

Financial Planning Committee Revised Agenda

Date: February 16, 2022
 Time: 10:30 am - 3:00 pm
 Location: Electronic meeting, Public venue
 Islands Trust
 200-1627 Fort Street
 Victoria, BC V8R 1H8

Pages

1. **CALL TO ORDER**
2. **AGENDA**
 - 2.1. **New Items and Re-Ordering of the Agenda**
 - 2.2. **Approval of Agenda**
3. **PUBLIC COMMENT PERIOD**
4. **DELEGATIONS**

None
5. **CORRESPONDENCE**
 - 5.1. **2022-01-18 Marjorie Gang** 4 - 7
6. **ADMINISTRATIVE COORDINATION**
 - 6.1. **Draft Minutes of Previous Meetings**

For review and approval

 - 6.1.1. **Financial Planning Committee Minutes of January 19, 2022** 8 - 12
 - 6.2. **Resolutions Without Meeting**

None
 - 6.3. **Follow up Action List** 13 - 15

For review
7. **BUSINESS - OTHER**

7.1.	December 31, 2021 Financial Report - RFD	16 - 22
7.2.	2021/22 Financial Forecast - Briefing	23 - 30
7.3.	Property Tax Notice Insert - Briefing	31 - 34
8.	BUSINESS - WORK PROGRAM ITEMS	
8.1.	Requirement for Additional Administrative Resources - Briefing	35 - 42
8.2.	Public Feedback on Draft 2022/23 Budget - Briefing	43 - 266
8.3.	2022/23 Budget Recommendation to Trust Council - RFD	
	That Financial Planning Committee forward the Draft 2022/23 Budget Package to Trust Council for review and approval.	
8.3.1.	Trust Council Budget Session - Briefing	267 - 268
8.3.1.1.	<i>Changes to the Draft 2022/23 Budget</i>	269 - 271
8.3.2.	Budget Assumptions and Principles - Briefing	272 - 278
8.3.3.	Budget Overview - Briefing	279 - 294
8.3.4.	Strategic Plan Projects - business cases	295 - 320
8.3.5.	LTC Projects - business cases	321 - 346
8.3.6.	Operational Projects - business cases	347 - 353
8.3.7.	Islands Trust Conservancy Board - Budget request	354 - 361
8.3.8.	SSIWPA Tax Requisition - Business Case & Draft RFD for TC	362 - 382
8.4.	Draft Ministry Bylaws for Trust Council	
	That Financial Planning Committee forward draft Bylaws No. 185 and No. 186 to Trust Council for approval.	
8.4.1.	Financial Plan Bylaw No. 185 - RFD	383 - 387
8.4.2.	Revenue Anticipation Borrowing Bylaw No. 186 - RFD	388 - 388
8.5.	Policy 6.5.1 Reserves and Surplus - RFD	389 - 393
	That Financial Planning Committee forward the proposed amendments to Trust Council policy 6.5.2 <i>Reserves and Surplus</i> to Trust Council for approval, as presented.	
9.	BUSINESS - NEW	
10.	WORK PROGRAM	
	That Financial Planning Committee approve the Work Program as amended and forward to Trust Council.	
10.1.	Current Work Program	394 - 395
10.2.	Recommended Work Program	396 - 396

11. NEXT MEETING

Friday, June 1, 2022 from 10:30 a.m. to 3:00 p.m.

12. CLOSED MEETING

If required:

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (quote the pertinent section here, for example, (1)(a) personal information about...) and that the recorder and staff attend the meeting.

13. RISE AND REPORT

If required

14. ADJOURNMENT

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

From: Islands2050
Sent: Monday, February 7, 2022 9:02 AM
To: Robert Barlow
Subject: FW: Letter re. Islands' Trust's expanding budget sent to the Financial Planning Committee

From: Marjorie Gang <margang@telus.net>
Sent: Tuesday, January 18, 2022 10:35 AM
To: Islands2050 <Islands2050@islandstrust.bc.ca>
Subject: FYI: Letter re. Islands' Trust's expanding budget sent to the Financial Planning Committee

To the Financial Planning Committee:

Thoughts about the 2022/23 budget

(If my thoughts about this are taken as seriously as my comments to the Executive Committee re. public engagement were, this is a waste of my time and energy, but anyway...)

The cost of the Islands' Trust is too high, its programs expanding out of control, its connections to the communities it's supposed to serve increasingly hostile.

Some thoughts about the budget could be scaled back:

Three-year moratorium on new hires.

Three-year moratorium on sponsorship applications other than Indigenous cultural ones.

Two-year moratorium on hiring of co-op students.

New projects for RPC/LTCs should be achievable in one fiscal year or deferred or dropped acknowledging that a new LTC/TC may have different priorities.

Planned work should be reduced to account for a ‘shortened’ year due to elections taking place in November 2022

Development application fees should cover a much larger share of the actual processing costs.

Development applications formerly processed through the Capital and Nanaimo Regional Districts (and maybe other RD’s) shouldn’t require pre-approval from the Islands’ Trust.

Cost-saving recommendations from the governance review should be implemented.

LTC projects should prioritize using staff, not consultants.

The Climate Indicators Project should be dropped as potential results re. global environmental impacts from one-half of one percent of BC’s population couldn’t justify the cost. The IT should publicly acknowledge its limitations in addressing this global problem.

The Freshwater Sustainability Strategy should be scaled back to the scope of the freshwater policy of the most progressive of our 7 Regional Districts, rather than the IT positioning itself to be “the most progressive regional government in British Canada (typo?) and indeed the country.” (Econics Consulting, 2021).

Limit of \$5,000 to be awarded to community environmental initiatives authorized by Bill 26. These to be decided by community referendum. If community groups need additional funding, they should seek it through environmental organizations grants.

No more than one Planner and one Regional Planning Manager and a recorded should ever be allowed to attend a regular LTC meeting, in-person or electronically.

Numbers of Planners on staff should parallel numbers of Planners on staff in other jurisdictions of similar population.

Numbers of staff attending committee meetings should be limited.

More trustees are needed to promote democracy. Islands with over 1000 residents should have three elected trustees, and islands with over 4000 residents should have five. There would then be no need to have Executive Committee members serve as ties-breakers on at least 6 of the islands, and so EC members shouldn't attend those meetings. The elected LTC Chair could report to the EC.

Elected trustees should serve as communication specialists, and the full-time Communication Specialist position should be dropped. At least three LTC meeting in each year should be replaced by a "Trust café" session, on a weekend or evening. These should serve coffee and cookies (or whatever), play music, other friendly things, and the trustees should explain in plain language what's happening in the IT, including controversial issues and costs of programs. Trustees should include explanation of the governance structure of the IT, its jurisdiction, and what projects/problems are ongoing on other islands and how their LTC's are coping with them.

Mapping initiatives should reflect need, not technological capability. If maps duplicate those made by other jurisdictions, the IT shouldn't make them. If they haven't been used for meaningful on-the-ground work in a year, they shouldn't be updated until a need arises.

No public money should be spent on advocacy letter-writing to higher jurisdictions.

No staff time should be spent on paperwork exercises re. affordable housing that don't directly generate new affordable housing.

The words "unique amenities" should be dropped from all IT language, too be replaced by "environmental, social, and economic amenities."

Sincerely,

Margie Gang



Financial Planning Committee Minutes of Regular Meeting

Date of Meeting: January 19, 2022
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
Laura Patrick, Executive Committee Representative
Tim Peterson, Trust Programs Committee Alternate Representative
Dan Rogers, Executive Committee Representative
Kate-Louise Stamford, Islands Trust Conservancy Board Representative

Member Regrets: Tahirih Rockafella, Local Trustee

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

Others Present: Three members of the public

1. CALL TO ORDER

The meeting was called to order at 10:01 a.m.

2. APPROVAL OF AGENDA

2.1 New Items and Re-ordering of the Agenda

The following material was presented for consideration:

- Item 8.1 – a Denman Island Local Trust Committee resolution from their January 13, 2022 meeting that they wish the Financial Planning Committee to consider.

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 November 10, 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 status updates to items that were currently in progress, noting review of Trust Council policies 6.5.1 Reserves and Surplus, and 7.2.1 Trustee Remuneration have been delayed to a future meeting due to staff absences reducing work capacity.

4. PUBLIC COMMENT PERIOD

Mairead Boland of Saturna Island spoke in regards to the budget public consultations/survey process and her own survey that she had recently conducted in regards to the Islands Trust budget. She also read aloud a letter from Marjorie Gang of Denman Island which described some suggestions for expenditure reduction. Don Korbin of North Pender Island spoke in regards to budget reduction.

5. DELEGATIONS

None.

6. TRUST COUNCIL BUSINESS

6.1 Budget Public Consultation

Director Frater presented the draft public engagement survey for the Committee's review, highlighting the changes from previous surveys.

FPC-2022-001

It was MOVED and SECONDED,

that Financial Planning Committee request staff to provide options with regards to earlier consultation on the budget and budget process.

CARRIED

The Committee discussed the draft Public Engagement Survey and Director Frater recorded the Committee's suggested changes.

Committee recessed at 12:06 p.m. and reconvened at 12:46 p.m.

The Committee resumed discussion of the draft Public Engagement Survey and suggested further changes.

Director Frater indicated that staff would incorporate the suggested changes, distribute a news release, update the website, promote the survey through social media and subscriber notices, and notify all trustees. It was suggested that the revised survey should be reviewed by Chair Grove and Vice Chair Brent prior to release.

6.2 2022/23 Budget: Draft 2, Version 1

6.2.1 Changes to the Budget – Briefing

Director Mobbs introduced the briefing, indicating that changes to the budget from Trust Council decisions had been incorporated, and new data from BC Assessment related to property values within the Trust Area including non-market changes and folio counts had also been incorporated.

6.2.2 Budget Numerical Detail

Presented for information.

6.2.3 Surplus Funds Allocation

Presented for information.

6.2.4 Projects Lists - LTC, Strategic, Operational

Presented for information.

6.2.5 Project Business Cases

Presented for information.

Committee discussion included:

- Trustee Brent stated that he wanted it noted that he is not in favour with the current draft budget.
- The Committee will wait to receive public input through the survey before making further recommendations to Trust Council on changes to the budget.
- A desire to amend how the budget for the Islands Trust Conservancy is presented, to ensure greater clarity and include grant money received, land and money donations received, and programs provided.
- Comparing Islands Trust Conservancy program with other land conservancy agencies may be of value.

6.3 Webinar Re: Proposed 2022/23 Budget

Director Frater provided a verbal review of the public consultation webinar scheduled for January 27, 2022 at 7:00 p.m. A panel will consist of Trust Council Chair Luckham, Financial Planning Committee Chair Grove and Director Mobbs. The focus of the webinar will be on providing information and answering questions.

Chair Grove addressed agenda item 8.1 prior to agenda item 7.1.

8. NEW BUSINESS

8.1 Denman Island Local Trust Committee Resolution referred to Financial Planning Committee

Trustee Stamford indicated that on January 13, 2022, the Denman Island Local Trust Committee made the following resolution:

“That the Denman Island Local Trust Committee request that Trust Council consider adding a full time staff position to the 2022/23 Fiscal year budget for electronic meeting support.”

This will be presented to the next Financial Planning Committee meeting for consideration.

7. BUSINESS

7.1 Building Permit Review Cost Recovery Options

Director Marlor presented the briefing, indicating that there are two options to explore if Islands Trust would like to develop building permit review cost recovery: Option A - voluntary agreement with the Regional Districts, or Option B - regulatory amendments. It was noted that option A may be appropriate to start with and fits with the Islands Trust mandate to cooperate with other agencies.

Trustee Patrick left the meeting at 2:15 p.m.

It was MOVED and SECONDED,
that Financial Planning Committee request staff to explore option A for cost recovery of building permit reviews

FPC-2022-002

It was MOVED and SECONDED,
That the motion “that Financial Planning Committee request staff to explore option A for cost recovery of building permit review ” be amended by adding the words “recommend to Trust Council that Trust Council” be added after the word “Committee” and before the word “request”.

DEFEATED

FPC-2022-003

It was MOVED and SECONDED,

DRAFT

that Financial Planning Committee request staff to explore option A for cost recovery building permit review.

CARRIED

The Committee returned to agenda item 6.1

6.1 Budget Public Consultation

FPC-2022-004

It was MOVED and SECONDED,
that Financial Planning Committee approve the amended 2022/23 budget public engagement survey.

CARRIED

The Committee returned to agenda item 6.3

6.3 Webinar Re: Proposed 2022/23 Budget

FPC-2022-005

It was MOVED and SECONDED,
that Financial Planning Committee request Islands Trust Conservancy Chair Stamford be part of the January 27, 2022 budget information webinar.

CARRIED

9. NEXT MEETING

Wednesday, February 16 from 10:30 a.m. to 3:00 p.m. It was noted that the Audit Committee will be meeting from 10:00 a.m. to 10:30 a.m. on that date.

10. ADJOURNMENT

By general consent the meeting adjourned at 2:24 p.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: 01-Jun-2022	In Progress

20-Jan-2021

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request staff to recommend changes to Trust Council's policy 6.5.1 Reserves and Surplus for review by Financial Planning Committee.	Julia Mobbs	Target: 16-Feb-2022	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	Target: 01-Jun-2022	In Progress

10-Nov-2021

Activity	Responsibility	Dates	Status
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Follow Up Action Report

Financial Planning Committee

10-Nov-2021

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request staff to report back on options to recover costs related to building permit referrals.	David Marlor	Target: 19-Jan-2022	Completed

19-Jan-2022

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request staff to provide options with regards to earlier consultation on the budget and budget process.	Clare Frater	Target: 01-Jun-2022	In Progress
2 Islands Trust Conservancy budget information needs to be presented in a clear manner, including grant money received, land and money donations received, and programs provided.	Julia Mobbs	Target: 16-Feb-2022	In Progress
3 At the January 13, 2022 Denman Island Local Trust Committee meeting the following resolution was made: <i>That the Denman Island Local Trust Committee request that Trust Council consider adding a full time staff position to the 2022/23 Fiscal year budget for electronic meeting support.</i> This will be presented to the next Financial Planning Committee meeting for consideration.	David Marlor Heather Kauer	Target: 16-Feb-2022	In Progress
4 that Financial Planning Committee request Islands Trust Conservancy Chair Stamford be part of the January 27th webinar.	Clare Frater	Target: 27-Jan-2022	Completed

Follow Up Action Report

Financial Planning Committee

01-Jun-2022

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request staff to explore option A for Building Permit Review cost recovery.	David Marlor Russ Hotsenpiller	Target: 01-Jun-2022	In Progress

REQUEST FOR DECISION

To: Financial Planning Committee

For the Meeting of: February 16, 2022

From: Nancy Roggers, Finance Officer

Date Prepared: February 9, 2022

SUBJECT: Q3 DECEMBER 31, 2021 FINANCIAL REPORT

RECOMMENDATION:

That Financial Planning Committee forward the December 31, 2021 Financial Report to Trust Council for approval as presented/amended.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The first quarter financial report indicates that Islands Trust is generally following the financial plan for 2021/22.

1 PURPOSE:

To summarize the findings of the December 31, 2021 quarterly financial report.

2 BACKGROUND:

Islands Trust *Policy 2.3.3 Financial Planning Committee Terms of Reference* requires the Financial Planning Committee to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and presented to Trust Council as part of this requirement.

FINANCIAL REPORT FINDINGS

The benchmark for non-tax revenue sources and operational expenditures after nine months of operations can be estimated at 75% of the annual expected. As at December 31, 2021 Islands Trust has consumed a net 70% of the annual approved budget which is only slightly below expectations. Individual areas may experience overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly (where significance is determined as more or less than 10%, and more or less than \$5,000) from the 75% benchmark include:

REVENUES

Total Revenue is higher by approximately \$1,911,951 (23%) due to the property tax levy, special property tax requisition and Bowen property tax levies received in Q2.

Provincial Grant - Unrestricted was higher by approximately \$45,000 (25%) due to the full amount of the provincial regional grant being received in Q1.

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Property Tax Levy General is exactly at budget as it has been fully received in the year.

Special Property Tax Requisition is exactly at budget as it has been fully received in the year.

Property Tax Levy Bowen is exactly at budget as it has been fully received in the year.

Investment and other Income is lower by approximately \$25,320 (-37%) due to lower interest rates as a result of the ongoing pandemic, offset slightly by funds received from the Ministry of Forests, Lands, and Natural Resource Operations pertaining to the groundwater recharge mapping work.

EXPENSES BY FUNCTIONAL AREA

COUNCIL

Total Council expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; as well as an allocation of administrative expenses. In total, inclusive of the admin allocation these expenses are lower than budget by approximately \$409,620 (-31%).

Trust Council expenses are comprised of the TC committee meeting; cultural working group; contingency; elections and by-elections; portion of insurance attributed to TC activities; portion of legal expenditures attributed to TC legal advice; training specific to TC, and the TC portion of trustee remuneration and benefits. Total Trust Council spending to December 31, 2021 is \$174,445 (56% of budget), which is lower than expected by \$59,454 (-19%). TC and TC committee meeting expenses are lower than expected to the end of quarter three, due to the COVID 19 pandemic where meetings are being conducted electronically.

LOCAL PLANNING SERVICES (LPS)

Total LPS expenses include costs related to five main areas: Local Trust Committees (LTCs); LPS Projects; LPS Staff; LPS facilities; and Bylaw enforcement; as well as an allocation of administrative expenses. In total and inclusive of the admin allocation, these expenses were lower than budget by approximately -\$2,078,472 (-31%).

LPS Projects costs are comprised of all LTC projects and related First Nations protocol funds, a share of the government management and operations review costs, healthy watershed Initiative projects, eelgrass mapping, coastal Douglas fir mapping and associated bylaws, regional freshwater strategy, groundwater recharge mapping, heritage overlay mapping, housing density bonus and includes all SSIWPA expenses and projects for Weston Lake and the Water Protection Plan. This area of spending to December 31, 2021 is \$373,202 (49% of budget) which is lower than expected by -\$179,541 (-24%) due to underspending on projects listed above where expenditures are expected to occur in the remainder of this fiscal year or to carry forward to the next fiscal year where projects are unable to be completed in this fiscal year (eg: SSIWPA Water Protection Plan, SSIWPA Weston Lake and Housing Density Bonusing).

TRUST CONSERVANCY (ITC)

Total ITC expenses include costs related to three main areas: Board expenses; Operations expenses; and Property management expenses; as well as an allocation of administrative expenses. In total and inclusive of the admin allocation, these expenses were lower than budget by approximately -\$278,310 (-25%).

ITC Board costs are comprised of ITC board meeting expenses, honoraria and training for board members. Board expenses were under budget by approximately -\$9,065 (-58%) due to remote meetings being held thereby reducing board meeting expenditures.

Property Management costs are comprised of ITC property management expenses and ITC conservation planning and land securement expenses. Property management expenses were under budget by approximately -\$20,194 (87%)

GENERAL ADMINISTRATION

Total general administrative expenditures include costs related to six main areas: Executive office; Administrative services; Office Operations; Information systems; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three functional areas of the Trust (Council, LTC Services, and ITC) based on their relative dollar magnitudes for the period. In total these expenses were higher than budget by approximately - \$569,576 (-27%).

Computer/Furniture & Equipment costs are comprised of non-capital and capital costs for purchases of hardware, software and furniture. Computer/Furniture & Equipment costs were over budget by approximately \$49,995 (151%) due to software license budget that was classified as software support in error, and where yearly refresh of old computers are made at the beginning of the fiscal year during Q1 to Q3. This overage is slightly offset by underspending for computer supplies in the office operations area where a reclassification of items to Hardware capital has occurred for items budgeted as computer supplies, hybrid meeting hardware and software.

CONSOLIDATED EXPENSES BY OBJECT

Public Sector Accounting Standards determine that financial reporting for government entities be reported “by function” (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses “by object” (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results, December 31, 2021 expenses by object are shown as follows:

EXPENSE OBJECT	Approved Budget	Actuals to 12/31/2021	% of Budget Consumed
Staff Salaries and benefits	\$ 5,524,160	\$ 3,965,830	71.8%
Office Operations	979,309	767,358	78.4%
Council and trustee costs	850,907	565,972	66.5%
Programs	1,111,208	656,394	59.1%
Legal - General	90,029	81,547	90.6%
Legal - Bylaw Enforcement	85,049	63,450	74.6%
Legal - Litigation	90,049	36,435	40.5%
Legal - Statutory Notices	21,000	8,231	39.2%
Travel/training/recruitment	123,407	51,771	42.0%
Subtotal	\$ 8,875,118	\$ 6,196,990	69.8%
Amortization	218,000	129,726	59.5%

Total Expenses	\$ 9,093,118	\$ 6,326,716	69.6%
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Staff salaries and benefits were under budget due mainly to staff vacancies in Bylaw enforcement, Salt Spring LPS support and Gabriola LPS planner positions.

Office operations were slightly over budget due to hardware costs paid in Q1 to Q3. New computers (hardware) are purchased and deployed in the first and second quarter to sync with our computer replacement cycle. This gives us the benefit of the new equipment for the full fiscal year.

Council and trustee costs were under budget due mainly to underspending against the Council budgets for insurance, travel by LTC Committee Chairs and in person TC meetings some of which are expected to take place later in the fiscal year.

Programs were under budget due to strategic projects and LTC project delays in underspending where expenditures are expected to occur later in the fiscal year or where unspent is to be carried forward to next fiscal year.

Legal expenses were under budget overall by -\$96,464 (-34%) due to a decrease in legal bylaw enforcement and defense legal actions.

Traveling/training and recruitment were under budget due to less travel in Q1, Q2 and Q3 while still under COVID 19 restrictions.

Amortization was under budget due to lower than anticipated capital expenditures in the previous fiscal period than anticipated at budget time.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to December 31, 2021 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing staff at Islands Trust and Islands Trust Conservancy will continue to receive financial reporting on their respective areas of oversight throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Islands Trust Policy 2.3.3 Financial Planning Committee Terms of Reference
Bylaw No. 181, Islands Trust Financial Plan Bylaw, 2021-2022

5 ATTACHMENT(S):
December 31, 2021 Financial Report

RESPONSE OPTIONS

Recommendation:

That Financial Planning Committee forward the December 31, 2021 Financial Report to Trust Council for approval as presented/amended.

Alternative: None.

Prepared By: Nancy Roggers, Finance Officer
Reviewed By: Julia Mobbs, Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer

Islands Trust
Statement of Revenue and Expenditure

For The 6 Months Ending December 31, 2021

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

75%

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

Variances > +/- 10% include explanations

Description	APPROVED Annual Budget	YTD Actual	\$ budget not yet received/spent	% of budget received/ spent
REVENUE				
Fees and Sales	120,000	81,576	(38,424)	68%
Provincial Grant - Unrestricted	180,000	180,000	-	100%
Federal and Provincial Grants - Restricted	383,000	321,329	(61,671)	84%
General Property Tax Levy	7,079,771	7,079,772	-	100%
Special Property Tax Requisition - SSI LTA	75,500	75,500	-	100%
Municipal Property Tax Levy - BIM	311,188	311,188	0	100%
Investment and other Income	68,000	25,680	(42,319)	38%
Total Revenue	8,217,459	8,075,046	(142,413)	98%
EXPENSES				
<u>Council Expenses</u>				
Trust Council	311,865	174,445	(137,420)	56%
Executive Committee	97,990	73,592	(24,398)	75%
Trust Area Services	600,352	439,339	(161,013)	73%
General Admin Allocation - 14%	299,889	213,099	(86,790)	71%
Total Council Expenses	1,310,096	900,476	(409,620)	69%
<u>Local Planning Services</u>				
Local Trust Committees	794,654	556,022	(238,632)	70%
Projects (Note 1)	736,748	373,020	(363,728)	51%
Planning Staff	2,888,807	2,057,952	(830,855)	71%
LPS Facilities	359,639	267,129	(92,510)	74%
Bylaw Enforcement	370,819	236,129	(134,690)	64%
General Admin Allocation - 74%	1,529,021	1,110,963	(418,058)	73%
Total Local Planning Services Expenses	6,679,688	4,601,216	(2,078,472)	69%
<u>Trust Conservancy</u>				
Board	15,525	6,460	(9,065)	42%
Conservancy Staff and Associated Costs	680,440	496,117	(184,323)	73%
Property Management	154,810	134,616	(20,194)	87%
General Admin Allocation - 12%	252,560	187,832	(64,728)	74%
Total Trust Conservancy Expenses	1,103,335	825,025	(278,310)	75%
<u>General Admin</u>				
Senior Management	453,646	303,801	(149,845)	67%
Admin Services	523,560	374,050	(149,510)	71%
Office Operations	251,620	172,005	(79,615)	68%
Information Systems	601,443	449,118	(152,325)	75%
Computer/Furniture & Equipment	33,200	83,195	49,995	251%
Amortization Expense	218,000	129,726	(88,274)	60%
General Admin Recovery	(2,081,469)	(1,511,893)	569,576	73%
Total General Admin Expenses	-	0	0	
Total Expenses	9,093,119	6,326,717		70%
YTD Surplus (Shortfall)	(875,660)	1,748,329		
Amortization adjustment	(218,000)	n/a		
Capitalise asset purchases	n/a	(77,316)		
	(657,660)	1,671,013		
Funded from:				
Transfer (to) from General Surplus Fund	373,660	(1,738,309)		
Transfer (to) from LTC Project Specific Reserve Fund	204,000	86,832		
Transfer (to) from Special Tax Requisition Fund	80,000	(19,537)		
	657,660	(1,671,013)		
Net Balance	-	-		

Variances > +/- 10% include explanations

Description	APPROVED Annual Budget	YTD Actual	\$ budget not yet received/spent	% of budget received/ spent
Note 1:				
Projects made up of:	Annual Budget	YTD Actual		
SSIWPA - Coordination	75,500	45,963	(29,537)	61%
SSIWPA - Weston Lake	30,000	-	(30,000)	0%
SSIWPA - Water Protection Plan	50,000	10,000	(40,000)	20%
LTC Projects - allocated budget funds	188,150	86,832	(101,318)	46%
LTC Projects - unallocated budget funds	15,850	-	(15,850)	0%
Project - Projects funded by grants	7,998	-	(7,998)	0%
FN Protocol Funds	1,000	-	(1,000)	0%
Healthy Watershed Initiative Projects	45,000	18,589	(26,411)	41%
Eelgrass mapping	50,000	53,928	3,928	108%
Coastal Douglas Fir Mapping and Bylaws	5,000	-	(5,000)	0%
Regional Freshwater Management Strategy	91,000	79,723	(11,277)	88%
Groundwater Recharge Mapping	50,000	10,421	(39,579)	21%
Governance Mgmt & Ops Review	62,250	46,688	(15,563)	75%
Heritage Overlay Mapping	55,000	20,876	(34,124)	38%
Housing Density Bonusing	10,000	-	(10,000)	0%
TOTAL	736,748	373,020	(363,728)	51%

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 16, 2022
From: Nancy Rogers, Finance Officer **Date Prepared:** February 9, 2022
SUBJECT: FINANCIAL FORECAST AS AT DECEMBER 31, 2021

PURPOSE:

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

BACKGROUND:

The forecasted financial results for March 31, 2022 have been prepared based on actual financial performance to December 31, 2021 plus estimates of expected spending for the remainder of the fiscal year.

The December 31, 2021 forecast reflects a projected underspending of \$361,828. This underspending is primarily due to a reduction in meeting and travel expenditures due to the COVID pandemic which has carried on longer than anticipated at budget time, as well as unspent monies for LTC and strategic plan projects.

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

Revenues:

Revenues are forecasted to come in at a net \$131,480 higher than budgeted due to:

- Federal Grant Income – expected \$38,748 higher than budget due to additional funding received from the Conservation Economic Stimulus Initiative grant totaling \$242,500 and grant funding received from Transport Canada totaling \$1,248 for Community Participation Funding Program for participation in ocean protection plan meetings and workshops.
- Provincial Grant Income – expected \$39,750 higher than budget due to additional funding received from the Species at Risk grant totaling \$38,500, grant funding received from UBCM totaling \$15,250 for the Gabriola Active Transportation Connection project, and grant funding received from Investment Agriculture Foundation totaling \$8,000 for the Denman Farm Plan.
- Provincial Grant Income – expected \$89,000 higher than budget due to additional funding received from the Healthy Watersheds Initiative grant for the freshwater sustainability project.
- Interest Income - expected \$45,549 under budget due to a significant decrease in interest income where interest rates on guaranteed investment certificates have dropped significantly during the

global pandemic. Current rates are very low in comparison to prior years (0.6%). In addition, there has been a delay in investing funds while staff review offers from credit unions supplying IMPACT GICs (sustainable lending) which ensure Islands Trust invested funds are used by the financial institution to provide ethical and sustainable loans to local businesses that publicly pursue at least one of the United Nations' Sustainable Development Goals.

- Grant Income for LTC projects – expected \$7,300 higher than budget for memorandum of understanding funds received from Ministry of Forest, Land, and Natural Resources for the groundwater recharge mapping project.

Expenditures:

Total forecasted expenditures come in lower than budget by approximately \$423,000.

Significant areas of forecasted overspending include:

- ITC Property management – expected overspending of \$40,190 where ITC is relying less on tax funds this fiscal year for items that are covered by the species at risk grant and the conservation stimulus initiative grant.
- Office Rent – expected overspending of \$13,669 for higher than anticipated operating costs passed on by the landlord for the Victoria Office.
- Hardware and Software Capital – expected overspending of \$53,234 overspending in Software capital of \$32,433 is offset by underspending in Software Support & Licensing where a purchase of new software was classified as Software Support rather than as a Software Capital item at budget time. Also partially offset by underspending in Stationery and Supplies where some purchases have been reclassified as capital items.

Significant areas of underspending include:

- Amortization – expected underspending of \$24,885 where some fully amortized items had not been removed from the budget calculation. Since this is a non-cash item there is no impact on operations as a result of this overage.
- FN Protocol Funds – expected underspending of \$5,587 where no expenditures are occurring in this area.
- SW Support and Licensing – expected underspending of \$21,517. This underspending is offset by overspending in Software capital where a purchase of new software was classified as Software Support rather than as a Software Capital item at budget time.
- Conservation Planning & Land Securement – expected underspending of \$10,000 due to staff resources devoted to undertaking species at risk and conservation economic stimulus initiatives.
- ITC Ecosystem Mapping – expected underspending of \$15,000 due to stretched resources to undertake this work while staff are working on the species at risk and conservation economic stimulus initiatives.
- Legal expenses – expected underspending of \$43,000 in Legal for Bylaw Enforcement litigation and litigation defence offset by overspending of \$18,000 in general legal due to the need for more general legal advice than anticipated and a reduction in new litigation against the Islands Trust.
- The following areas are underspent by a total of \$23,400 due exclusively to meetings being held electronically due to the impacts of the COVID pandemic, eliminating the need for travel, accommodation, hall rental and food expenditures associated with undertaking these meetings:
 - FPC, RPC and LTC Committee Expenses – expected net underspending of \$1,000;
 - ITC Board Meeting Expenses – expected underspending of \$5,400;
 - LTC expense for Trustees, EC on LTC, and LTC and APC meetings – expected net underspending of \$7,800;
 - Meeting expense – expected underspending of \$9,000 primarily for Trust Council meetings.

- Statutory Notices – expected underspending of \$10,000 where lower than expected advertising is taking place for statutory notices this fiscal year in comparison to budget due to a reduced need to advertise where public hearings and community information meetings are not being held due to the COVID pandemic.
- Salaries and Benefits – expected underspending of \$253,000 due to vacancies in positions during the fiscal year. The significant areas of underspending are as follows:
 - Bylaw Enforcement Officer – one position vacant between April 1 to July 31, 2021 and a second position vacant between October 1 and January 31, 2022 underspending of \$31,538 plus benefits of 25.4%;
 - Gabriola Office Planner vacancies – numerous vacancies in Planner positions where staff have left to take positions with other provincial government ministries resulting in total underspending of \$86,413 plus benefits of 25.4%
 - Southern Office Planning Support Vacancy – vacancy in planning support resulting in total underspending of \$10,782 plus benefits of 25.4%
 - Salt Spring Office Planning Support Vacancy – vacancy in planning support resulting in total underspending of \$19,948 plus benefits of 25.4%
 - Trust Area Services staffing overspending of \$35,000 for additional project and communications staff relating to the Policy Statement review was offset by reductions of the same amount in leave liability over the organization where staff had left or used prior year's vacation hours during this fiscal period.
- Projects - expected underspending of \$106,089, related to the following:
 - Strategic Plan Projects -
 - Expected underspending of \$25,000 for the Climate Change project where funds will be carried forward to next fiscal year;
 - Expected underspending of \$10,000 for the housing density bonus due to change in approach of housing strategic plan and where funds will be carried forward to next fiscal year.
 - Expected underspending of \$4,000 for broadcasting public meetings as we become more proficient in this area requiring less edits, etc.
 - Groundwater Recharge Mapping – expected underspending of \$36,800 where funds will be carried forward to next fiscal year.
 - SSIWPA projects -
 - SSIWPA Watershed Protection Plan – expected underspending of \$30,000. Completion of Phase 1 will occur this fiscal totaling \$20,000 with the remaining \$30,000 budget to be carried forward to next fiscal for completion of the project.
 - SSIWPA Weston Lake – expected underspending of \$30,000 where work will be completed next fiscal year and the funds carried forward.
 - SSIWPA Events & Communications Expense – expected underspending of \$12,740 where events were not held like the Salt Spring Island Fair due to COVID.
 - LTC projects -

Expected underspending overall of \$102,315 against the budgeted \$204,000 draw from reserve primarily due to LTC projects that will carry forward into next fiscal year for completion. A transfer of \$146,685 will be required from the LTC Specific Reserve fund rather than the \$204,000 that was included in the budget.
- Offset by expected overspending on projects related to the following:
 - Strategic Plan Projects –
 - Expected overspending of \$86,050 for the Policy Statement Review where Trust Council approved an increase to the policy statement expenditures of \$100,000 for increased public consultation. However less than the approved expenditure amount

will be spent due to a delay in some project activities that will now take place early in fiscal 2022/23.

- Expected overspending of \$59,000 for the regional freshwater management strategy which is covered by equivalent funding received from the healthy watershed initiative;
 - Expected overspending of \$4,000 for the Eelgrass mapping project due to additional consultant expenditures;
 - Expected overspending of \$14,198 for the website renewal for contractors assistance with website updates and some additional design elements not anticipated at the time of the initial contract;
 - Expected overspending of \$89,200 for the policy statement review.
-
- Stationery & Supplies – expected underspending of \$11,700 due to less staff working in the office requiring less stationery supplies.
 - Mobile Devices – expected underspending of \$7,786 due to negotiation of a new contract containing a significant discount for cell phone costs for the first 6 months of this fiscal year.
 - Training and Conferences/Travel expenses– net expected underspending of \$48,730 due to meetings being held electronically due to the impacts of the COVID pandemic, eliminating the need for staff travel, accommodation, and food expenditures as well as conferences and training being held by webinar reducing the cost to attend.

Other variances are not considered significant for the purposes of reporting.

CONCLUSIONS:

The approved budget for fiscal year ending March 31, 2022 included approved expenditures of \$9.09M inclusive of both amortization and capital purchases. Current forecasted spending for the year is expected at \$8.67M, which is under by about \$423,000 (-5%). Underspending is primarily due to reduced meeting, travel and training expenditures due to the COVID pandemic which has carried on longer than anticipated at budget time, underspending on salaries and benefits due to significant challenges in hiring and maintaining staffing levels and underspending on projects.

Accounting standards dictate that capital assets be removed from expenditures on the Statement of Operations and capitalized as a tangible capital asset on the Statement of Financial Position. Consequently, additional funding from surplus to cover this spending is reduced by the value of items capitalized. The forecasted amount to capitalize is \$82,613.

The budget approved a transfer from the General Revenue Fund Surplus of \$373,660 and a transfer from the LTC Specific Reserve Fund of \$204,000 for Local Trust Committee projects, for a total draw on these surplus funds of \$577,660.

Based on the third quarter forecast, adjusted for capitalized assets, the required transfer from the General Revenue Fund Surplus is estimated at \$85,147 and the transfer from the LTC Specific Reserve Fund is now estimated at \$146,685. This means that the total transfer from these surplus funds is estimated at \$231,832, more than \$300,000 less than budgeted for.

ATTACHMENT:

- Third Quarter Forecast to March 31, 2021

FOLLOW-UP: Forward to Trust Council for information as desired.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By:

ISLANDS TRUST

Q3 Forecast to March 31, 2022

Acct #	Description	Annual Budget	Forecast to March 31/21	Forecast Over (Under) budget	
				(Under) budget \$	%
REVENUES					
40300	Fees & Sales	120,000	120,000	-	0%
44001	Federal Grant Income R	205,000	243,748	38,748	19%
45000	Provincial Grant Income Non R	180,000	180,000	-	0%
45001	Provincial Grant Income R	22,000	61,750	39,750	181%
45002	Provincial Grant Income R IT HWI	156,000	245,000	89,000	57%
46000	Property Tax Levy General	7,079,771	7,079,771	-	0%
46200	Special Levy Property Tax Requisition	386,688	386,688	-	0%
48000	Interest Income	60,000	14,451	(45,549)	-76%
49000	Other Income "General"	-	1,231	1,231	0%
49001	Grant Income for LTC projects	8,000	15,300	7,300	91%
49005	Other Income "NAPTEP ITF Cost Recovery"	-	1,000	1,000	0%
Total Revenue		8,217,459	8,348,939	131,480	2%
EXPENSES					
50500	Admin Cost Recovery	(2,081,469)	(2,081,469)	-	0%
50700	Admin Support Services	2,081,470	2,081,470	-	0%
50900	Amortization Expense	218,000	193,115	(24,885)	-11%
50950	Applications Sponsored by EC	5,000	5,500	500	10%
50960	History and Heritage Funding Grants in Aid	5,000	5,000	-	0%
51000	Audit	20,000	20,000	-	0%
51500	Bank Charges & Interest	4,000	4,000	-	0%
52500	Board of Variance	1,100	800	(300)	-27%
54000	Committee Expense FPC	-	14	14	0%
54200	Committee Expense TPC	1,000	-	(1,000)	-100%
54500	Communications	43,000	53,650	10,650	25%
54580	FN Protocol Funds	6,004	417	(5,587)	-93%
55105	SW Support and Licensing	103,900	82,383	(21,517)	-21%
55200	Internet	48,000	48,000	-	0%
55500	Technical Support	88,000	91,430	3,430	4%
56000	Contingency	5,000	5,000	-	0%
56500	Contract Services	45,000	63,409	18,409	41%
60000	Insurance	185,000	190,093	5,093	3%
61100	ITC "Board Honoraria"	6,600	6,200	(400)	-6%
61200	ITC "Board Meeting Expense"	6,925	2,000	(4,925)	-71%
61210	ITC "Board Training & Conferences"	2,000	300	(1,700)	-85%
61300	ITC "Property Management"	124,810	165,000	40,190	32%
61500	Conservation Planinng & Land Securement	30,000	20,000	(10,000)	-33%
61600	ITC "Ecosystem Mapping"	20,000	5,000	(15,000)	-75%
62000	Land Title Registrations	4,500	5,407	907	20%
63000	Legal "General"	90,029	108,000	17,971	20%
63100	Legal "Bylaw Enforcement Litigation"	85,049	83,000	(2,049)	-2%
63200	Legal "Litigation Defence"	90,049	49,000	(41,049)	-46%
65000	LTC - Trustee Expense	5,000	2,620	(2,380)	-48%
65050	LTC "Executive Expense on LTC's"	12,000	8,000	(4,000)	-33%
65200	LTC Local Exp LTC Meeting Expenses	35,999	29,784	(6,215)	-17%
65210	LTC Local Exp APC Meeting Expenses	5,402	7,257	1,855	34%

65220	LTC Local Exp Communications	5,000	5,800	800	16%
65230	LTC Local Exp Special Projects	4,999	40	(4,959)	-99%
67000	Meeting Expense	59,000	55,417	(3,583)	-6%
67500	Memberships	15,209	14,839	(370)	-2%
68100	Notices Statutory & Non Statutory	21,000	10,810	(10,190)	-49%
69000	Office Rent	388,700	402,369	13,669	4%
69005	Office Services	58,900	58,900	-	0%
70000	Postage & Courier	10,100	9,200	(900)	-9%
74000	Recruitment	6,000	6,000	-	0%
74900	Safety	5,000	5,000	-	0%
75100	Salaries - Admin Staff	2,242,986	5,270,922	(253,238)	-11%
75110	Benefitis - Admin Staff	569,717			
76100	Salaries - Planners & RPMs	1,417,357			
76110	Benefits Planners & RPMs	360,009			
77100	Salaries Planning Support	466,086			
77110	Benefits Planning Support	118,386			
78100	Salaries Bylaw	278,803	22,500	(11,700)	-34%
78110	Benefits Bylaw	70,816			
79000	Stationary & Supplies	34,200	22,500	(11,700)	-34%
79500	Subscriptions	6,500	6,360	(140)	-2%
80100	Telephone	11,500	12,715	1,215	11%
80300	Mobile Devices	24,100	16,314	(7,786)	-32%
81100	Training "Organization Wide"	3,000	1,866	(1,134)	-38%
81200	Staff Meetings and Recognition	4,000	3,003	(997)	-25%
81300	Training & Conferences	33,500	21,712	(11,788)	-35%
81305	Travel for Training	17,835	2,387	(15,448)	-87%
82300	Travel	59,072	37,579	(21,493)	-36%
84100	Trustee Remuneration	522,178	522,178	-	0%
84110	Trustee Remuneration "CPP Expense"	18,898	18,898	-	0%
84120	Trustee Remuneration Health/Dental Benefits	37,600	37,600	-	0%
84140	Trustee Remuneration Pay In Lieu of Benefits	1,000	1,000	-	0%
84150	Trustee Remuneration "Employer Health Tax"	10,202	10,202	-	0%
Operating Expenses Subtotal		8,178,021	7,807,989	(370,032)	-5%
CAPITAL					
55100	Hardware	29,200	-	(29,200)	-100%
55101	Hardware Capital	-	50,000	50,000	
55400	Software	-	-	-	
55401	Software Capital	-	32,433	32,433	
69100	Furniture and Equipment	4,000	4,000	-	0%
69101	Furniture and Equipment Capital	-	-	-	
Capital Subtotal		33,200	86,434	53,234	160%
PROJECTS					
	LTC Projects Funded by LTC Reserve Fund	249,000	146,685	(102,315)	-41%
	LTC Projects Funded by Contingent Grant	8,000	-	(8,000)	-100%
	LTC Projects Funded by Special Requisition Surplu	80,000	20,000	(60,000)	-75%
	LTA Work Funded by Special Requisition (SSIWPA)	75,500	62,350	(13,150)	-17%
	Strategic Plan Projects	469,400	546,776	77,376	16%
Projects Subtotal		881,900	775,811	(106,089)	-12%
Total Expenditures		9,093,120	8,670,234	(422,887)	-5%
Surplus (shortfall)		(875,660)	(321,295)		
<u>Funded by:</u>					

Transfer (to) from (Contribution to) General Revenue	373,660	85,147
Transfer (to) from LTC Project Specific Reserve Fund	204,000	146,685
Transfer (to) from Special Tax Requisition Fund	80,000	6,850
Net Surplus (Shortfall)	(218,000)	(82,613)
Add back Amortisation Expense (<i>not taxed, so reinvested</i>)	218,000	
Add back Capital Expenditures (<i>not expensed in year of purchase, so reinvested</i>)		82,613
Balance	-	-

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 16, 2022
From: Trust Area Services **Date Prepared:** February 9, 2022
SUBJECT: **DRAFT ISLANDS TRUST TAX NOTICE INSERT FOR 2022/23**

PURPOSE: To seek feedback on a draft Islands Trust tax notice insert for 2022/23.

BACKGROUND:

In August 2019, Islands Trust learned that Islands Trust was eligible to include a Rural Tax Notice Insert in the mailing of Rural Property Tax Notices by the Ministry of Finance, with the mailing costs paid by the Ministry of Finance. The Islands Trust sent its first Rural Tax Notice Insert to local trust areas in 2021.

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

Staff will be preparing an updated notice using the template approved last year. Staff will update the budget information, the Conservancy information, the territorial acknowledgement, and propose replacing the Natural Area Protection Tax Exemption Program information with the following language regarding elections:

Elections 2022

Let your unique voice be heard.

Trustees elected in the next election will serve in two roles – on a local trust committee or Bowen Island Municipal Council and on Islands Trust Council.

Trustees make important decisions that guide how the Islands Trust preserves and protects the Islands Trust Area and its unique amenities and environment for residents and all British Columbians.

That is why it's important to get involved.

On Saturday, October 15th, vote to help shape the future of your island. For more information visit, <https://islandstrust.bc.ca/about-us/accountability/elections/>

ATTACHMENT(S):

1. Tax notice insert for 2021/22

FOLLOW-UP: Staff will integrate feedback received, update the tax notice insert with 2022/23 information once the budget is approved and send to a graphic designer for revisions. The final insert will be provided to the Executive Committee for approval, and then sent to provincial staff before the April 1 deadline.

Staff will also investigate the possibility of a tax notice insert or flyer for Bowen Island as already requested by Executive Committee.

Prepared By: Clare Frater, Director, Trust Area Services, February 9, 2021

Reviewed By/Date:

We are humbly thankful to live and work in the treaty lands and territories of the BOKÉĆEN, K'ómoks, Lək'wəḡən, Lyackson, MÁLEXEL, Qualicum, Quw'utsun Tribes, scəwəθən məsteyəxʷ, Scia'new, səlilwətaʔt, SEMYOME, shíshálh, Skwxwú7mesh, Snaw-naw-as, Snuneymuxw, Spune'luxutth, STÁUTW, Stz'uminus, ʔaʔəmen, toq qaymıxʷ, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, WJOŁŁŁP, WSIKEM, Xeláltxw, Xwémalhkwu/ʔop qaymıxʷ, and xʷməθkʷəy̓əm.

Islands Trust



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

Islands Trust

It was created by the provincial government in 1974 in response to rates of development in the Gulf Islands and the need to protect the environment.

Implementing the Preserve and Protect Mandate

Today, the Islands Trust works to preserve and protect the Islands Trust Area through land use planning; programs and services; and the Islands Trust Conservancy.

Land Use Planning

Land use planning contributes to preserving and protecting our environment, cultural heritage, and communities through the maintenance of 20 unique official community plans; hosting community information meetings to help islanders understand matters related to land use planning; rezoning; and application processing. This team also develops and delivers longer-term projects to support strategic goals for climate change, freshwater management, and reconciliation.

Programs and Services

The Islands Trust Council supports the preserve and protect mandate through region-wide programs and services. They advocate for decisions that affect the islands; deliver public education on topics such as sea-level rise, wells and groundwater, and climate change; offer a stewardship award program recognizing community members; provide online mapping; and work with other governments, including First Nations, to benefit the Trust Area.

Islands Trust Conservancy

Islands Trust Area ecosystems are rare and fragile and need our protection. Working with land-holders, donors, First Nations, and island organizations, Islands Trust Conservancy protects 1,307 hectares of land through conservation covenants and nature reserves. As of March 2021 the Islands Trust Conservancy protects 107 conservation properties, 31 nature reserves, and 76 covenants (of which 25 have NAPTEP certificates).

The Trust Area

The Trust Area, located in Coast Salish territory, is the homeland of over 28,000 Coast Salish Peoples who have called this Area home since time immemorial. Covering 5,200 square kilometres of land and water in the Salish Sea, the Trust Area has 26,000 residents and 10,000 non-resident property owners. The region features spectacular beauty, extensive archaeological and culturally significant sites, and some of the world's most endangered and precious ecosystems.

Governance

Every four years, island communities — other than Ballenas-Winchelsea, which has very few residents — elect two local Islands Trust trustees to represent the group of islands where they live. There are 13 island groups called local trust areas and each has a local trust committee. These local trust committees, except for one with few residents, are made up of two elected trustees and an appointed chair. Local trust committees are responsible for land use decisions within their local trust area. Bowen Island is the only island municipality in the Islands Trust Area.



In total there are 26 trustees, including two municipal trustees from Bowen Island Municipality. Together they form the Islands Trust Council, which makes decisions that impact the whole Trust Area. The Trust Council meets four times a year. Generally, all Trust meetings are open to the public and community members are encouraged to attend. Dates and times are posted on the Islands Trust website.

Tax Savings Opportunity: Natural Area Protection Tax Exemption Program

Benefits to you

- ✓ For eligible properties, you can save 65% of your annual property tax on the portion of your land protected by a NAPTEP covenant (also known as an easement).
- ✓ You'll gain peace of mind knowing the land you care for will be safe forever, regardless of who eventually owns your property.
- ✓ Islands Trust Conservancy will visit the property annually to ensure ongoing protection; a collaboration between landholders and conservation experts.

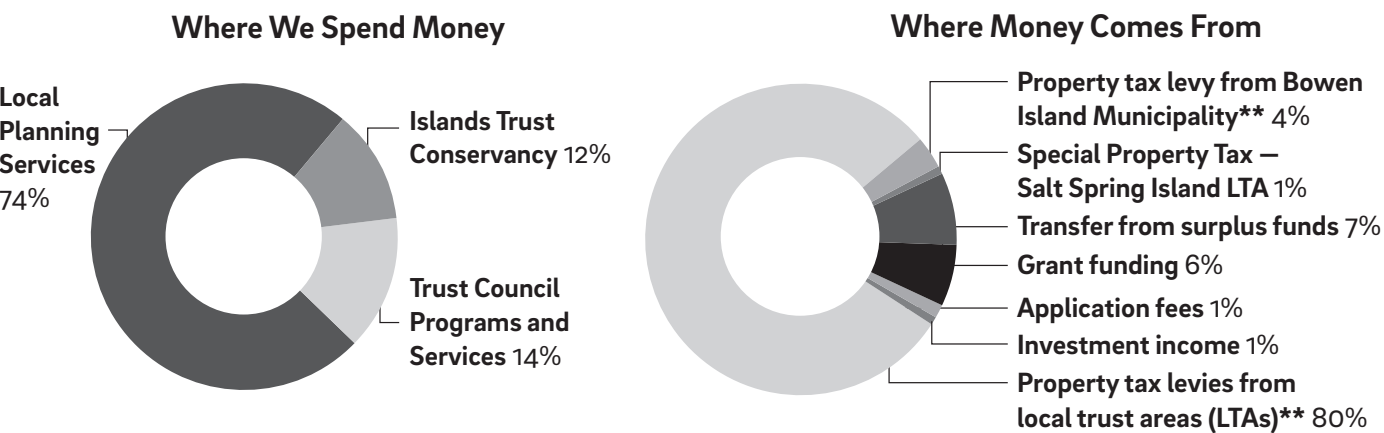
Interested in applying? ✉ itcmail@islandstrust.bc.ca ☎ 250-405-5186

Islands Trust Budget 2021/22

Following a robust public consultation process, Islands Trust Council adopted its 2021/22 budget in March 2021. The budget features:

- Total approved budget of \$9.1M, made up of: operating budget \$8.2M, projects budget \$881,900, and capital budget \$33,500
- The budget is funded by:
 - \$7.07M – local trust area property taxes (excludes Bowen Island)
 - \$75,500 – Salt Spring Island Local Trust Area special property tax for Salt Spring Island Watershed Protection Alliance
 - \$311,188 – Bowen Island Municipal tax requisition
 - \$563,000 – external grant funds
 - \$657,660 – transfers from accumulated surplus funds
 - \$120,000 – land-use application fees
 - \$68,000 – investment and other income
- 3.5% general tax increase for the Islands Trust Area as a whole* (excluding Bowen Island) plus 0.87% in new tax funds from new development and construction
- 2.7% tax requisition increase to Bowen Island Municipality

In addition to regular operations, the budget funds the implementation of Trust Council's Strategic Plan for 2018–2022, has a climate-action focus, and facilitates the implementation of Trust Council's Reconciliation Action Plan.



*Actual tax changes by individual LTA may vary based on distribution of property values within the Trust Area

**Includes tax revenue from new construction

For more information or to subscribe to e-news, education events, and governance highlights:
islandstrust.bc.ca

NOTE: The Provincial Surveyor of Taxes issues your Rural Property Tax Notice, and the BC Provincial Government receives your tax payment. Please refer to your Rural Property Tax Notice for payment options. Questions about your property tax notice should be directed to:
BC Surveyor of Taxes Toll-Free: 1-888-355-2700 | E-mail: ruraltax@gov.bc.ca

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 16, 2022
From: CAO **Date Prepared:** February 11, 2022
SUBJECT: Requirement for Additional Administrative Resources

PURPOSE: To request Financial Planning committee recommend additional resources be allocated in the 2022/2023 budget.

BACKGROUND:

Note: It is recommended that Committee members read the attached report referred from Executive Committee titled *“Local Trust Committee requests for administrative support for electronic meetings”*, prior to consideration of this briefing.

The request from some Local Trust Committees (LTCs) for a full time equivalent position or some additional resources to assist in electronic meeting delivery (see attached report) illustrates a concern that the Islands Trust is not adequately resourced in the proposed 2022/23 budget in some key areas:

- The ongoing delivery of fully interactive public electronic meetings for Local Trust Committees, Community Information meetings and other public interactions;
- Under resourcing of administrative services across the Trust, and a lack of support for existing administrative staff in the form of training, documented policy, process, and procedure guides;
- Changes to employment conditions and the challenges of the COVID-19 workforce;
- Increased corporate services needs through a high level of Freedom of Information Requests and Administrative Fairness Complaints;
- A large work plan and strategic plan and commensurate high workloads;
- Planning staff undertaking administrative functions;
- Senior level staff taking on administrative functions, leading to diminished capacity for their own work tasks, strategic initiatives or assignments;
- The upcoming election period;
- Retirement of key personnel.

DISCUSSION:

In recent months, it has become apparent that there is a need for additional administrative resources at Islands Trust. For some time there have been indications that there are significant stresses, training gaps and workload issues impacting the effective delivery of administrative services across the organisation. The reasons for this appear varied, some related to long-standing issues exacerbated by the pandemic and remote work while others are related to staff turnover, leaves of absences, and increased work requirements in an ever-changing environment.

Throughout the pandemic, administrative staff have overworked to deliver increased zoom meetings and increased role-specific and corporate-wide administration demands, while working from home without day-to-day personal contact with other staff. There have been many rapid technology changes and the introduction of new systems (Zoom, website update, changes to the e-mail subscription system, etc.) with a lack of upkeep/updating of associated training materials for new and existing staff alike. In addition, work volumes have continued to increase due to ambitious Council and committee work programs, staff turnover requiring additional work from existing staff to cover vacancies as well as time and effort to train new hires, and high levels of public engagement and involvement. Staff across the organisation are communicating high stress levels and a need for updated processes, better documentation and ongoing maintenance of procedures and policies. We are also experiencing an increase in administrative staff on leave, a possible symptom of high workloads seen in the workplace.

At this time, it is premature to recommend a permanent business solution as more analysis needs to be done to identify the systemic root causes of these outcomes and how best to alleviate them. However, it is clear more resources will be needed in the 2022/23 fiscal year to bolster and support administrative and corporate staff who are the unseen foundation of the Islands Trust.

While staffing levels have been the target of some scrutiny in recent months, it is important to note that there have been no additional administrative, financial, or personnel resources provided to the administrative or corporate services functions of the Trust for over 10 years, despite other areas of the organization growing. This leaves a gap in the ability of these staff to properly and adequately support others in the organisation as they deliver on key initiatives and public services.

As Trust Council considers adopting recommendations from the Governance Report there will undoubtedly be a requirement for administrative or organizational support for implementation, which would then fall on current staff who are already over-subscribed. No progress can be made on these recommendations without additional resources.

Staff are recommending that a minimum additional \$100,000 be added to the budget to be used to support administration, corporate and financial services staff through a combination of short term hires or contractors, updating of training materials, offering support for procedure development and updating, finding and considering opportunities for efficiencies, and to assess and quantify workloads.

ATTACHMENT(S):

1. E-Meeting Support Staff – Briefing & related attachment (Elec Mtgs Report)

FOLLOW-UP: As directed.

Prepared By: R Hotsenpiller, CAO
Reviewed By/Date: February 11, 2022

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 16, 2022
From: CAO **Date Prepared:** February 10, 2022
SUBJECT: Local Trust Committee Requests for Administrative Support for Electronic Meetings

PURPOSE: To review recent resolutions from several local trust committees regarding the provision of additional resources to deliver electronic meetings at Local Trust Committees.

BACKGROUND:

Note: This report was received by Executive Committee on February 2. EC subsequently directed that it be forwarded to Financial Planning Committee for its consideration.

Following the adoption by the Province of amendments to the [Islands Trust Electronic Meeting Regulation](#), local trust committees have been updating their meeting procedure bylaws to allow for electronic meetings.

In September 2021, nearing the conclusion of the Provincial State of Emergency, (which allowed for fully electronic meetings), the Islands Trust discussed how and at what service level it wished to undertake electronic meetings in the future. By way of review, there are two components to electronic meetings:

1. allowing electronic attendance and participation at meetings by the elected officials; and
2. allowing attendance and participation at meetings by members of the public.

The amendments to the Electronic Meeting Regulation are intended to allow attendance and participation at meetings by the elected officials. Electronic attendance and participation at meetings by the public is a matter of Trust Council policy, and ability (technically and staff resources) to administer.

Trustees were advised of the following options to address the need for electronic meetings, post pandemic.

1. Go back to in-person only meetings.
2. In-person meetings in which the meeting is broadcast, and electronic means used only for staff to attend, or once electronic meeting bylaws are updated, one or more of the trustees could attend electronically. The public could either watch the broadcast, or if they wished to speak to the local trust committee, attend the meeting. Regardless of whether this meeting is electronic (one or more trustees attending electronically), a physical location would need to be specified for the public to attend to hear, or see and hear, the meeting procedures, and a staff person would need to be at that location.
3. Fully electronic meetings in which one or more of the trustees are connected electronically, and the public are allowed to participate electronically as well. For this option, staff identified that it would require additional administration resources because it requires continued monitoring to manage the public participation. If Trust Council wished to undertake this option, staff recommended that one additional full-time equivalent (FTE) administrative staff be included in the budget to support this approach.

Following consideration of these options, Trust Council, in September, directed that a pilot of **Option 2** above be implemented. This is current model, with the Vice Chairs taking responsibility for the operation of the equipment to broadcast the meeting and to allow staff, if necessary, to connect electronically to the meeting. This pilot was intended to occur over a six month period, with an assessment and report back to the Executive Committee at the end of that period (summer 2022).

Despite the above, in the northern region especially, there has been concern expressed from community on not providing full electronic participation for the public. There has also been the anecdotal experience of the public, trustees and Vice Chairs on the current model, which has had mixed reviews.

Recently, the Northern Office provided, during the meeting procedures bylaw amendment processes for Thetis, Gabriola, Denman, Hornby, Lasqueti, Gambier, and Ballenas-Winchelsea a recommendation that Trust Council consider adding a full time staff position to the 2022/23 Fiscal year budget for electronic meeting support.

As a result of this, the following resolutions were passed:

- **EX-2022-006** that the **Executive Committee acting as a Local Trust Committee** request that Financial Planning Committee consider adding a full time staff position to the 2022/23 Fiscal year budget for electronic meeting support.
- **DE-2022-006** that the **Denman** Island Local Trust Committee request that Trust Council consider adding a full time staff position to the 2022/23 fiscal year budget for electronic meeting support.
- **HO-LTC-2022-005** that the **Hornby** Island Local Trust Committee request that the Financial Planning Committee consider allocating funding and resources from the 2022/2023 fiscal year budget to support Hornby Island local Trust Committee electronic meetings.
- **LA-2022-006** that the **Lasqueti** Island Local Trust Committee request that Trust Council consider adding a full time staff position to the 2022/23 Fiscal year budget for electronic meeting support.
- **TH-2022-005** that the **Thetis** Island Local Trust Committee request that the Financial Planning Committee consider allocating resources from the 2022/23 Fiscal year budget to support electronic meetings.
- On January 27, 2022, the **Gabriola Island** Trust Committee passed the following resolution: *That the Gabriola Island Local Trust Committee request that the Financial Planning Committee consider adding funding resources to the 2022/23 Fiscal year budget for electronic meeting support.*

The staff recommendation that has resulted in these resolutions, however, has not been made to all of the local trust committees of the Islands Trust, and at this point do not represent a full analysis or comprehensive view of how electronic meetings are functioning. The resolutions by the local trust committees are informative and helpful in ultimately determining the appropriate level of service.

CAO Comment:

We have two distinct issues to address with regard electronic meetings:

Phase 1: the current two month period associated with high COVID transition rates and a desire to reduce live public meetings to support community and staff health, and

Phase 2: the long-term delivery of electronic meetings to all LTCs.

With regard to **Phase 1**, it has been determined that staff will provide administrative support to LTCs that wish to have electronic meetings, including town halls, through March 2022.

With regard to **Phase 2**, staff has direction to undertake a pilot using Vice Chairs to facilitate meetings, as discussed above, and has been doing so for a number of months. This pilot will result in a report be provided to the Executive Committee with an analysis and recommendations. The report is expected in summer of 2022. We need to better understand LTC interests in how meetings will be conducted on each island post-pandemic and of course, will need to resource those needs.

The Director of Local Planning Services and the Chief Administrative Officer do not recommend amending the budget at this time to accommodate requests for an additional full-time equivalent position that would be solely dedicated to delivery of electronic meetings.

However, Trust Council has not included in the current budget, any funding towards a long-term solution to either staffing or resourcing electronic meetings that are fully interactive, and as such, once we return to live meetings, there will be a return to broadcasting and posting of meetings to the website.

In the meantime, if Trust Council wishes to direct additional financial resources, as opposed to a full-time equivalent position, to support the administration of electronic public participation for 2022, they could make an adjustment to the draft 2022/23 budget.

ATTACHMENT(S):

1. Sample staff report to Lasqueti Island Local Trust Committee regarding electronic meetings

FOLLOW-UP:

As directed by Committee.

Prepared By: David Marlors, Director, Local Planning Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer



DATE OF MEETING: February 7, 2022

TO: Lasqueti Island Local Trust Committee

FROM: Heather Kauer, Regional Planning Manager
Northern Team

SUBJECT: Meeting Procedures Bylaw - update

RECOMMENDATION

1. That Lasqueti Island Local Trust Committee Bylaw No. 100, cited as “Lasqueti Island Local Trust Committee Meeting Procedures Bylaw, 2022” be read a first time.
2. That Lasqueti Island Local Trust Committee Bylaw No. 100, cited as “Lasqueti Island Local Trust Committee Meeting Procedures Bylaw, 2022” be read a second time.
3. That Lasqueti Island Local Trust Committee Bylaw No. 100, cited as “Lasqueti Island Local Trust Committee Meeting Procedures Bylaw, 2022” be read a third time.
4. That Lasqueti Island Local Trust Committee Bylaw No. 100, cited as “Lasqueti Island Local Trust Committee Meeting Procedures Bylaw, 2022” be forwarded to the Secretary of the Islands Trust for approval by the Executive Committee.
5. That the Lasqueti Island Local Trust Committee request that Trust Council consider adding a full time staff position to the 2022/23 Fiscal year budget for electronic meeting support.

REPORT SUMMARY

The purpose of this report is to replace the Lasqueti Island meeting procedures bylaw to:

- incorporate provincial regulation changes permitting local government regular business electronic meetings; and
- add provisions for public participation and meeting decorum

BACKGROUND

On June 17, 2020, Ministerial Order M192 was issued by the Province, which allowed all local government meetings and public hearings to be conducted electronically during the COVID-19 pandemic. That same day, Bill 10 Municipal Affairs Statutes Amendments Act was approved by the Province. Bill 10 included changes that would allow permanent authority for municipal councils and “Trust Bodies” to choose, with amendments to local meeting procedures bylaws, whether to conduct regular and committee meetings electronically (in addition to special meetings already authorized).

These new rules came into force for Islands Trust via Provincial amendments to the Islands Trust Electronic Meeting Regulation on September 29, 2021 after the authority to hold electronic meetings under M192 expired on September 28, 2021.

Staff are recommending that the Lasqueti Island Local Trust Committee amend their Meeting Procedures Bylaw to allow for electronic meetings consistent with updates to the Islands Trust Electronic Meeting

Z:\12 Long Range Planning\14 Multi-Island\6500 LTC Work Program\20 Projects (P)\2021-22 Meeting Procedures Bylaw Update\LA\LTC Meetings\2022-02-07\LA-LTC_2022-02-07_Elec Mtgs_RPT.docx

Regulation. The recommended bylaw is Attachment 1 of this report. A track changes version of the bylaw that demonstrates changes being proposed to the existing bylaw is Attachment 2 of this report.

ANALYSIS

Islands Trust Electronic Meeting Regulation

What the regulation now allows that it didn't before:

- Any and all Trustees may attend any LTC meeting electronically;

What no regulation allows:

- APCs to meet electronically.

What the regulation requires:

- There must still be a physical location where the public can physically go to see and hear the Trustees conduct the meeting for regular and special meetings. If all Trustees are attending electronically from home, this means that staff must set up and be present in a physical meeting place where the public could go to watch the electronic meeting;

What the regulation does not require:

- That the physical meeting space of an electronic meeting be on-island;
- That the public be able to speak at the meeting.

Electronic Meeting Logistics

Some things to consider for logistics:

- Whether the physical location of a meeting has to be on-island.
 - o Staff recommend keeping this flexible to minimize staff travel.

Some things to consider regarding technology and staffing:

- Islands Trust currently has the software capability of supporting electronic Town Halls, but not the staffing;
- Currently the Vice Chairs attend the physical meeting, set up and run the technology to allow streaming and staff remote attendance via Zoom;
- Streaming, recording, and posting of video of the meetings means that anyone with access to an internet connection can watch the meeting while it's occurring or at a time that works better for them;
- Town Hall could be fully accommodated electronically if one new staff person were funded to work throughout the Trust;
- No new staff position is currently in the Trust Council budget for next year.

Meeting Options Summary

Options	Physical Meeting	Chair Attendance	Trustee Attendance	Staff Attendance	Public Attendance	Pros	Cons
Option 1	On-Island	In-Person on-island	In-Person or Electronic	In-person on-island	View streaming or In-person on-island	Able to do Town Hall	Chair, Trustees, and staff must travel
Option 2	On-island	Electronic	Electronic	In-person on-island	View streaming from home or meeting hall	No Trustee or Chair travel	Staff must travel; No Town Hall*
Option 3	Lasqueti or Victoria	Electronic	Electronic	Lasqueti or Victoria	View streaming from home or Lasqueti	No Chair, Trustee, or staff travel	No Town Hall*

*Town halls could be accommodated electronically if staff capacity was adjusted

Submitted By:	Heather Kauer, MPA, RPP, MCIP, AICP Regional Planning Manager	January 7, 2022
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ATTACHMENTS

1. Recommended Draft bylaw 100
2. Track Changes version of Recommended bylaw 100
3. Alternative Bylaw

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 16, 2022
From: Trust Area Services **Date Prepared:** February 11, 2022
SUBJECT: PUBLIC FEEDBACK ON DRAFT 2022/23 BUDGET

PURPOSE:

This briefing provides Financial Planning Committee (FPC) with the results of the public consultation process for Trust Council's draft 2022/23 budget, which took place between January 22 and February 6, 2022.

BACKGROUND:

Under its Terms of Reference, FPC has responsibility for representing the interests of Council, Executive Committee, and Council Committees throughout the budget process, which includes designing the process for public input.

The main mechanism for people to respond to the draft 2022/23 budget was through an online survey. People could also e-mail or phone in their input. The survey was completed 1256 times and the Trust received 30 e-mails.

2021: 941 surveys, 12 e-mails
2020: 745 surveys, 6 e-mails
2019: 178 surveys, 37 e-mails
2018: 81 surveys, 6 e-mails

The Islands Trust held its first budget webinar on Thursday, January 27th, 2022 from 7:00 – 9:00 pm. Fifty-nine people registered for the webinar, twenty-nine people participated during the zoom webinar, and 74 watched on the livestream. Staff intend to provide a survey to participants to seek feedback to inform future webinar offerings.

Promotion

In support of the 2022/23 consultation process, Islands Trust issued a news release; sent one subscriber message; and purchased ads in three newspapers (Bowen Island Undercurrent, Gabriola Sounder and Denman-Hornby Grapevine), in monthly publications (Saturna Scribbler, Our Isle and Times, Mayneliner, Pender Post, Denman Flagstone). In addition, staff directly e-mailed non-profit and other island organizations to encourage them to advise their members of the survey opportunity. During the consultation period, the Bowen Island Undercurrent published an article based on the news release.

A social media campaign complemented the print advertising. It involved three tweets and three Facebook posts spaced out over 12 days. Through reaching out to organizations on the islands with

Facebook and to island-based Facebook discussion groups, the survey posts were shared throughout the Islands Trust Area. Islands Trust Facebook posts generated a total of 7731 “Reached,” 76 “Post Clicks,” and 65 “Comments and Shares”. Twitter posts generated 944 impressions, seven retweets and eight likes.

It is worth noting that this year there was substantial promotion of the budget consultation by community groups.

Input via Survey

Some headline observations from the survey results include:

- The local trust/island municipality areas with the highest number of respondents were Salt Spring (300 participants, 24%), Denman (143 participants, 11%), and Gabriola (124 participants, 10%).
- 77% of respondents were full-time residents in their local trust area or island municipality;
- In terms of the 1,107 responses regarding budget principles supported:
 - 14% chose: Add new programs/services or to improve existing programs/services
 - 11% chose: Maintain services and programs at current levels
 - 20% chose: Maintain existing services and programs with some areas increasing and other areas decreasing (if you select this option please explain your answer below)
 - 49% chose: Reduce services and programs from current levels
 - 6% chose: Don't know / other

Input via e-mail

A dedicated e-mail inbox (budget@islandstrust.bc.ca) was made available for budget related e-mails. It was set up with an auto-response that thanked people for their input, advised them it would form part of the public record and encouraged them to also fill out the survey. Thirty responses arrived via email during the engagement period either via the budget inbox or were sent directly to the Islands Trust Council Chair, staff or the Salt Spring Island Local Trust Committee.

ATTACHMENTS:

1. Survey feedback on the draft 2022/23 Islands Trust budget.
2. E-mailed feedback on the draft 2022/23 Islands Trust budget.

AVAILABLE OPTIONS:

Receive the attached information for consideration when making final budget recommendations to Trust Council.

Forward the budget consultation results to Trust Council.

Make recommendations for budget consultation methods for subsequent years.

FOLLOW-UP:

A revised version of this briefing will be provided to Trust Council from the Financial Planning Committee in Trust Council's March 8-10, 2022 meeting agenda package.

Prepared By: Gillian Nicol, A/Engagement Planner

Reviewed By/Date: Clare Frater, Director, Trust Area Services, February 10, 2022

Results of Online Public Survey re DRAFT Islands Trust 2022/23 Proposed Budget Survey

Between January 21 and February 6, 2022, the public were invited to comment on the Islands Trust draft 2022/23 budget through an online anonymous survey.

The survey was completed by 1,256 members of the public and took, on average, 11 minutes to complete with a 64% estimated completion rate.

So that some context is provided, below the full text of the survey has been included alongside the results, which also features the raw data of all responses submitted through the survey process. Where duplicate answers are provided, they were provided in different survey responses.

Survey Introductory Text

We Need Your Input!

Thank you for taking the time to complete our Budget 2022/23 survey. We value your input.

Before you start, there are some things you need to know:

All correspondence and survey results on the draft budget are shared with Islands Trust's Financial Planning Committee. Financial Planning Committee considers public input when developing their budget recommendations to Islands Trust Council. Trust Council will also see all correspondence and survey results. If you would like to learn more about Islands Trust and its activities and accomplishments to date, consider reviewing our [Annual Reports](#). Please be advised that the proposed budget numbers are draft only, and are subject to change before final approval by Trust Council at its next quarterly meeting from March 8–10, 2022.

Budget Webinar:

January 27, 2022 @ 7:00 p.m.

Before you complete the survey you may wish to attend the webinar to hear an overview and ask questions. Participants are encouraged to submit questions in advance to

budget@islandstrust.bc.ca.

[Please register in advance](#). The webinar will be recorded and will be available on our website after the event.

Please [subscribe for Events and Education updates via our website](#) to get webinar updates.

Survey Closes:

Sunday, February 6th, 11:59 p.m.

Survey logistics:

The estimated time to read and complete the survey is 10 minutes.
Questions with an * at the beginning require an answer.

Anonymous Survey and Personal Information:

When you complete the survey you are anonymous.

Survey results, and any other input we get about Budget 2022/23, may be shared publicly at Islands Trust meetings, on our website, through social media, or in our publications or documents.

Any personal information gathered through this survey is subject to the *Freedom of Information and Protection of Privacy Act*. Enquiries about the collection or use of information in this survey can be directed to the Islands Trust's Legislative Services Manager at 250.405.5188.

The Islands Trust will not collect, use, or disclose personal information using this SurveyMonkey survey. Please be aware, however, that IP addresses are collected by SurveyMonkey itself.

There can be only one survey response per computer. If you share a computer with someone who also wants to respond, please work together on your response, or email your comments to us at budget@islandstrust.bc.ca.

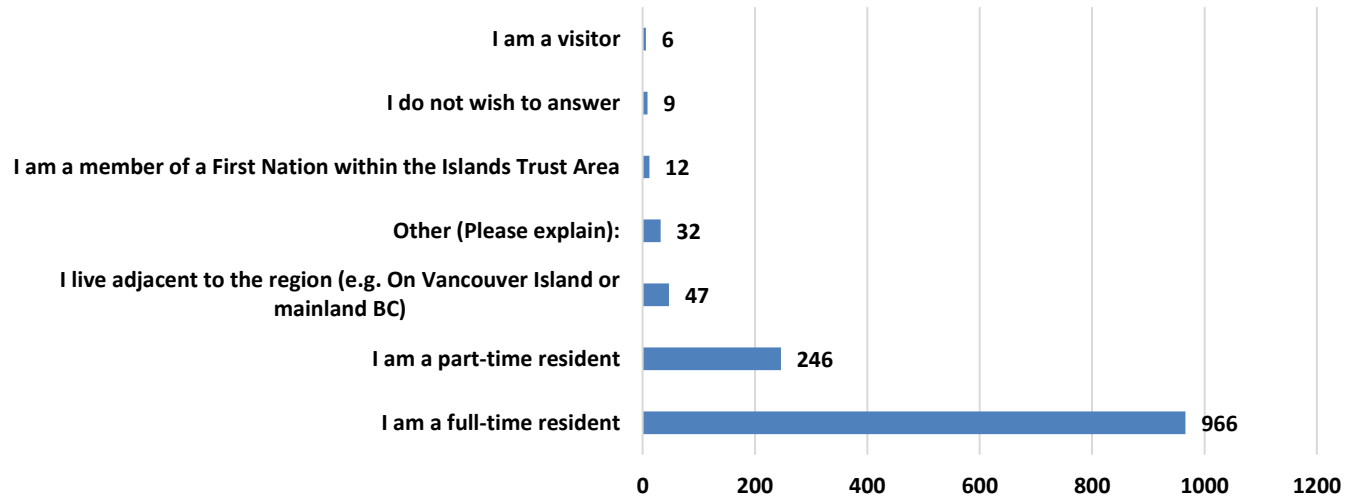
Tell us about yourself

The Islands Trust Area occupies almost 5200 square kilometres within the Salish Sea.

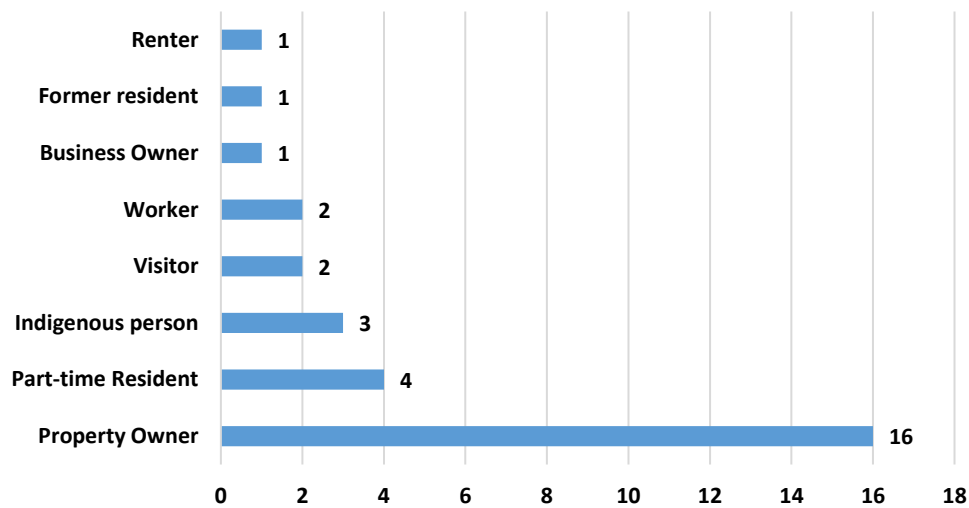
***Question 1: What is your connection to the islands?**

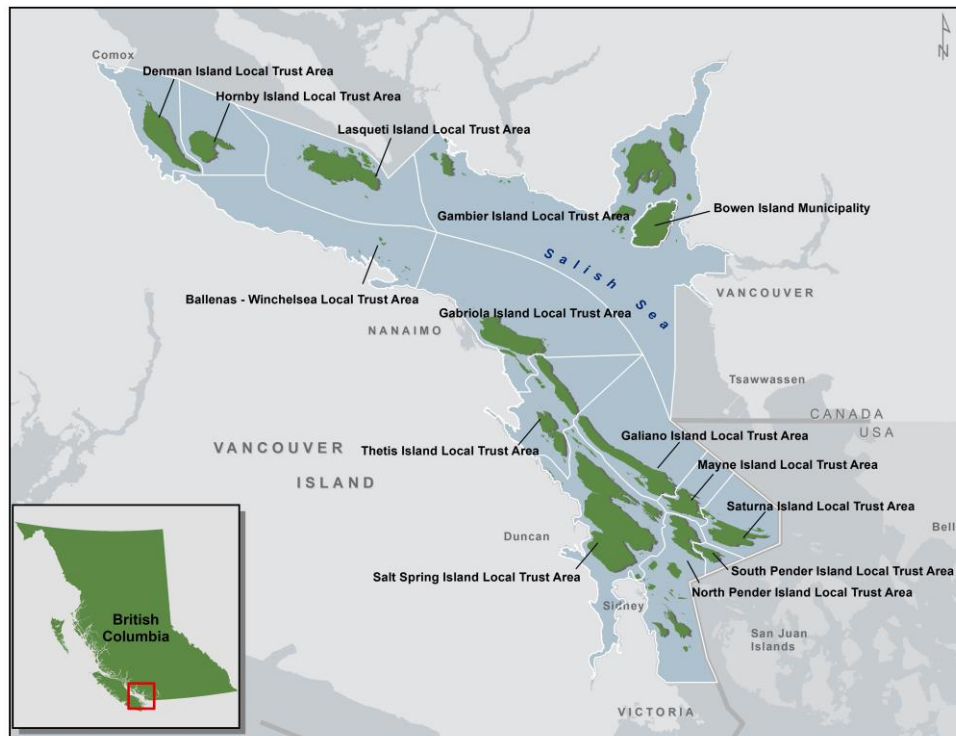
- 1,256 out of 1,256 completed (100%) who participated in the survey completed question 1

What is your connection to the islands? Check as many as apply:



Q1 - Breakdown of participants who chose 'other'

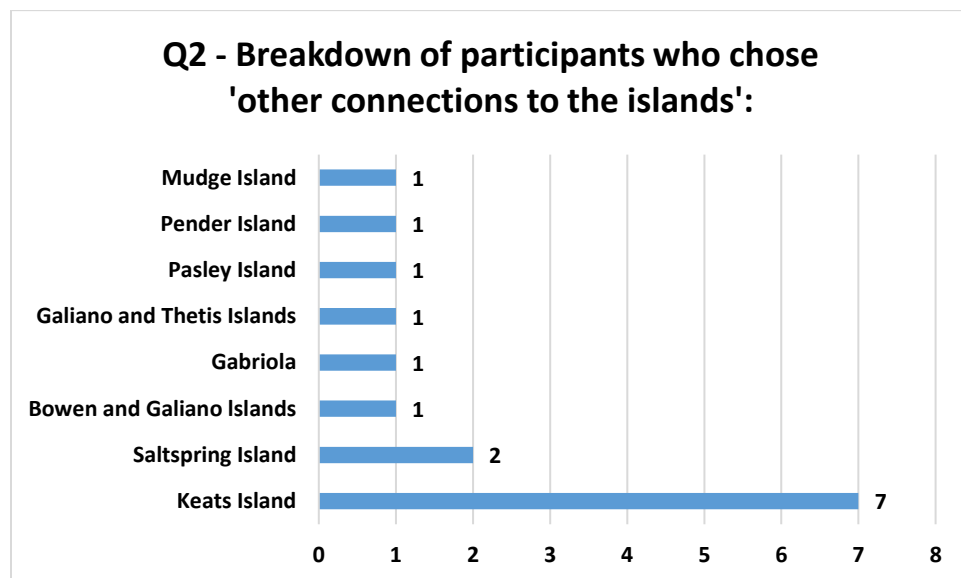
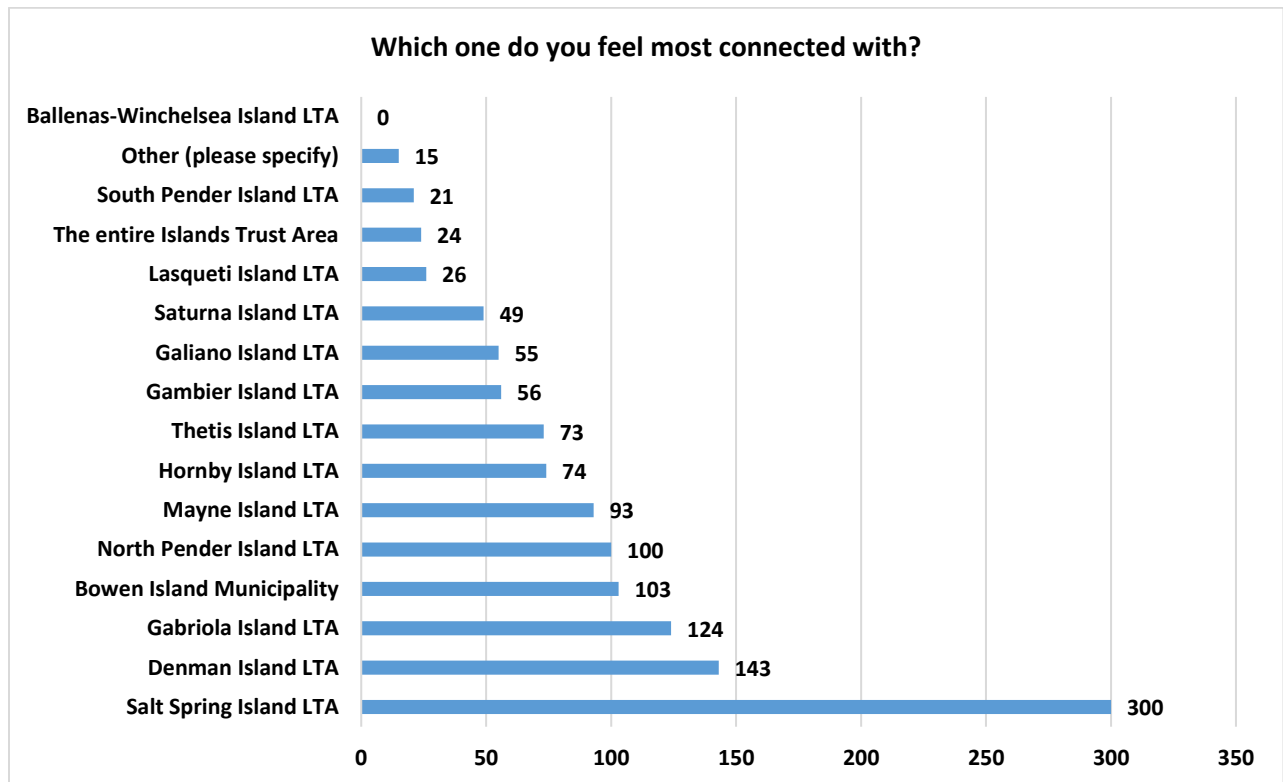




***Question 2: Which local trust area/Bowen Island do you feel most connected with?**

- 1,256 out of 1,256 completed (100%) who participated in the survey completed question 2

The Islands Trust Area is made up of 13 local trust areas (LTA) and Bowen Island Municipality.



Proposed 2022/23 Budget

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

In developing the proposed budget for 2022/23 (\$9.3M, excludes non-cash amortization), Islands Trust Council assumes that Islands Trust will maintain existing service levels and implement the 2018-2022 [Strategic Plan](#). View a breakdown of the draft budget numbers [here](#).

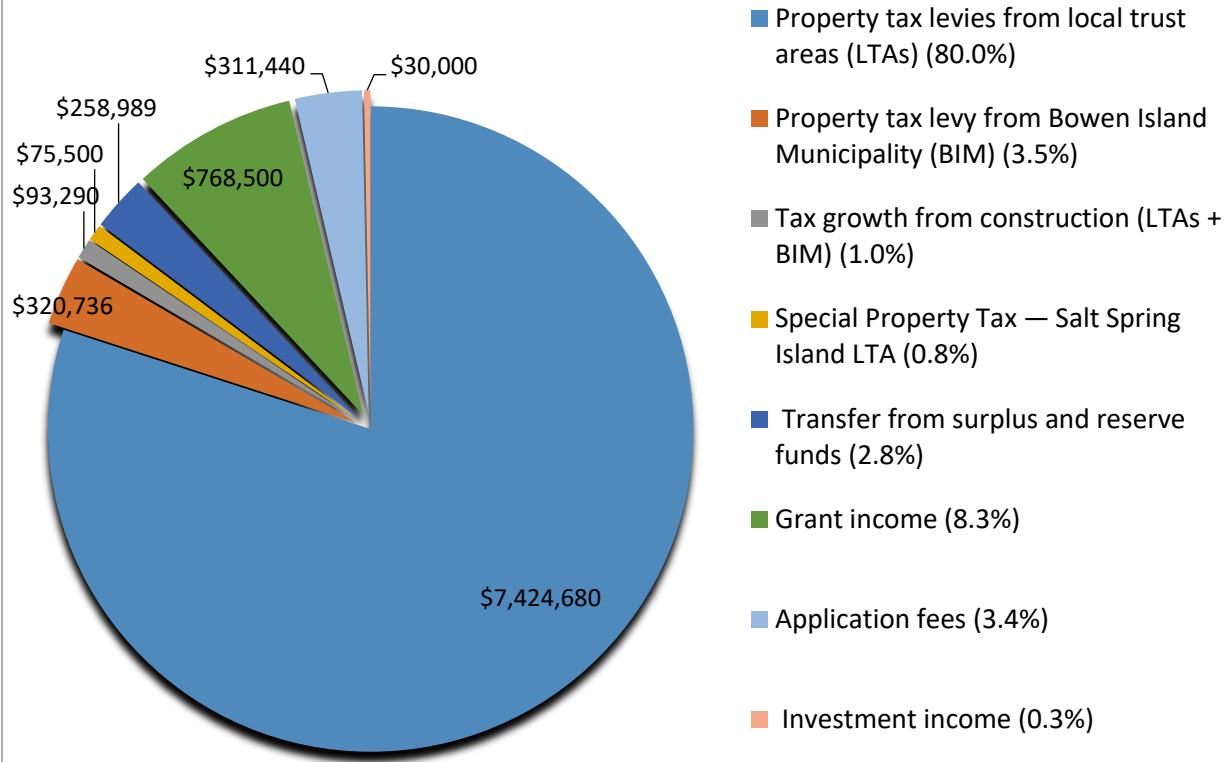
Islands Trust taxes make up only a portion of your total property tax bill. Please look at past annual property tax statements for the specific annual amounts.

Please note that figures in this survey are rounded to the nearest thousand.

Revenue:

- \$7.4M property taxes
 - 6.1% increase (\$435,000)
 - 4.88% increase to the existing local trust area tax base plus an additional 1.25% tax revenue expected from new construction and development in local trust areas
 - \$324,000 Bowen Island Municipal tax levy
 - 4.0% increase (\$12,497)
 - 3.07% increase is to be levied against the existing tax base plus an additional 0.95% tax levy expected from new development and construction in the Municipality
- \$769,000 in grants (increase of \$197,500, 12%)
- \$311,000 in application fees (increase of \$191,000, 160%)
- \$259,000 transfers from Island Trust surplus and reserve funds (reduction of \$399,000, 61%)
- \$75,500 Salt Spring Island Local Trust Area special tax levy (no change)
- \$30,000 in investment and other income (reduction of \$30,000, 50%)

Islands Trust Proposed 2022/23 Revenue Sources



Expenditures:

Islands Trust preserves and protects the Trust Area through: environmentally sound land use planning, land protection through the Islands Trust Conservancy, and working locally and across agencies to collaborate, plan, and advocate on important matters in our jurisdiction. Actual historical spending trends help to inform the proposed budget.

Total value of the proposed 2022/23 budget is \$9,283,000 which pays for operations, projects, and capital purchases (excludes non-cash amortization expense).

The proposed operating budget excluding non-cash amortization expense is \$8,301,000, an increase of 4.1% (\$337,000) from last year. This includes:

- \$5,696,000 (\$143,000 funded from grants) in staff salaries, benefits and training costs (increase of \$132,000, 2%). This includes a proposed new part-time Conservancy fund development position (\$52,000) to work with potential and existing donors and 2.0% staff wage increases per union agreements and the BC Public Service policies.
- \$660,000 in office leases and associated costs and insurance (increase of \$27,000, 4%)
- \$605,000 in trustee remuneration and benefits (increase \$15,000, 2%). [Learn more.](#)
- \$265,000 for legal expenses (no change)
- \$187,000 (\$59,000 funded from grants) for Conservancy property management, conservation planning, land securement and ecosystem mapping (increase of \$12,000, 9%)
- \$192,000 in insurance expense (increase of \$7,000, 4%)
- \$141,000 in elections expenses
- \$100,000 in technical support (increase of \$12,000, 13%)
- \$70,000 (\$3,200 funded from grants) in communications costs (increase of \$21,000, 42%)

The proposed projects budget is \$912,000 (\$375,000 funded from the grants), an increase of 3.4% (\$30,000). There are \$304,000 in proposed local trust committee projects, \$235,000 in Strategic Plan projects, and \$374,000 in proposed operational projects. These are listed lower in the survey.

The proposed capital budget is \$71,000; (increase of \$37,500, 113%), which includes:

- \$ 15,000 to purchase computers for newly elected trustees (not returning trustees)
- \$ 51,000 to replace end-of-life technology, and support hybrid public meetings

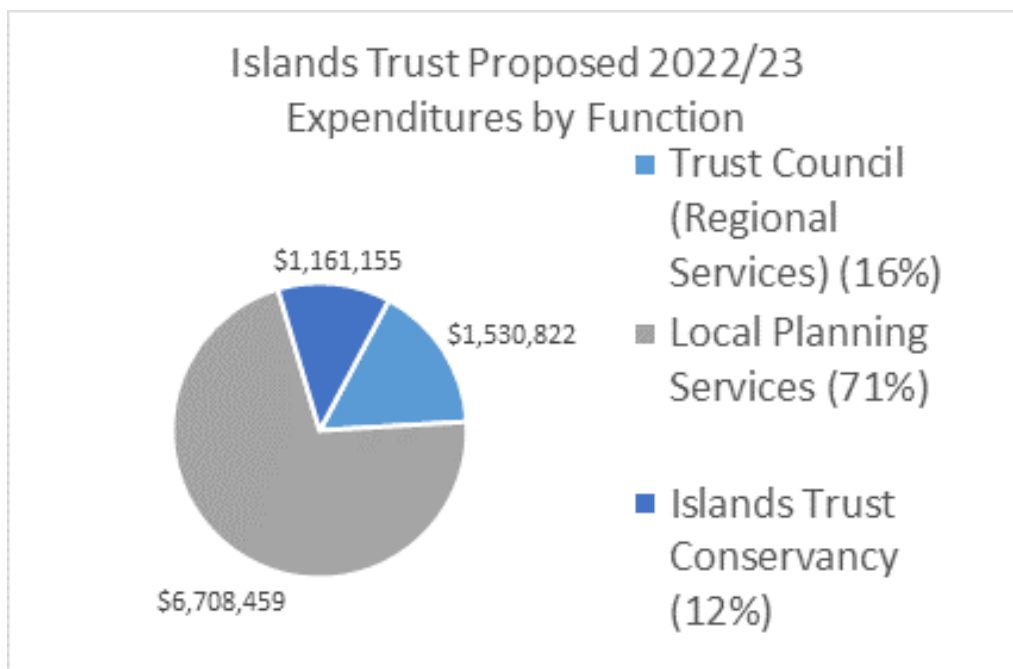
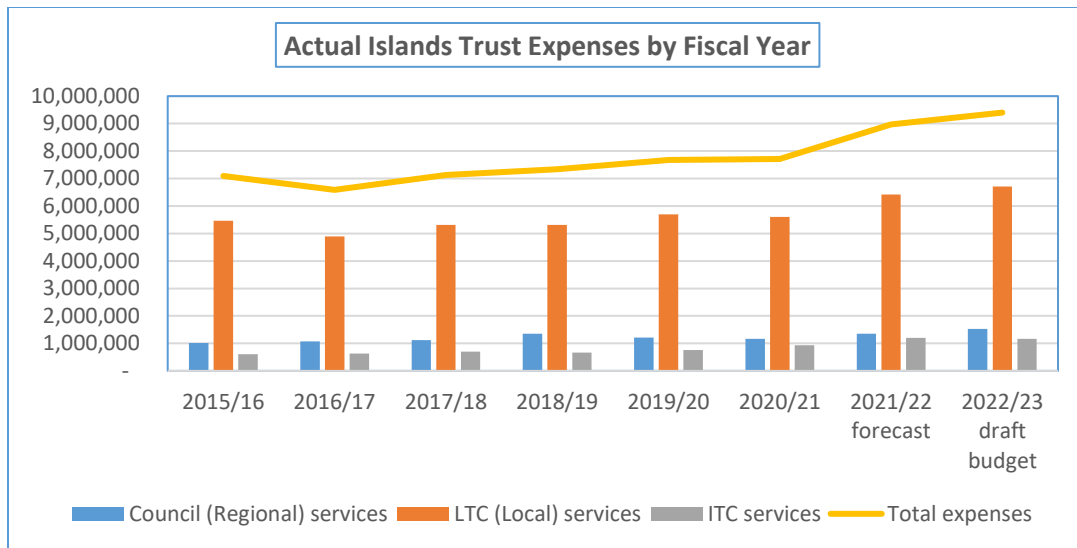
Annual percentage (%) change in property taxes (excludes Bowen Island Municipal levy ¹), approved budget expenditures, and actual expenditures since 2013/14.			
Fiscal Year (April 1 – March 31)	% Property Tax Change (excludes increase due to non-market factors)	Approved Operating & Projects Budget Expenditures²	Actual Expenditures³
2022/2023 (proposed)	4.88%	\$9,401,010	NA
2021/2022	3.26%	\$8,838,101	Year in Progress
2020/21	0%	\$8,096,211	\$7,707,867
2019/20	2%	\$7,753,986	\$7,672,619
2018/19	2%	\$7,658,134	\$7,339,845
2017/18	0%	\$7,667,011	\$7,131,865
2016/17	0%	\$7,260,509	\$6,588,536
2015/16	0%	\$7,134,445	\$7,092,373
2014/15	0%	\$7,054,080	\$6,835,277
2013/14	1.30%	\$6,892,192	\$6,500,914

Property taxes are only one source of Trust revenue. Other revenue sources (grants, application fees, investment income, surplus funds) are not reflected in this table. As such, a direct comparison of expenditure changes versus property tax changes over time cannot be made from this table alone. It serves only to highlight key pieces of information deemed likely to be of greatest interest to the average reader. For more information: [Islands Trust Approved Budget History document](#).

¹ Since 2013/14 Bowen Island Municipal levy has increased from \$225,614 to \$311,188 in 2021/22. The proposed levy for 2022/23 is \$324,692. Bowen Island Municipality contributes to regional programs and Conservancy costs (not land use planning) based on their proportional share of Trust Area property values. Bowen Island taxpayers contribute to regional programs and Conservancy costs to almost the same extent as other island taxpayers.

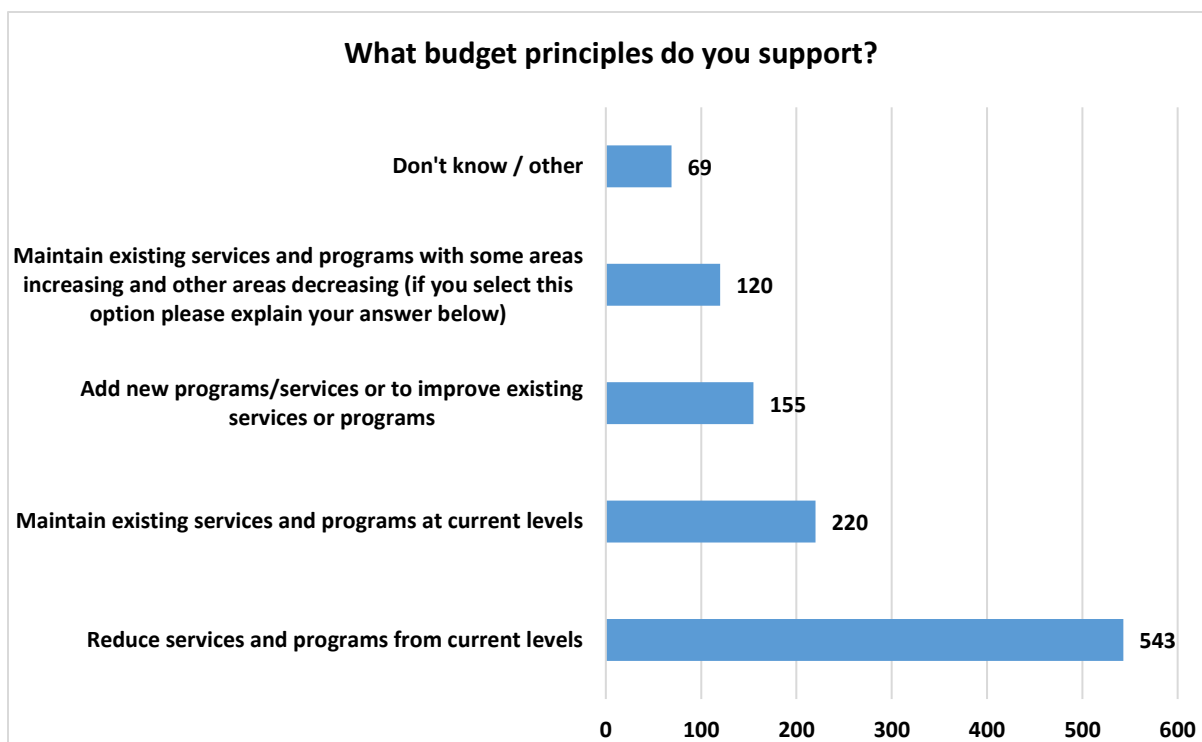
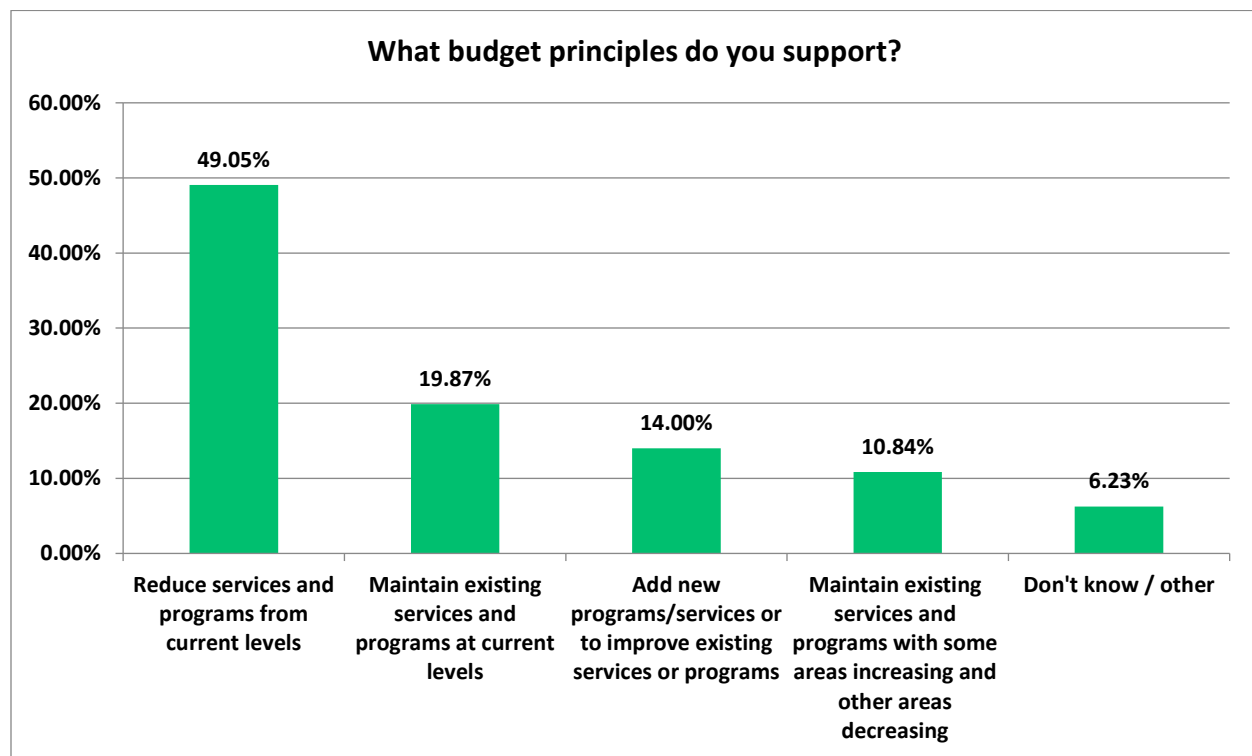
² The operating and projects budget excludes purchases of tangible capital assets and includes amortization expense, which aligns with financial reporting for Actual Expenditures.

³ As reported in the annual audited financial statements



***Question 3: What budget principles do you support?**

- 1,107 out of 1,256 completed (88%) who participated in the survey completed question 3



The following tables show the comments from 562 participants who explained their choices to question 3.

Comments from participants who chose:
• Add new programs/services or to improve existing services or programs
Add groundwater monitoring programs
Allow Trustees to better protect the mandate to preserve and protect
As the population increases, expectations rise. I think we need new and/or better policies to get ahead of climate change impacts. Some new regulations about land use are needed.
Because it just makes sense.
Bowen needs playgrounds. Yea the fact that's the only one is currently at the school which can't be used by children during school hours is absurd. There is fundraising to build one, but there should be far more options on this island
Challenging times need to be addressed with the necessary time and expertise.
Climate change needs good funding.
Conservation of these delicate ecosystems is important
Easier Access
Environmental planning projects ONLY
Everyone wants services but only a few are willing to pay for it.
Facing the reality of increased pressure from development, climate change and biodiversity loss, it is imperative that we not only retain but strengthen environmental protection.
For Lasqueti it makes sense
Good to invest in our home area
Housing
I do not support an increase with existing levels of service.
I feel Islands Trust is doing a good job, I trust our current trustees and think we need more environmental protections as I expect more developer pressure from the wealthy class who are buying properties...
I feel like with new staff and new increases then the overall should be making things better. Would like to see permitting moving more quickly but maintaining accuracy.
I really value the work the Trust does, and want to see more protection of our natural environment. I think more mapping and planning would be useful to that extent.
I support the work of island trust
I think its important to be as proactive as possible protecting our islands
I want the Islands Trust to have the capacity to meet the challenges we face.
I want to see the sub housing situation addressed
Infrastructure is good, we need projects to finished before starting new ones
Insufficient attention paid to flagrant land use bylaw violations
It represents progress.
It's always good to add and improve now while money is available
It's the right thing to do
Many people want to live in IT area. We need to plan for this. We need IT to be able to deal with the challenges.

Comments from participants who chose:
• Add new programs/services or to improve existing services or programs
more commitment to protecting water resources
more environmental protection and water science programs
More funding to conservation
More is understood about the needs and the importance of meeting them in current and future circumstances
More people moving to the island
Need a swimming pool on Gabriola.
Need more commitment to preserving environment and protecting watersheds
Need more work on protection of freshwater and watersheds
People in our community are largely ignorant to issues like water and wildlife conservation
Programs and services need to be reviewed regularly as things change such as the climate..
Property values have increased which increases tax revenue
Roughly 10% of the budget is allocated to projects - increasing this allocation should take precedence.
Shoreline Enforcement
The effects of the climate crisis, covid, and development pressures mean more or improved services are needed in these times to achieve the IT object
The future is going to be more demanding
The islands are desperately need more protection from development.
The islands need to better support and enable affordable housing.
the IT needs more conservation expertise to support its protection mandate.
The major part of the budget/expenditure is used for administrative issues(spend as usual new service/programs are just added) and the least is spend for the important part of for conservancy or not even mentioned sustainability - rainwater collection/food security. Going on in the same/old way will explode the budget in the coming years. New or different ways are necessary. The efficiency how and where to spend for the long term should be improvement - at least in my opinion.
There needs to be an improvement what Island's Trust can lawfully look after. For eg. hazardous properties.
Thetis Island does not benefit from and the numbers are not applicable to Thetis because new development is not allowed to be done here so therefore residents are being taxed for absolutely nothing in return for our money. There is no evidence that Thetis receives any benefits from the payment of taxes to the Islands Trust. As we do not receive ANY programs or services in regards to the items listed in the provided information, we strongly believe that the tax rate is not justifiable and causes harm to the residents by forcing them to pay these taxes for nothing in return that benefits Thetis Island in any way.
Things could definitely be better for a lot of people on these islands
To invest in First Nations reconciliation and increase resiliency due to climate change
We are facing we are facing an imminent disaster if we don't address CC in a serious fashion. If there was one time in life to step up and financially support your LG, it's now. In 5yr we will be too far behind to catch up.
We are growing.

Comments from participants who chose:
• Add new programs/services or to improve existing services or programs
we are in a climate crisis and a housing crisis, and also the need and opportunities for reconciliation are immense. Islanders can afford a bit more to help us collectively deal with these issues. Also, there is a backlog of topics that needs addressing via OCP/LUB reviews. When OCPs and LUBs are not reviewed regularly and/or when changes in the world demand it, communities lost faith in the Trust and the community regulations. Also, the Trust needs to get its public engagement working better, and communicate better with residents.
We need to support the evolving needs in the trust area.
Well, we have crises everywhere we turn, we need to plan our way out of this mess and get prepared for what's coming.
Your budget is pathetic, you are not protecting bowen island at all

Comments from participants who chose:
• Don't know / other
10 minute survey? this is beyond scope/mandate of the Trust. budget needs to be reduced and align/reconcile mandate with budget items.
A 5% increase following 3% last year is too high - IT is trying to do too much and is spending much more than comparable governments in BC - need to focus on core programs and services
All bureaucracy-feeding budgets should be zero-based.
BIM should no longer be in the Islands Trust.
Bowen Island already has and pays for the majority of services IT can provide
Bowen Island does not need to be in TheTrust end of story
don't have requisite knowledge to give meaningful response
I do not think IT needs to have staff/programs that other levels of government are already regulating/providing .
I don't know enough about programs/service levels
I don't really understand how to islands trust operates
Islands Trust Administration moving out of Victoria.
Lots there. I'm surprised that nearly 70% of the operating budget goes to wages and salaries
No clue what you do, or who all these employees are that are making 5.7 million in a year, no clue of your presence in the community
Not reflect in t to his table
Not sufficiently familiar with existing programs -newly moved to Pender Island
Reduce Islands Trust crew
Staff associated costs (salaries , benefits, training etc.) are way too high for the level of program activity/expenditure. Look for a way to reduce staff.
The charts and info above is totally complex and inaccessible. And I'm a professional with a graduate level degree.
the principle of spending in line with achieving the strategic plan, balanced with prior year's expenditures.
This is a ridiculous question without the context of costs and taxes. I choose increase services while also reducing taxes. This is impossible I know. Then I choose lower taxes with existing services.

Comments from participants who chose:
Maintain existing services and programs with some areas increasing and other areas decreasing
Add a service to protect residents from container ship anchorages.
add planning and support staff
Affordable housing and marina work should be expanded
After last year, we should have a better idea of where money should go.
Allow more flexible housing options for low income renters and temporary workers.
Although it has not been communicated there are no doubt some current services/programs that are more important than others. While there is a need to reduce the overall increase it should be done taking to account these priorities.
Appropriate land use/conservation for the islands needs more focus
As long as water table monitoring is developed fully.
As Saturna is largely a park conservancy is probably not an issue
Bowen needs water, sewer, building permits, road repairs - not the Islands Trust
Budget cuts are necessary. Everyone is tightening their belts. I don't have particular knowledge about where cuts would be most effective. That is up to you.
bylaw enforcement should be reduced
Circumstances change yearly, why lock in a budget
Conservation budget should be maintained and all others should be decreased
cut staff salary
Cut staffing, new hires - this will reduce office space needs, etc. Readdress the money given to Conservancy.
Decrease centralized 'expert' services and rely more on local knowledge and expertise on the islands
Decrease services and programs for all areas with the exception of conservation areas
Do not add a fund development position to the IT Conservancy! This was first discussed in ITF committee 22 years ago and will never have community support in the Trust Area. Local conservancies exist and have agency and community trust. Put this fund allocation instead into launching an Annual Grants in aid program to grant monies to local community conservancies. Will leverage that staff position costs as an ROI many times over!
Fiscal responsibility. Stop duplicating work in other governmental jurisdictions. Stop acting like special interest group's mouthpiece. Do your own functions only
Focus on acquiring protected land. The islands really can't support an increase in population, so instead of worrying so much about what people are doing with the property they already own, get the undeveloped property off the potential market.
Focus on Affordable Housing
For example stop the ban on short term rentals imposed by the island trust and impose a ban on diesel generator run grow-ops that go against « preserve and protect »
Given the current conditions of high inflation and a struggling economy it is imperative that we find ways to manage the budget at the current levels as many of us live on a fixed income and can't absorb the increase in costs.
I am concerned that Islands Trust is making more and more regulations without proper consultation with residents. I don't want to have to get permission to build a shed on my 30 acre property or cut down a tree without permission.

Comments from participants who chose: Maintain existing services and programs with some areas increasing and other areas decreasing
I am concerned that with the increase proposed that those on restricted incomes will not be able to continue to live in the Islands area. This is not a bottomless pit. We all have our break points and expenses have to be thoughtfully done.
I am very concerned that the current administration is aware that independent reports have shown that your internal processes are highly inefficient, particularly in the area of land use applications and permits. By allowing these inefficiencies to continue you are just throwing more money and a system that is broken. I can support the work to allow for updates to the computer and online access to meetings.
I am very unhappy with the roads and fire fighting on Saltspring . These need better funding. On the other hand, we get 0 value from anything else. Yet, our taxes have increased 4 fold in 10 years.,
I believe that it's important to maintain service levels at their current level. Adding programs at this stage should only be done in balance with current services.
i don't know enough to say what should change but the BEO should not be wasting our tax money harrassing private and necessary rental accommodation
I see enforcement as being underfunded, as we witness a great deal of behavior that is not taken to account. Some of us see complaints as personality driven, and not based on the preserve and protect mandate.
i think funding needs to be allocated for better electronic meeting participation going forward with money coming out of reduced office space, communications, and elections expenses budgets. If more Trust staff could work from home more often there would be less need for so much office space, and this savings could go towards electronic meeting support. Also travel costs could be reduced as well.
I think that the SSI Planning Dep't needs to shrink so that it can do less damage to local property owners. I think that it must be overstaffed at its staff seems to seek out work and revenue by overpolicing local property owners' property improvement projects.
I would like to see increased funding for IT Conservancy but a far more Spartan approach to office staff travel, lavish public meetings (banners, refreshments, food etc.)
I would like to see more budgeting for land securement, and conservation planning. Specifically as it relates to sensitive ecosystems, regenerative farming, and supporting Indigenous land use. There is a very real threat of our island (Gabriola) becoming "a suburb" of Nanaimo, with no housing security, job security, or food security. This would be a major mistake when thinking about preparing for climate change.

Comments from participants who chose:
• Maintain existing services and programs with some areas increasing and other areas decreasing
I would like to see more money invested in positions for bylaw enforcement. There are too few officers currently for bylaws to be enforced, which leads to widespread violations of the bylaws - and thus there is little point to having good policy if everybody can ignore it with impunity. The current situation is that investigation only takes place when there is a complaint - and who is prepared to "tell on" a neighbour? the price paid for damaging relationships is too high, many would feel. So it would be better if we had bylaw officers that would actually go around and check whether bylaws were being adhered to. The thing that I would like to see less money spent on is surveys, especially when large sums are given to outside firms to create and implement them. For example, we made clear that we weren't happy with proposed changes, and it was agreed that trustees would consult with the inhabitants of the islands and hold information sessions. I would have expected then that our trustees would schedule a couple of meetings on our island to discuss the proposed policy changes with us. Did that happen? No. It wouldn't cost much to do that. Instead, more expensive, outsourced survey work is planned. Unnecessary and unhelpful. Much more could be achieved by having trustees actually interact with the residents.
I would like the IT to have an external audit done to identify waste in policies and procedures. Once complete, have a Public Release of the audit results. Ask the budget questions again after the public audit has been done.
I'm curious why communication went up so much. I want more action on housing.
improve roads and enforce bylaws
In favor of water meters
Increase Bylaw enforcement Staff, decrease planning staff for a year..
increase communication and local staff /office on island..like Mayne
Increase land conservancy and preservation budget, decrease head office type expenses
Increase marine protection areas
Increases in spending over and above inflation rates should be offset by reductions in non-priority areas.
Increases in taxation should be placed on the sub areas of the trust that are affected or receiving the increased service or project if that project/service has been agreed upon in that trust area.
Increasing local planning to 77% and decreasing Trust Council Regional Services to 10%
Islands Trust is a planning service. All other chores, such as advocacy, conservation, information gathering already undertaken by regional and provincial authorities should be phased out as soon as possible.
Islands trust needs to look at what they have currently and how they can improve the basics, not add more rules and yahoos to our island like they do for control.
Islands Trust should use their discretion to balance the needs of existing services & programs but during these hard times, it's not appropriate to increase funding
It is obscene to spend more on the council than on conservancy itself, which is the purpose of the island trust. As well the planning needs a sharp decrease in funding and reach.
It is realistic.
It makes the most sense as some areas no longer need as much funding and others need more.
Keeping a budget without hefty increases

Comments from participants who chose:
• Maintain existing services and programs with some areas increasing and other areas decreasing
Less bylaws and impediments to land owners and small businesses. More actual conservation efforts such as public wildlife preserves. Actual climate change action such as wildfire preparation (mass buys, or tax exemptions for water cisterns and battery operated exterior sprinkler systems, to prevent the whole island from burning down into a toxic wasteland
Less surveys and more local maintenance
Look for opportunities to reduce expenses and streamline processes to increase efficiency.
Maintain existing services but reduce staff by 10%. You are a bloated bureaucracy
Majority of budget is salary and remuneration, very little in programs and services.
More \$\$\$ toward enforcement and whatever can be done to facilitate more-affordable housing. Less to environmental aspects.
More adaptive ecosystem management -- setting measurement targets based on carrying capacity and alternative solutions, vs blanket bans and prescriptive codes. Re the Trust Council -- I want to see a move towards less governance from Victoria, and more meetings and staffing here on the Gulf Islands, including the CAO. There is no way we can get meaningful representative government and proactive services implementation when staff and managers don't share our lives, experiences, and concerns.
More funding should be directed to support conservation options, both in terms of \$\$ for acquiring new nature reserves but also to assist landowners who want to donate land or a conservation covenant. For example, IT should set aside funding each year that can pay for surveys, biological inventories, and other costs associated with covenants held by the Islands Trust Conservancy. In general, increase capacity at the ITC and ensure that planners, LTCs, and others have training and support to properly apply "preserve and protect" to the area
More work on housing, less work in other areas
Most people own a computer or smart phone that can function as their work technology. Decrease pay for the trustees and turn it towards funding tech supplies
Much like govt. there are areas that continue to cost the same but are no longer as necessary or vital, but continue whereas moving forward in a more progressive and needed direction would be a better use of funds. Just because funds are available isn't an excuse to continue to misuse them. With first nations being included in islands trust affairs finally I am concerned that monies spent on keeping people employed doing the same old same old will not be available for these important issues. Even worse the budget will sneak up each year and it's already far too much of our land taxes. In my experience there is alot of waste because of the high budgets
Must address Fallow Deer cull to preserve the environment
Need some flex to respond to change circumstances
need to get to the core services that "govt" is responsible for, get rid of the fluff
No expansions of mandate / reduce in areas that are not directly related to mandate and legislated responsibilities
Nothing is static, there is always ebb and flow
Now is not the year to add additional services. Maintain service as best as possible with no to little (less than 2%, or what is needed to meet salary obligations under bargaining). No increase or change in new services until they can be covered under current revenue sources.

Comments from participants who chose: • Maintain existing services and programs with some areas increasing and other areas decreasing
On Gabriola the “trust” has and continues to facilitate the removal of mature and old growth forest ecosystem and trees, allows cultural sites to be desecrated, allows shoreline development. You cannot claim to be preserving and protecting any aspect of this island. Either drop the false “preserve and protect” slogan, or budget to stop creating the luxury subdivisions and housing the service sector that supports the gentrification.
Pensioner income fails to increase at same level as inflation. Time to manage tax increase to pension or wage increase.
Programs & services related to environment and health need to be prioritised at this time. Lower priority budget items can be cut.
Programs to preserve the ecology of the Trust Area - I'd like to see these expanded.
provides flexibility, but with the option of NO services decreasing. Not quite the same as option 2
quit wasting money on enforcing unrealistic zoning laws and stop harassing honest farmers and workers trying to live on this island, and instead support and allow for affordable housing and zoning to accommodate for the work force to live here.
Reduce enforcement expenses, prioritize housing related initiatives
Reduce expansion in staffing and reach of services. Employ more local people who live in the areas, reduce costs by relocating from Victoria.
Residents already see almost zero benefits from taxes paid , and the aiT has not demonstrated any ability to manage current funds
Review and evaluation of all programs and services is good practice.
Salt Spring ditches and roads are a deteriorating at an alarming rate so is our fresh water and fire protection distribution system. So we must reduce some planning to address this needte
Scope creep into areas of other's jurisdictions. Keep spending flat and enhance services you are supposed to deliver
Spend less on environmental issues and spend more to support low income people.
Spend less on studies and consultations and more on housing.
Staffing appears to be excessive for the services provided
Support land use planning and stay out of environmental issues already covered by provincial and federal agencies
The breakdown here isn't entirely clear, but it is clear that the numbers don't appear to reflect what actually needs to be done on the islands vs what work is being done. I think this needs to be broken down into specifics of exactly how the money has been spent and highlighting if that has been at all successful and wether or not current efforts are even within the mandate of the trust.
The conservation budget should be MUCH higher! Isn't it the entire mandate and mission of the trust!?
The Islands Trust needs to reduce or eliminate initiatives and activities that are the jurisdiction of other agencies and where there is no liklihood of positive, measureable results and where there is no expertise within the Islands Trust. Examples include radio/EMF issues, BC ferries, community economics, fisheries and oceans and climate.
The Islands Trust should mantain the services required to fulfill the object of the Trust. Others like affordable housing belong to other level of government, affordable housing is not an unique amenities.

Comments from participants who chose: • Maintain existing services and programs with some areas increasing and other areas decreasing
The Trust should stick to it's core mandate of land planning, development review and permitting, and managing the Trust Conservancy areas. The Trust should be advocating in these new areas — as directed in their Act — not expanding roles and staffing. The regulatory areas that the trust wants to expand into are already handled and done well by provincial and federal agencies. I support a decrease for almost all areas with staying the same for several areas (i.e., conservation areas)
There is lots of wanted expenditures. These times are challenging for all and islands trust should be trimming their budget too. It is not a time to be wasteful
There should be a new budget principle of not increasing expenditures on the basis that we all need to adjust to a steady state economy on a planet that is already suffering from unchecked growth. Increases in government expenditures should only happen to tackle inequities and suffering and those should be done at the expense of the most privileged.
This is not the time for increased staff salaries or trustee remuneration and benefits .A lot of folks are hurting
This is unacceptable that so much of the budget is spent on salaries so I do not support any increase in the budget and instead realign and fine tune the current services.
to provide flexibility in current context
Too much emphasis on housing.
Use Community plans for guidance.
Use local volunteers more
Want consevancy increased
we do not need to add more programs we need to work on doing a better job with the excisting services,need to improve Emergency Management,Road infrastructure and Bylaw enforcement clean up the rif Raf.
We need less governance
We need to get the druggies off the Island
We used to do so much of the work of island governance through resident committees, with a single staff person as advisor, attending the occasional committee meeting. Now all decisions seem to be made by a string of staff (few who actually live on the island and participate in community lived experience and knowledge keeping) advising the local trustees as to what is the way forward. Full stop! Islands Trust Council and the body of staff are off course. The duplication of services already done at regional levels (yet firewalled by the Islands Trust) only serves to highlight the bloated redundancy that the Islands Trust has now become. In the meantime, an unprecedented housing crisis has shown the need for the Islands Trust to preserve and protect the environment, and communities that prioritize ecosystem and human rights. Please correct your course IT, before furthur damage is done to our communities.
whatever needs to be done to incorporate tiny homes to be allowed on Gabriola. A new committee may have to be formed to expedite results.
You guys spend way too much on IT
Your budget increases will cause an increase of 4.88 % plus the 30% increase in our provincial taxes you are taxing us out of living here. I think you need to trim where you can and reassess the programs that work and who benefits. Perhaps a mor innovated look at the budget.
Your budget is too staff and office heavy make cuts to those costs

Comments from participants who chose: • Maintain existing services and programs with some areas increasing and other areas decreasing
Your organization is too large and is not providing services effectively. It requires an overhaul and rethinking of strategy
Comments from participants who chose: • Maintain existing services and programs at current levels
A whole 'reallocation' of mission needs to be reviewed; staff costs are too high - reduce overhead and allocate to programs
Affordability
Almost all the budget increase is staffing and very little for new initiatives.
because gabriola is cannot afford to support projects that only benefit a small segment of the population.
Because I am concerned about jurisdictional overreach
Budget and mandate creep
Conservancy up 9% Communications up 42% not justifiable
Covid has changed the world - hoping as 2022 evolves a better idea of new economic normal will be established
Don't feel IT should be expanding its programs - focus on doing what they are meant to do and do it better
Don't feel there is a particular lack of services now
Don't need increases or added costs that provide little value
Don't really see the results/benefits of services provided
Enforce bylaws. Building codes must be enforced to protect the environment.
Escalating costs
Except for hiring a fundraiser for ITC.
Existing services are more than adequate.
Generally acknowledge that the Islands Trust Area has many issues that require funding and support, even if many of these issues are outside the jurisdiction of the Islands Trust. However, I cannot agree to adding new services or anything that would cause the budget to increase as: 1. The Island Trust's accounting in this survey and in its Report have a number of errors and internal conflicts. The Budget numbers on the survey page are all lower than the budget numbers reported in the referenced "Islands Trust Approved Budget History document". In addition, the figures for Consumer Price Index in that "History document" do not agree with its reference. The CPI for 2020/2021 for example, is reported as 3.1% in the IT "History document" but was actually 0.8% according to the referenced source Statistics Canada/BC Stats. There was a Property Tax increase (0.3%) in 2020/2021 where the Survey page reports none (0.0%). These are gross and material errors in financial reporting. 2. Annual increases in the IT budget are on average twice that of CPI. 3. The IT has been drawing down its Surplus Funds by \$78,000 per year, or about 1% of the overall budget annually since 2016/2017. Over 9% of the Surplus was consumed in 2020/2021 alone. This effectively hides a 1% budgetary increase and further underscores that the Islands Trust budget is growing at an unsustainable pace.
I believe the IT has forgotten it's original purpose and is moving toward new goals and priorities without clear approval from its stakeholders

Comments from participants who chose:
• Maintain existing services and programs at current levels
I do not think we need changes nor increased taxes.
I don't know enough about the services and programs so for me it is best to maintain at current levels.
I have heard no specific complaints from islanders about how previous budgets were allotted.
I lost my job due to covid, as did many others. This has been a very hard couple of years, yet during Covid the two biggest tax increases were added. I believe in taxation and do not think that we pay too much, but adding taxes when people can least afford it is cruel.
I moved here 15 years ago to be part of a rural community. I have more than enough services already.
I neither wish to decrease nor increase spending without a comprehensive review of the Islands Trust that includes its relevancy and purpose, its organization and administration, its scope of influence and activities - and what I see as the need for major updates to the OCP that incorporate information gained from a comprehensive consultation with the community.
I'm a senior and can't afford the increase in all the taxes
I'm concerned with the impact an increase in property taxes will have on my family. Our BC Housing Assessment has increased the value of our property by 40% this year which means we will already be paying significantly more in taxes. We are a young family that have lived on the island most of our lives and are privileged to own a home because we purchased so long ago. We plan on staying and raising our children here but we struggle to make ends meet. An increase in assessed housing value is great for someone planning on selling but not for those of us planning on staying. Won't the added taxes for our 40% increase in assessed housing value provide an increase in budget already without having to ask for more? I support the Islands Trust and the work you do and value it but this is a bad year to ask us to pay more.
I'm happy with the services we have!
I'm satisfied with the current service levels
if it aint broke, don't fixit. also, I don't think its broke!
I'm not going to approve new programs without knowing what they are, but that doesn't mean a blanket opposition. Just caution.
Increased spending means increased taxes and being retired on a fixed budget makes one feel we will eventually be squeezed out and forced to move
Island Trust should focus on their core mandate and not seek to expand as this is a natural process of all administrative organizations that must be kept in check.
It is not at all clear how any new services would benefit residents of Saturna.
Keep costs down.
lack of confidence in the rationale for the expansion of programs/services
More consultation with residents in a more democratic process is needed. An election perhaps where all is in the public discussion space.
Need to keep any tax increases in check with inflation only.
No further services required at this time.
People are are tired of pay more taxes
Property taxes are too high for services received

Comments from participants who chose:
Maintain existing services and programs at current levels
significant tax increase last year. Too much increase for 22/23, especially in light of increased property values
Simply can't afford the level of property tax increases as a retiree
Stick to the original mandate!
Taxes are going up at such a rate I will be forced out of my home.
The current mandate is adequate and should not be increased or expanded. Secondly continuing to increase taxes on the justification that property values are increasing is risky because all metrics point to a bubble and if it bursts we'll be left with considerable tax levy that will not be coming down regardless of how low property values fall
The current services are adequate for a retirement and recreational area. The area is not a city and should not have all the services of such since this is not feasible.
The Islands Trust Area has many issues that require funding and support, even if many of these issues are outside the jurisdiction of the Islands Trust.
The Islands Trust should not be expanding it's mandate. We have regional districts, provincial and federal bodies in place already with expertise, policy and process in place to manage areas that the IT proposes to become involved with. The Islands Trust needs to remain focused on their intended role: land planning and permitting services
The organizational and financial capacity of the trust is low and must further develop before any real growth can occur. Treading water is alright
There appear to be a number of plans being put forward, I feel more time is needed for meaningful consultation
These services are already being handled by people who have expertise in these areas!
Trust areas of responsibility and jurisdiction are the correct level
We do not need the further expansion of IT. It will lead to more full time employees at IT and further increases taxes to fund the machine. This will only lead to only the super wealthy being able to afford living here. Enough is enough.
Why not?

Comments from participants who chose:
Reduce services and programs from current levels
The Islands Trust should cease all programs, thus cutting costs, for all areas outside of its jurisdiction. Additionally, the Islands Trust should stop trying to expand their jurisdiction and authority over areas not directly within its current jurisdiction. Further, Islands Trust should contract rather than expand, returning to its original purpose as detailed in the Islands Trust Act.
Because Island trust has over stepped their mandate and lost focus of their purpose and fiscal realities
1)The IT is not "preserving and Protecting" 2) The IT is spending 9 million for 70,000+/- citizens. There is minimal cost/benefit to islanders - only the bureaucracy
4.88% tax increase on the existing tax base is not desirable or sustainable. A core service review and/or zero based budget is required to bring the budget "ask" of the taxpayers back to reality.
A bloated bureaucracy

Comments from participants who chose:
• Reduce services and programs from current levels
aa great deal of the money goes to supporting yourself and causing trouble for people on the islands.
actual benefit to Hornby residents does not justify this amount
Administrative overhead is incredibly bloated, champagne socialists are like pigs at the trough
Against any increase in taxes.
All ready too much
Also reduce taxes, disempower busy captured intrusive regulators
as a full-time resident of 20 years I'm not aware of any benefits from the island trust that warrant increase revenues
as a group I believe you have been over steeping for years
As a home owner I don't want my taxes to go just to pay Trustees to continue poorly governing our Islands.
As a retiree I can I'll afford this proposed tax increase combined with a 71% assessment i
B/c I don't see any evidence that our current tax rate equates to efficiency or productivity. I've lived here for 5 years and I still don't understand what you do that provincial and federal can't manage. You guys seem to make stuff up just to keep your jobs.
Because Bowen pays way to high % of the total income
Because I do not believe that Islands Trust should govern me.
Because IT has been continuously expanding the budget to fund initiatives that are outside of their mandate!
Because the cost is outmatching your output.
Because the islands trust already has too much power and delves into areas in which they have no jurisdiction
Because the islands trust needs to be dismantled.
Because the islands trust oversteps its mandate already
Because you folks are going overboard on things that are not your responsibility and I am tired of being on the hook to feed your ambitions.
Because you're just another bloated government institution with its nose in the money trough
Been Island residents get very little value for the significant annul fee we pay the Islands Trust.
BOWEN IS HAS ITS OWN PLANNING AND SERVICES
Bowen Island costs should be significantly reduced - no need for same level of support/services as other islands that are not supported by a municipality.
Bowen Island has its own Municipal Operations.
Bowen Island no longer needs to be part of the Islands Trust
Budget is out of control and must be reduced
Budget is too high for - IT should pare back workscope to essentials.
Budget is too high. It has not been sustainable. Reduce budget please.
Budget seems heavy on wages, low on services. I am it aware of much service Islanders are getting for the expenditures
Cannot afford higher taxes
cannot afford higher taxes
Cannot keep raising taxes with little or no return

Comments from participants who chose:
• Reduce services and programs from current levels
Can't afford the IT - another level of bloated bureaucracy.
Costs are rising much faster than inflation ...and new areas are being contemplated that are beyond the scope of land use
Costs are too high and don't support community infrastructure only land use
Covid, loss of businesses and workers due to unaffordability; Trust has to give up something, too.
Cut back on all the studies and consultants and get down to the peoples level
Desire that the Trust Stays with its mandate.
Distant, redundant, expensive. Governance like that needs reining in
Don't feel Bowen Island needs to be a part of the IslandsTrust
Don't want more spending
Every island in the trust areas have their own OCPs in place you're not giving choices and freedom anymore that's why we live here
Excessive taxes
Expenses tend to be increased substantially over the last few years.
Frugal nature
Given the current economic environment and pandemic, it's time for Islands Trust to tighten it's belt. No tax increases in 2022. IT doesn't provide any tangible services to the area aside from planning. Do we really need so many planners? The budget has grown out of proportion to the size of the region and inflation. Quit burdening property owners with the task of preserving and protecting the region beyond our benefit. If all British Columbians are to benefit from the trust, then all British Columbians should pay their fair share. Until that time, listens to those of us paying the bills.
I agree with the trust's critics that it's plans to expand its services are unnecessary and beyond its capability to perform properly
I believe Islands Trust are a duplication of services
I believe the Island's Trust is trying to expand into areas they are not originally mandated for such as marine management, endangered species, climate change and housing. Like many publicly funded bodies, the temptation is to become top heavy with new positions that are already handled by other provincial and federal departments. It appears that the Island's Trust is creating these new positions to take more money from the inhabitants of the Islands in the Trust. The property taxes have already increased by 35% which is causing a lot of stress on property owners. Coupled with less revenue and loss of jobs since the pandemic I am shocked at the callous and greedy motives of the Island's Trust.
I believe the trust is working outside its mandate and we aren't getting good return .
I believe the trust should be defunded completely
I do not believe the trust is acting in the best interest of working families or single parents. Policies are harmful to our local economy and favour wealthy seasonal residents with enormous homes.
I do not feel that the islands trust is acting in the best interest of ALL islanders, just a select few.
I do not support new proposed staffing
I don't agree with many of the Trust's current initiatives.
I don't think the money is well spent. Endless reports no action
I donot support the Islands Trust entering into areas beyoud it's Core Mandate.
I don't agree with the direction that the Islands Trust is pursuing nor with the level of communication and engagement of stakeholders.

Comments from participants who chose:
• Reduce services and programs from current levels
I feel the Trust has lost it's way and is trying to create an identity by significant over reach.
I feel the trust is over reaching and it's original mandate has evolved into too much bureaucratic control
I feel the trust mandate is too broad
I find it difficult to comprehend why only 10% of the budget goes to project and a staggering 80% to cover for salaries
I have seen negative impact of decisions made by islands trust. I don't see it having a useful function
I pay way too much and get way too little
I run my personal household whereby I live within my means. I expect my elected officials to ensure the same for the areas they oversee. My overall tax burden is relatively high. My property value increased due to inflation (i.e. I am no better off financially). I expect my elected officials to reduce spending and reduce my property taxes. If services and programs increase due to inflation, the answer is not to raise taxes, but rather reduce services and programs. Live within our means.
I see zero value for the thousands of dollars that Bowen Islanders pay every year.
I think the Islands Trust needs a serious overhaul. I don't see the value it brings anymore.
I'm very concerned with bureaucratic redundancy amongst the IT and our municipality incurring a diversion of taxpayer dollars which are desperately needed on Bowen
I'm tired of my tax dollars being wasted by bureaucrats
In the last five years the Islands Trust has suffered scope creep. The organization is far outside it's mandate and have lost its focus on protecting and preserving. Focus on the right things and you don't need to add more people or more projects.
Increase marine conservation and decrease enforcement of B and B they are at least paying tax ie your salary
Inefficiencies are a huge waste of money. I do not want my tax dollars wasted this way.
Island Trust does not serve residents of the islands.
Island Trust doesn't seem to have the support it used to as it slowly is eroding property owners rights
Island Trust is a inefficient and waste full "government"
Island Trust is a organization that should be dissolved. the over reach of these elitists are a threat to freedom in Canada
Island trust is getting its hands in way too many areas outside of their mandate of land use planning
Island Trust is useless, reduce service
Island trust should go back to its original mandate. It is now becoming another level of government with expenses far surpassing the ability to pay for most trust area taxpayers. We already pay the provincial and federal governments to carry out many of the functions being added to the proposed island Trust agenda. At what point do we say enough "government"?
Island trust unrealistic and focusses too much on environment
Islands Trust activities duplicate those for which the Province and the federal government already have responsibility

Comments from participants who chose:
• Reduce services and programs from current levels
Islands Trust appears to us to have developed a beaurocratic overreach seeking to expand its staff and "services" regardless of market needs. Look at the expenditures and compare to actual permits issued, as an example. IT cannot be trusted to treat taxpayer dollars with the respect these deserve. Fiscally prudent operations over a period of years may cause us to change this view. [REDACTED]
Islands Trust has created a bloated bureaucracy & needs to cut back.
Islands Trust is a \$10m self perpetuating organization which employs 59 full time personnel and porposes to hire one more part time person. It gets involved in matters way beyond the simple 'Preserve and protect' remit and needs to REDUCE its activities as it does not represent value for money..
Islands Trust is a bloated organization. Staff levels need to be reduced. Too many trustees and staff. They are straying into areas for which they do not have the jurisdiction and which are already covered provincially.
Islands trust is a waste of money period!
Islands Trust is an atrocity. Staffing needs to be slashed, budgets halved with a new mandate. They are an ineffective level of governance, providing little value to the lands and people they represent.
Islands Trust is exceeding its mandate. It should reduce to focus on core principles, and not keep on adding additional services, and staff.
Islands Trust is far too costly for Bowen Island taxpayers.
Islands trust is morphing into something more than its mandate
Islands Trust is probably trying to do too much. We should focus on priority projects that affect the greatest number of residents.
Islands Trust is trying to use my money to act outside of their mandate.
Islands trust lacks transparency and lacks in accountability to their taxpayer base and their residents
islands trust need to stay focused on its mandate, not overstep into other areas, such as housing, agriculture, forestry. Development is down, there planning services should be reduced accordingly.
Islands Trust original mandate has been fulfilled and as land resources are finite, and in most locals, developed to maximum potential, this program has outlived its usefulness.
Islands Trust services are not needed on Bowen; municipal services suffice
Islands Trust should be supplying Planning Services only not overreaching into other jurisdictions.
Islands Trust should focus on the services set out in it's mandate. There should be no programs or research funded outside of this cause.
Islands Trust spending is out of control
IT administration is way to high and IT wants to hire more to assist with virtual meetings now? In addition slow sown on hiring 3rd party consultants. Trustees know their Islands and should be able to address islanders concerns with community input versus expensive consultants.

Comments from participants who chose:
• Reduce services and programs from current levels
it appears IT is overstepping its original purpose and attempting to duplicate areas of responsibility already covered by Municipal, Prov. & Fed. departments, far too many High paid individuals making a career out of local politics..very difficult to see what all these people accomplish? Bylaw enforcement is a very sad joke, one very well known executive has broken most of the bylaws..and continues too..blatant/serious bylaw infractions go on forever to the detriment of the entire Island. Nothing seems to improve or change..only higher Budgets etc...certainly a very poor Bang for our Buck. Plse do something meaning and constructive...like shut the entire operation down...you are doing a very very poo job.
It appears that the costs to administer programs is high and increasing. Staff, administrative costs, office expenditures, executive compensation seems high
IT expenditures On issues not in their mandate should be curtailed.The Bylaw Enforcement abuse must be curtailed.
IT has become more bureaucratic, creating new rules, raising the cost of building homes. . All the restrictions would be OK if they were effective! Take a drive around Pender N and see the illegal containers, the junk vehicles, the clearcut lots, the plastic shelters and deteriorating trailers. See the oversized docks built and allowed, the helicopter destroying our wildlife habitat. Look at our forests, decimated by a deer population destroying the undergrowth and turning us into a mono-culture of fir trees. The farm properties destroyed by their owners, I could go on! Add to this a 6% budget increase is apalling when one considers the other taxes that are going to be raised in an attempt to bail us out from crazy spending in the last 2 years. Cut the bureacracy! It actually will make little difference.
IT has gone well beyond its mandate, and is overstaffed
IT incredibly inefficient
It interests and those of residents are not aligned. They can not become the go to solution for all island needs. They are not the most appropriate party.
IT is an inefficient and ineffective bureaucracy with one-sided agenda that negatively impacts the community and interferes with a holistic approach to sustaining community
IT is expanding into areas that is not needed, only nice to do or make work. This is positioning the IT to hire yet more staff into an already staff heavy organization that we are paying for. Staff are coming up with projects that reduce our ability to live on the islands and tying our hands to pay yet more money through additional hoops for us to simply survive in our homes. Staff do not live on the islands and do not have the intimate knowledge required to understand the devastating effects that are being implemented without resident votes. My recommendation is to cut staff and programs back to match other jurisdictions and to remove fingers from pots that don't belong to them...I.e. where other govt departments already have programs in place.
IT is extending it's authority to areas not under its purview.
it is getting far too expensive to carry on like this
IT is going far beyond its original mandate & duplicating other government services
IT is moving into areas that they shouldn't like not allowing desalination yet don't deal with the deer that are killing the island.
IT is now overreaching. They are hiring non-locals who do not 'know' the islands. Thus is costing too much, is becoming a bureaucrat machine, is out of touch with the islands, and has moved away from its key mandate - preserve and protect.

Comments from participants who chose:
• Reduce services and programs from current levels
IT is over staffed and working outside mandate. It is trying to be local govt in lieu of incorporation, not their role
IT is taking on responsibilities beyond their mandate and has misinterpreted the preserve and protect mandate causing a lot of time for staff and trustees that could have been saved
IT is working outside of its mandate. If it kept to its mandate programs and staffing could be cut.
IT should be abolished
It would take a lot of time and research to look into all the work that the Trust does so you're asking us the public to be experts in this process. And I don't have the time to be the expert on this entire strategy process and associated costs. So I can only say that the costs seem to be huge in relation to the return on our dollar, at least for Bowen Island.
ITrust is duplicating what other government authorities are responsible for. It is over staffed for the population they say they serve.
I've always said since the formation of the Islands Trust that you couldn't have designed a better way to make the Gulf Islands exclusive to the wealthy. Their excessive and selective regulations have achieved that goal.
Just look at the operating budget for staff and offices! I see no benefit from the Islands Trust.
Keep taxes affordable. We are already over regulated.
Large tax increase for 2022
Less governance required
local planning services are getting too invasive in areas of private property use
Local planning services are too high for the return on investment. The money could be spent actioning some key focused priorities
Major areas of your budget are not within your jurisdiction (such as conservancy)
middle and lower income land owners are being taxed off of their land
Miss management and erosion of property rights
Money is being wasted on "We have money, let's spend it" projects
Money wasted on bureaucracy
Most existing services unneeded
Most of the budget expenditures are outwith the IT's core mandate of land use planning - I don't want my taxes spent on make-work projects totally related to the core mandate. The IT operates more like an ec-NGO than a responsible municipality. Please get back to basics, do something useful for our communities rather than external NGOs.
Most of the budget is for overhead.
most of the services are duplicated by Metro Vancouver and Bowen Island staff and council
Most programs in the Advocacy department are beyond the IT's mandate and should be sharply curtailed or eliminated altogether. The IT should be able to function adequately with several fewer planners.
my option is to discontinue the island trust as they have become out of touch with reality
My taxes are already too high for the limited services I receive
My wage went up by 2% this year. The budget should only increase by 2% for the next fiscal year. Reduce services and programs from current levels.

Comments from participants who chose:
Reduce services and programs from current levels
Need for fiscal prudence and a better understanding of the value Islands Trust brings vs the cost to provide it.
need to stick to core mandate
No confidence in Islands Trust financial management
No new hires and stay within the mandate.
Non essential services and programs should be eliminated. An independent review should be undertaken to identify non essential services and programs. I
Not aware of any benefits from this repressive level of government
Over 60% is in wages which makes this more of a make a salary "business" anyway
Over reaching themselves
overlapping jurisdiction
Overreaching
Planning dept. is inefficient. Eliminate all LTA projects, they waste time and money. In Particular, the Douglas Fir, housing task force and ganges village task force. Let planners do actual planning work.
Planning function is highly inefficient and excessively focused on unimportant detail. The decision process is much too slow and frequently captured/derailed by selfish NIMBY interests.
planning not done
Please reduce your expenses!!!
Property owners are drowning in ever increasing costs. The Trust is suffering from staff shortages. It is a good time to accept that you do not have the capacity to do all of the wonderful projects you want to do anyway. It would be an appreciated gesture and a nod to reality that a smaller tax increase is the more prudent and realistic choice this year.
Property taxes are too high for the "services". Your spending is out of control.
Property taxes have been skyrocketing for the last 30 years. The Trust is aiming to expand into new areas (ex. housing, climate change, endangered species) that are already handled by federal and provincial levels of government, creating overlap and requiring hiring more staff. Please advocate on these areas, as you have before.
quit grouping us with every other island!
Reduce Island trust overreaching authority
Reduce planning services and money provided for housing applications and development projects and increase funding to the conservancy. The planning positions need to be cut as the Trust must refocus its resources on protecting and preserving the environment and not promoting development and land brokerage.
reduce Strategic Plan projects to those which are within the jurisdiction of the Trust, achievable, and have relevance to the mandate
Reduce trust payments for Bowen island
Remove all services for Bowen Island same as other municipalities.
Retrieve actual priorities from mandate drift.
Ridiculous costs which i have experienced with IT and the red tape for zero ROI
Scope creep and increasing government interference and bureaucracy in a chronic and insidious problem with the Islands Trust

Comments from participants who chose:
• Reduce services and programs from current levels
Seems high overhead for leases. Remote working share space vs stand alone ie. Galiano building taking up postal area. Multipurpose spaces more economical and “friendly”.
Significant overlap with other levels of government, staff costs should be reduced
Some are not necessary.
Spending and tax increases adds to inflation which is already out of control.
spending has been outside of core services. Projects outside of the Islands Trust mandate and Vanity projects have no place!
Spending has now been out of control for more than a decade
Spending is OUT OF CONTROL
spending is out of control
Staffing and administrative costs too high. Both should be reduced
Stay out of our business. Island trust does not need to get bigger and do more for us to pay more. Stop making work for yourselves
Stop expanding what the original mandate was for which was to review development and permitting and managing the Trust Conservancy areas.
Stop taking more money out of our pockets. You should be concerned with the mandate that you started with, not trying to create more jobs for yourselves
Stop trying to stick your out of touch nose into things you have no understanding of.
Tax increases are not acceptable
Tax payers cannot afford continued increases
Tax tax tax we can't afford four levels of govt! Federal, Provincial, CRD AND islands Trust
Taxes are crippling and creating in some areas homelessness
taxes are too high
Taxes are too high
Taxes are way to high for the services we receive
Taxes should not go up EVERY year, and not by more than inflation.
The above choice was made because several programs are overlapping current federal and provincial programs that do not necessarily comply with the Gulf Islands Preserve and Protect mandate
The areas in greatest need of funding are outside the trust jurisdiction. The conservancy, for example, should be run like a charity, independent of the IT itself with no impact on tax payers.
the bureaucracy is building way beyond the mandate !
The bureaucracy is growing at an unsustainable rate and the scope of the Trust's projects is overlapping with other levels of government.
The costs are escalating and there is little accountability.
The current economic climate does not support growth
The current Trustees are exceeding their mandate already.
the developed islands are adequately serviced by 3 levels of government
The existing services and programs have little impact on my community. I don't see the value
The expansion and staffing levels are out of hand.

Comments from participants who chose:
• Reduce services and programs from current levels
The expenses are too high, especially for Bowen Island, which does not need another local government competing with the Bowen Island Municipality government.
The focus should be on land use management and not duplicating other government responsibilities
The government is taking away our rights
The intrusion of Islands Trust into resident's lives needs to be reduced
The Island Trust appears to be expanding its efforts into areas already covered by provincial and federal governments
The Island Trust is a wasting our tax dollars
The Island Trust is exceeding it's mandate already and duplicating services the provincial government is tasked with.
The Island Trust should not be duplicating services offered by the Provincial govt
The islands t et is an unnecessary and detrimental government bureaucracy
The Islands Trust has exceeded its mandate and serves with respect not the residents and property owners, who pay the bills, but rather it's own "woke" agenda. There is no progressive issue that the trust feels it should not appropriate.
The Islands Trust has increased its services and programs beyond its mandate. The Islands Trust does not have a mandate to be in charge of water, that is done by another government department. Duplication of work just adds extra layers of work for all, and makes things harder with no visible benefit to the people who live in the IT. It is great that the IT wants to help with environmental protection, but if it is trying to cover something that it is not madated for, then it is likely something covered by another government department.
The Islands Trust has set a trend of exceeding its land-use planning mandate with extraneous advocacy initiatives.
The Islands Trust is a bloated institution that now operates beyond its original mandates. This is a zoning body that now wants to get involved in infrastructure and taxing. On Saturna Island we have an Islands Trustee Paul Brent who is also acting in concert as a 'deputy director' to David Howe, CRD, and [REDACTED] [REDACTED] We need to reduce waste, duplication, and cronyism along with reckless expansionism of the Islands Trust.
The Islands Trust is a zoning body with a special mandate. It is overstepping it's role and has become too costly.
The Islands Trust is a zoning body with a special mandate. It is overstepping it's role and has become too costly.
The Islands Trust is an undemocratic institution at least as far as Salt Spring in concerned. Salt Spring needs real elected local government not one based in Victoria run by a council that Salt Spring is hugely unrepresented in.
The Islands Trust is completley out of control and needs to be stopped.
The Islands Trust is reaching far beyond it's jurisdiction & should stay with its job which is supplying planning services only.
the islands trust is wasting my money
The Islands trust it's too expensive for our little community to support.

Comments from participants who chose:
• Reduce services and programs from current levels
The Islands Trust needs to pull back from the overreach into areas not within its mandate, as well as eliminate duplication of work that falls under the purview of other levels of government.
The Islands Trust serves no purpose for the Bowen Island Community. They are a redundant legacy that constitutes a cash drain to the residents of Bowen with no benefit.
The Islands Trust should focus on it's land use planing (zoning, rezoning and variances) operating expenses should be covered by applicant (user) fees not the tax payer.
The IT bureaucracy is bloated with little value returned. Need to reduce staff.
The IT increases reflect time & costs spent on research and projects that are outside its jurisdiction.
The IT is a zoning body that does little work, but has an inflated budget, and is not (via Paul Brent Islands Trustee) intruding into 'housing', 'infrastructure improvements', and a bunch of areas for which it was NEVER MANDATED. It's time for this to stop, to reduce budget, and lower our taxes accordingly.
The IT is going beyond its original mandate to "preserve & protect" the unique amenities. Time to cut back expenditures!
The IT is over staffed & trying to get into areas way beyond their mandate.
The process by which "services" are offered is excrutiatingly time consuming and expensive with so many consulting/planning redundancies and create work projects. I find them to be extremely slow moving, overpaid, and often duplicating what federal and provincial agencies are already doing.
The proposed budget represents an increase which is not in keeping with the ability of residents to pay of 6.1% and also an increase of 36% over 9 years , plus a budget that uses up the reserves and surpluses while no emphasis is placed on eliminating or reducing programs. A zero based budget proposal would be more responsible.
The proposed spending is just wrong. It's not reasonable to spend that much.
The rate of increase since 2000 is appalling. I don't see value for the money paid to IT either.
The real choice I want is not listed, and this is the closest one. I would like the Trust to reduce red tape and streamline applications. I'd like to see less regulation, less hoops to jump through, and definitely less bylaw enforcement. Especially egregious are the regulations and enforcement which prevent rural property owners from bringing their tools and equipment home to their properties between jobs. There is really no reason bylaw enforcement expenses should be spent on making it harder for regular folks to make a living. Bylaw Enforcement should be completely cut and replaced with a restorative system more fitting for small islands filled with lovely well-meaning and responsible people.
The rezoning process is broken. The Trust now requires large expenditures before Public Hearings. Many of these expenditures historically were required after rezoning. If the Trust had fewer resources they would not be able to make these requests. Expenditures like hiring arborists before PH is misuse of planner's time and applicants money.
The scope of the IT has grown far beyond its initial mandate
The scope of work is not crisp and is based on "business as usual". The work scope needs to taken back to Zero and worked upwards from that. Challenge everything. Assume you have to slash the budegth by 50% and consider the impact. Thats what happens in business. Try it.
The services are not specific to SSI, so not effective
The tax burden is far too high. Get back to ONLY core purpose, and stop duplication in areas that are outside the Trust actual mandate.

Comments from participants who chose:
• Reduce services and programs from current levels
The Trust admits it's own inefficiency in issuing permits and works at a glacial pace. The Policy Statement indicates taking on areas covered by other ministries and taking local control away from island trustees. I think the Trust should be replaced by our regional district instead.
The Trust budget as presented is meaningless. Compare the Trust budget to the Consumer Price Index and that tells a more accurate story. Or even the change in folios. But without reference, it is both meaningless and misleading.
The Trust budget exceeds that of the planning budgets for many larger municipalities in BC. It is not apparent that any significant value accrues to the SGI for this expenditure.
The Trust continues to suffer from mandate creep and delivers poor value for dollars spent. It is an unneeded level of bureaucracy that delivers nothing.
The Trust does not have competent Trustees to take on the responsibilities they have and certainly not increased responsibilities.
The trust does not practice fiscal responsibility.
The trust has autocratically decided to expand its powers and citizens who are impacted by this should not have to foot the bill.
The Trust is a bloated inefficient bureau.
The trust is already funding unnecessary services.
The Trust is already operating far beyond its mandate.
The Trust is already over reaching
The Trust is asking for a \$9.1 million budget. The increase (5%) is to largely to conduct additional studies, hire new staff (e.g., endangered species specialist) and expand their mandate into several new areas (marine management, housing, climate change, endangered species). Most of these regulatory areas are already handled and done well by provincial and federal agencies. The Trust, even with hiring, does not have the knowledge, expertise, experience or resources totake on these roles. Plus these new areas are outside the Trust's core mandate of land planning, development review and permitting, and managing the Trust Conservancy areas. The Trust should not be expanding roles and staff The Islands Trust levy in our taxes has increased from \$2.1 MILLION in 1994/95 to \$7.1 MILLION last year (2020/21). That is over a 300% increase in 28 years. The proposed increase this year does not include the multiple additional areas the Trust is trying to secure in the new Draft Policy Bylaw, so next year's budget increase will likely be even higher. The Islands Trust only plans and reviews development applications. Other than bylaw enforcement, the Trust is NOT responsible for any physical improvements or maintenance of infrastructure such as roads, bicycle trails, parks, schools, hospitals and medical clinics, paramedics, policing, fire response and the other services that make our community work.
The Trust is heading off on a tangent from it's mandate.
The Trust is out of control.The islands get very little planning services in relation to what we pay in taxes. We would be better off using consultants for planning services as needed.
The Trust is over-reaching into areas that other agencies are already dealing with. I do not support duplicating management roles. Stay in advocacy in areas such as marine management, forest management, endangered species,
The trust is overstepping there boundaries
The Trust is wasting 5 million dollars on overpriced planners that continue to fail to plan for growth

Comments from participants who chose:
• Reduce services and programs from current levels
The Trust should be land use only
The Trust was significantly more efficient, faster processing when there were fewer staff.
The Trust, even with hiring, does not have the knowledge, expertise, experience or resources to take on these roles. Plus these new areas are outside the Trust's core mandate of land planning, development review and permitting, and managing the Trust Conservancy areas. The Trust should be advocating in these new areas — as directed in their Act — not expanding roles and staffing.
The use of funds due to lack of efficiencies within the IT needs to be addressed before any additional programs are added. Reduce redundancies, and hire in community staff.
There are inefficiencies with planning staff. Some of their work on applications duplicates other agencies' mandates. In areas of potential duplication with other authorities, IT staff should redirect focus to areas within the IT mandate.
There are too many 'pet projects' in LTC's. They frequently involve areas beyond the IT mandate which generally fall into the jurisdiction of other levels of government, Regional, provincial or federal.
There is a lot of deadwood programs being funded that should be eliminated
There is too much interference already
There is too much overlap in the levels of government. The Island Trust is duplicating efforts that should be provincial or federal.
There is way too much sitting around generating documents that are of little to no value within the Trust. This isn't my opinion, but rather comes straight from a Trust employee whom I know.
These people are out of control and need to be reined in.
This is a lot of waste in the existing services that should be identified and reduced
Time to cut spending at all levels of government, Trust, CRD, Provincial and federal!
To arrive at value for dollars spent.
To be honest, the Budget History and Strategic plans got my back up. I feel the Islands Trust, in charge of an area with 25,000 inhabitants and much land already in national park and other reserves, has an unnecessarily high budget. I feel that the writers of the Plan are unfamiliar with the Gulf Islands and the people who inhabit them, and display some arrogance in their presentations. Perhaps more listening, and a more balanced, nuanced plan would be better received, by me at least.
To counter the Islands Trust (staff & elected members) apparent desire to increase the scope of their mandate in the proposed Long Term Planning Document.
to many staff. Trustees need to cut back on what they ask staff to do.
to reduce the burden to the taxpayers
too many increases
Too much advocacy, please stick to the core mandate of Land Use Planning
Too much bureaucracy to get housing options moving
Too much bureaucracy and control.
too much bureaucracy and excessive staffing
Too much government, too too heavy, too expensive, too hard to live in my home for working class.
Too much local government spending
too much resources spent on ridiculous bylaws
Too much spending.

Comments from participants who chose:
• Reduce services and programs from current levels
Too much top-heavy expenses.
Too much waste, consulting fees and pet projects
Trust is not adhering to Mandate or operating efficiently
Trust is over-stepping its mandate and inefficient
Trust is totally out of control
Trust should limit itself to land use. Let other government agencies do their jobs. Get out of the building permit file, etc.
Undertaking areas not under the authority of IT and not with an adequate amount of expertise
Unnecessary overspending
Until zero based budgeting is adopted I don't see why you would approve an increased budget
Wasteful administration
WE are already paying too much. Minus at least 10%
We are currently wildly over regulated. I do not support tax increases that increase the bureaucracy and make it harder for individual responsible citizens to enjoy their land
We are over-governed. We need fewer services from the Trust and increased spending on our crumbling infrastructure.
We are very tired and concerned about the total lack of efficiency with the Trust
we cannot afford a large tax increase - especially as we get almost nothing for it. No water, no sewer, etc.
We cannot afford islands Trust anymore. When we moved here only 13 years ago the Islands Trust cost was 50 percent less than it is now on an inflation adjusted basis. You need to learn to do less for less. We recommend a one time reduction in budget of 12 percent and then hold to inflation for next five years. Stop hiring so many new staff. We have had to tighten our budgets over the past two years. Islands Trust should do the same. Lead by example.
we don't need extra people hired and a salary increase
we only need our roads, fire/ambulance and health services maintained, I do not need a tax increase for nothing in return which is all i see here. Leave our Saturna as it is where most of us are happy with what we have here now.
We receive no services now so why should we pay more?
We would all like to see the Islands Trust go away completely
When \$57+out of every \$93 goes to wages rather than maintenance/capitol project were management heavy! Time to lean it out and get to work!
Why introduce services and programs that are already done by other government agencies it seems you are over stepping your boundaries
With more society support for land use,and programs from other levels of govt...Trust is becoming less relevant
You are operating way beyond the bounds of your mandate

Comments from participants who chose:
• Reduce services and programs from current levels
You are recommending doing things that are advocacy and not services you are having huge overreach and ignoring prior surveys where we have said this. A bunch of your plans are not needed Douglas fir protection not needed , more planners than needed to a of advocacy that is beyond the mandate. A conservancy should be a non profit not funded by out tax dollars. Cut neck on mapping abs environmental studies,show fiscal responsibility, our small island can act responsibly re environmental issues but you are way overreaching out local mandate and providing is the most expensive land use services ever.
You are single-handedly turning our islands into a playground for the rich.
You are totally overstaffed and out of control
you don't add anything to oue existing Muni Council's hard efforts & are double taxing our community, & we're not getting anything from all the money we are currently send you every year !!
you have been adding and adding and this is enough - you are working far beyond your mandate
You have gone too far.
You only spend 10% of your budget on end programs....90% is compensation, buildings, and equipment.
You spend too much money, that isn't yours, to do studies & then we wait & we wait.
Your costs are rising at 3.5%/year for the last 9 years, well above inflation. Find some savings.
Your scope needs to be refocused.

Local Planning Services

In the Islands Trust Area, the focus of all land use planning is the preservation of the environment, cultural heritage, and community sustainability. Land use planning activities include:

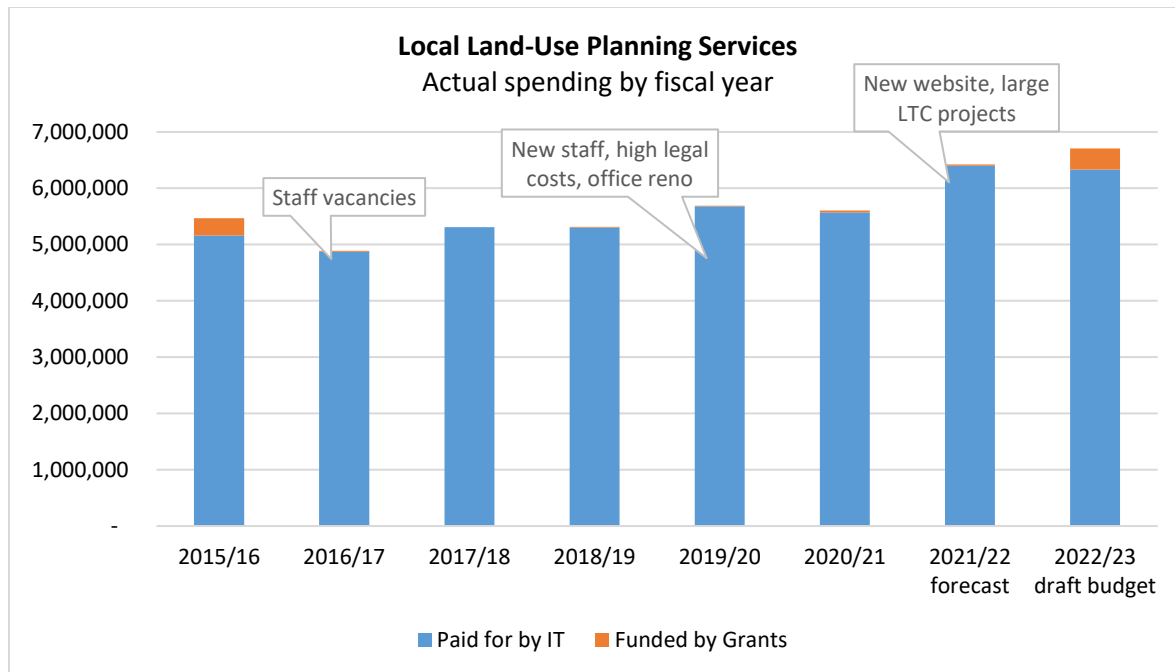
- Proactive land use planning (maintain and update 20 official community plans and 20 land use bylaws)
- Application processing (e.g. property rezonings, development permits, public hearings about proposed bylaws)
- Local trust committee meetings
- Community information meetings (e.g. land use planning issues, freshwater protection issues and options, climate change)
- Bylaw compliance and enforcement

In addition to routine regional operations, Trust Council plans to fund the following local trust committee projects for 2022/23:

- Hornby Island LTA: Official Community Plan Amendment Update - \$15,000
- Gambier Island LTA: Official Community Plan Amendment Update - \$17,000
- Denman Island LTA: Official Community Plan/ Land Use Bylaws Housing Review - \$13,500
- Salt Spring Island LTA: Protection Coastal Douglas-fir Zone and Assoc. Ecosystems Protection Project - \$3,200
- Salt Spring Island LTA: Ganges Village Project (phase 2) - \$51,000
- Salt Spring Island LTA: Housing Action Program (phase 2) - \$25,000
- Other local trust committee projects (to be allocated during the year) - \$26,000

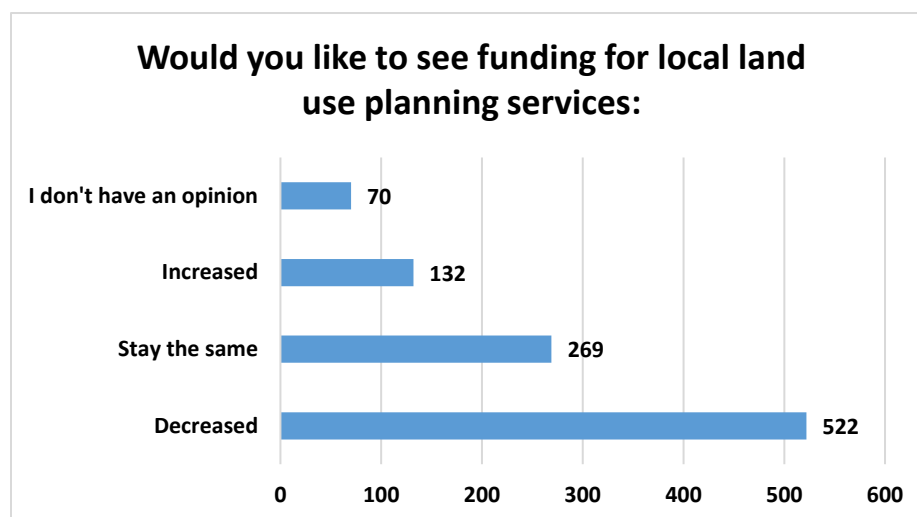
Trust Council also plans to fund the following operational project as a 100% grant-funded project:

- Development application processing improvement project - \$367,000



Question 4: Would you like to see funding for local land use planning services increased, decreased or stay the same?

- 993 participants (79%) of 1,256 who participated in the survey completed question 4 (This question was not available to respondents who indicated they felt most connected to Bowen Island).



Regional Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs and services. These include:

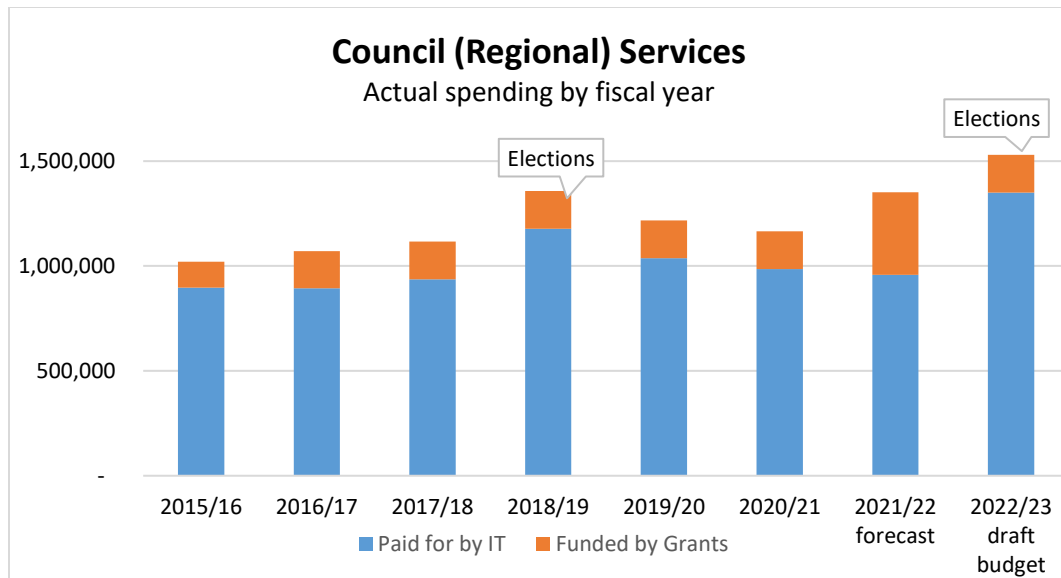
- Communications (e.g. website, social media, advertising, publications, news releases)
- Intergovernmental relations (e.g. reconciliation, agreements with other levels of government, hosting of coordination events)
- Trust Area-wide policy management, including the Policy Statement (e.g. updating, interpreting)
- Legislative services (e.g. Freedom of Information requests)
- Advocacy (e.g. lobbying about topics such as marine shipping safety, climate action)
- Public education programs (e.g. Community Stewardship Award program; educational workshops on topics such as water, climate action, species at risk)
- Islands Trust Council meetings and Council committee meetings

In addition to routine regional operations, Trust Council plans to fund the following Strategic Plan projects in 2022/23:

- Reconciliation Action Plan - \$ 17,000
- Policy Statement Amendment (Islands 2050) - \$5,000
- Website Improvements - \$15,000
- Model Bylaws (Affordable Housing) - \$10,000
- Freshwater Strategy Communications - \$6,000
- