the draft 2022/23 Islands Trust budget.

CARRIED

PROBLEM STATEMENT/OBJECTIVES:

The purpose of SSIWPA is to:

- Provide a framework for freshwater resources in the Salt Spring Island Local Trust Area to be managed in a manner that integrates and considers both human and ecosystem needs through integrated planning, policy development and recommendations for implementation by member agencies and organizations;
- Advise on policies of regional, local and provincial government organizations that are related to freshwater resources; and
- Coordinate the implementation of those policies.

The SSIWPA Terms of Reference (ToR) provides guidance for how the member agencies collaborate and provide a framework for the scope of work undertaken.

PROJECTED RESULTS/DELIVERABLES:

Assuming that SSIWPA's 2022/23 workplan is generally consistent with that of fiscal 2021/22, the following costs are anticipated:

- Coordination of SSIWPA by third-party coordinator in 2022/23 fiscal year - $60,000
- Development and dissemination of education and communication materials related to freshwater and watershed protection on Salt Spring Island - $13,740
- Meeting Costs - $1,760
- **Total - $75,500**

ALTERNATIVES CONSIDERED:

1) **Fund SSIWPA from general Islands Trust budget**

   Trust Council Policy Special Property Tax Requisition Policy (6.3.2) states that the Islands Trust Council will evaluate and include a LTC's local initiative or program in the preliminary Islands Trust's general budget if any of the following criteria apply:
   - the program is considered to be a base service of the LTC;
   - the program is a scheduled official community plan review or land use bylaw update; and
   - the program has Trust-wide implications and benefits.

   If none of the above criteria apply or if Trust Council does not approve a LTC funding request, then the LTC can propose a special requisition for its local trust area as a means of funding the proposed program.
   SSIWPA does not meet the above criteria. Therefore, it is unlikely that the Islands Trust Council would support SSIWPA as a general budget item and instead requires approval via a special property tax requisition.

2) Fund SSIWPA as a minor LPS project (up to $5,000)

Funding SSIWPA as a minor LPS project would enable hiring a contractor to provide administrative support in the form of assembling agendas, booking meeting space and suppling a minute taker. However, there would be no one to lead development of the communications and education materials that SSIWPA has come to expect, manage any SSIWPA-led projects, or coordinate implementation of the SSIWPA workplan.

3) Terminate funding support for SSIWPA

Concluding funding support SSIWPA would mean there would be no body to coordinate the freshwater and watershed protection work of various agencies and community groups on Salt Spring Island.

CRITICAL SUCCESS FACTORS (List):

- Agency and community organization commitment

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

N/A

BENEFIT/COST ANALYSIS SUMMARY:

Freshwater policy and watershed protection is multijurisdictional on Salt Spring Island. In the absence of SSIWPA – or a similar body – there would be no existing alternate mechanism by which the agencies of jurisdiction and other interested community groups would have a forum to coordinate their freshwater efforts.

The cost of providing a contractor to coordinate SSIWPA is commensurate with the level of expectation placed on that coordinator via the RFP and signed contract. To date, the SSIWPA coordinator has been expected to be more than an administrative coordinator that assembles meeting agendas and secures meeting space. Instead, the coordinator has been expected to oversee the development of communications and educations materials, compile and aggregate information for reporting to the SSIWPA steering committee, and liaise with the public and agency representatives.

The financial cost of this coordinating effort is borne by the taxpayers of the Salt Spring Island Local Trust Area.

RECOMMENDED DECISION:

That the SS LTC requests Islands Trust FPC include a special property tax requisition of $75,500 to support the coordination of watershed and freshwater protection policy on Salt Spring Island.

The SS LTC wishes it noted that the amount of this special property tax requisition is likely to change pending the results of forthcoming watershed strategic planning work.

PURCHASING PROCEDURE:
SSIWPA coordination contract can be renewed annually for up to five years. After five years, or at any time the annual contract expires and the LTC wishes to do so, an RFP can be issued for coordination services.

Salt Spring Island Local Trust Committee
Initiator:

August 31, 2021
Date

Director/CAO

Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** **X☐ YES ☐ NO**

Next steps:

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

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Jason Youmans, Island Planner
(on behalf of Salt Spring Island Local Trust Committee)

Business Area:
Local Planning Services

Name of Request:

Salt Spring Island Watershed Stewardship and Protection Strategic Plan

2022/23 - $40,900

Budget Source (select all that apply):

■ **Specific Project Funding**
- ■ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**
  Temp Duration: ____________________

■ **Other – please describe:** ______________________

Honoraria for speakers/First Nations for ongoing meetings and participation, minute-taking, technology support, mapping, facility rental, open house meetings and materials, posting of meeting, ads, and

Date initiated: October 5, 2021

Resolution SS-2021-185

That the Salt Spring Island Local Trust Committee endorse the business case for the Salt Spring Island Watershed Stewardship and Protection Strategic Plan attached as Appendix 3 to the staff report dated October 5, 2021 and forward it to Islands

Date required: April 1, 2022

Trust Financial Planning Committee for inclusion in the fiscal 2022/23 budget.	

BACKGROUND:

At its meeting of May 25, 2021, the Salt Spring Island Local Trust Committee (SS LTC) endorsed a project charter to undertake a Salt Spring Island Watershed Stewardship and Protection Strategic Plan. The anticipated project budget of $50,000 would be funded from the SS LTC's unspent special property tax requisition funds accumulated over several fiscal years.

Work on the watershed plan project is now several months behind the initial schedule, and as such it is anticipated that the bulk of project spending will now occur in fiscal 2022/23.

Only $15,000 of the $50,000 requested for fiscal 2021/22 will likely be spent within the current fiscal year. That leaves $35,000 of project spending to take place in fiscal 2022/23 instead.

The purpose of this business case is to ensure that the needed funds will be available in the 2022/23 budget.

This business case also includes an additional $5,900 to be spent in fiscal 2022/23 on First Nations engagement related to this project that was not included in the original project charter. The SS LTC will consider an amended project charter that includes this enhanced First Nations engagement at its meeting of October 5, 2021.

Therefore, the total amount that SS LTC is seeking for inclusion in the 2022/23 budget is $40,900.

In summary:

Current Fiscal 2021/22

- $10,000: Phase 1 - Situation Analysis and Options Identification Report
- $5,000: Phase 2 – Preliminary work on Salt Spring Island Watershed Stewardship and Protection Strategic Plan
- $2,500: Initial First Nations engagement
  Total: $17,500

Next Fiscal 2022/23

- $35,000: Salt Spring Island Watershed Stewardship and Protection Strategic Plan (main work)
- $5,900: First Nations Engagement
  Total: $40,900

PROBLEM STATEMENT/OBJECTIVES:

In 2013, Islands Trust Council adopted Bylaw No. 154, which delegates authority to the Salt Spring Island Local Trust Committee – 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

To date, the SS LTC has used this delegated authority to fund and coordinate the Salt Spring Island Watershed Protection Alliance (SSIWPA). SSIWPA's current terms of reference and membership is available here. Since its inception, SSIWPA has tried to advance understanding, agency cooperation, and community engagement in watershed issues. SSIWPA steering committee undertakes an annual work planning exercise to identify water issues of concern to SSIWPA's membership and wider community in the hope that member agencies will undertake projects to address the issues raised. SSIWPA's current work plan with agency leads is available here.

Despite SSIWPA's work over the years, a longer-range multi-agency plan for watershed stewardship and protection on SSI has not been widely adopted and implemented.

The SS LTC has decided that now is an appropriate time to review SSIWPA's strengths and weaknesses as a coordinating vehicle for watershed stewardship and protection on Salt Spring Island, how it can be strengthened, or alternatives to it.

The SS LTC has also decided to fund the development of a Watershed Stewardship and Protection Strategic Plan that will serve to guide the actions of all parties with a mandate for, or interest in, freshwater sustainability on Salt Spring Island.

The project charter for this initiative identifies two project objectives:

1) Improve the coordination of watershed stewardship and protection policy on Salt Spring Island through:
   a) An external review of current approaches to coordination of watershed stewardship and protection policy; and;
   b) Analysis of, and recommendations for, the types of planning processes, policy/guidance documents, or mechanisms that will improve watershed stewardship and protection.

2) To better support Salt Spring Island Watershed Protection Alliance member agencies (SSIWPA) in coordinating and advancing effective, equitable, and modernized land and water use planning by developing a strategic plan to guide and prioritize watershed protection work on Salt Spring Island for the next 5 to 10 years.

PROJECTED RESULTS/DELIVERABLES:

Phase 1 (fiscal 2021/22): Situation Analysis and Options Identification Report

Phase 2 (fiscal 2022/23): Watershed Stewardship and Protection Strategic Plan

ALTERNATIVES CONSIDERED:

$35,000 for Watershed Plan Consultant

No alternatives considered to the primary watershed planning consultant contract. The purpose of this business case is simply to document that what was originally supposed to be $50,000 spent in fiscal 2021/22 will now be $15,000 in 2021/22 and $35,000 in 2022/23.

Additional $5,900 for First Nations engagement in fiscal 2022/23

Islands Trust Senior Intergovernmental Policy Advisor says that additional funds are advised so Islands Trust can transcend the "document referral" model of First Nations engagement and work toward the active involvement of Indigenous people in relevant projects and relationship-building activities in the Islands Trust area. See First Nations engagement plan included in staff report of October 5, 2021.

Alternative approaches to undertaking First Nations engagement includes:

1) Principal project consultant undertakes First Nations engagement within existing $50,000 contract

   The consultant undertaking development of the watershed plan could lead this work, and the RFP under which their contract will be secured suggested that they could. However, in order to give this matter the weight that it is due and the budget necessary to do it meaningfully, staff recommend that this be a separate funded item within the larger project.

2) Staff undertake First Nations engagement with no extra budget

   Staff can undertake conventional referral-based engagement with area First Nation governments. However, given the cultural importance of freshwater to Indigenous people of the area the Senior Intergovernmental Policy Advisor says this would be an insufficient approach. Certain organizations, such as the WSANEC Leadership Council, require capacity funding in order to review documents.

CRITICAL SUCCESS FACTORS (List):

- Agency buy-in/cooperation in the development and subsequent implementation of the watershed stewardship and protection strategic plan
- Meaningful First Nations engagement

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The Salt Spring Island Watershed Protection Alliance (SSIWPA) – a table of agencies and organizations with an interest in freshwater on the island – will be the vehicle through which the watershed plan is developed. It is inherently collaborative.

BENEFIT/COST ANALYSIS SUMMARY:

Spending on this project was part of the fiscal 2021/22 budget as directed by the SS LTC.

The additional $8,400 in funding recommended for First Nations engagement across fiscal 21/22 and 22/23 will help ensure that Islands Trust meets its commitments to reconciliation.

RECOMMENDED DECISION:

That Islands Trust Financial Planning Committee include $40,900 in the Islands Trust 2022/23 budget to complete the Salt Spring Island Watershed Stewardship and Protection Strategic Plan and this money come from the Salt Spring Island Local Trust Committee's unspent special property tax requisition funds.

PURCHASING PROCEDURE:

An RFP for this consulting work was posted at BC Bid, on the Islands Trust website, civicinfo.bc.ca and circulated to contacts from September 10, 2021 to October 8, 2021.

Jason Youmans, Island Planner	September 23, 2021
Initiator:	Date
Director/CAO	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** **X☐ YES ☐ NO**

Next steps:

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

Islands Trust

REQUEST FOR DECISION

To: Financial Planning Committee
For the Meeting of: October 20, 2021

From: Director, Administrative Services
Date Prepared: October 13, 2021

SUBJECT: **Financial Planning Committee Proposed 2022 Meeting Schedule**

RECOMMENDATION:

1. That Financial Planning Committee adopt the proposed meeting dates for the 2022 calendar year as presented.

2. That Financial Planning Committee direct staff to schedule the 2022 FPC meeting dates of ________, ________, ________ as electronic meetings, and list the Victoria Office Board Room as the public meeting location.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The proposed meeting dates allow for appropriate coordination of financial activities with Executive Committee and Trust Council meeting dates, and allows adequate time for staff and Committee members to perform their duties with appropriate care and due diligence.

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1 PURPOSE:

1 To determine the 2022 meeting schedule for the Financial Planning Committee (FPC); and
2 To make decisions whether any of the 2021 FPC meetings will be held electronically.

2 BACKGROUND:

Meeting Dates

Near the end of each calendar year, Financial Planning Committee determines the meeting dates for the next calendar year by way of resolution. Proposed meetings dates for the 2022 calendar year are as follows:

PROPOSED FPC DATE (Year 2022)	ASSOCIATED EC DATE (Year 2022)	TRUST COUNCIL DATES (Year 2022)	MAIN FPC TASKS
Wednesday, January 19	February 2		Review Draft 2022/23 Budget. Approve Budget Public Consultation.
Wednesday, February 16	February 23	March 8-10	Approve 2022/23 Budget Draft and supporting documents to send to Trust Council. Preliminary Audit Committee Meeting. Property Tax Insert Notice
Wednesday, May 25	June 8	June 21-23	Approve 2021/22 Audited Financial Statements.

			Audit Committee Meeting.
Wednesday, August 31	September 7	September 20-22	Review Budget Assumptions and Principles. Approve Allocated Financial Statements
Wednesday, October 12	October 19	November 1-3 **New council orientation*	Review 1st Draft of the 2023/24 Budget.
Wednesday, November 30	December 14	TBD	Approve 1st Draft of the 2023/24 Budget to forward to Trust Council.

Electronic Meetings for the 2022 Calendar Year
Staff are requesting that FPC determine as early as possible if they wish to continue with electronic meetings for 2022. Early decision making in this regard will help staff with meeting logistics and will inform budget planning for this area.

Electronic meetings create time savings for trustees who do not have to travel, time savings for staff who do not have to order meals and clean up after meetings, and generates cost savings to the organization of approximately $2,000 - $3,000 per year. In addition, fully electronic meeting may produce higher quality meeting recordings for future public viewings.

Trust Council Bylaw 101 permits Council Committees to conduct fully electronic regular and special meetings. Section 11.11(a) states: ***"****A regular or special meeting of a Council committee or a special meeting of the Executive Committee may be conducted entirely by means of audio or audio and visual electronic communication facilities if a majority of the members of the committee have agreed by resolution that the meeting may be conducted in this way and provided the Secretary has received sufficient notice and can make the necessary arrangements."*

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Allows for appropriate coordination of financial activities with Executive Committee and Trust Council meeting dates, and allows adequate time for staff and Committee members to perform their duties with appropriate care and due diligence.

FINANCIAL:
No financial impact associated with setting meeting dates.
Selection of all electronic meetings for 2022 will generate savings of approximately $2,000. The draft 2022/23 budget will be adjusted to reflect FPC decisions made related to this topic.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Communications with meeting administrative staff will circulate internally for purposes of planning.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:
Trust Council Bylaw 101
Trust Council Policy 2.3.1 Council Committee System

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation:

1. That Financial Planning Committee adopt the proposed meeting dates for the 2022 calendar year as presented.

2. That Financial Planning Committee direct staff to schedule the 2022 FPC meeting dates of ________, ________, ________ as electronic meetings, and list the Victoria Office Board Room as the public meeting location.

Alternative:

1. That Financial Planning Committee adopt the proposed meeting schedule for the 2022 calendar year with amendments [as directed].

2. That Financial Planning Committee direct staff to schedule all the 2022 FPC meetings as in-person meetings.

Prepared By: Robert Barlow, Legislative Services Clerk

Reviewed By: Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer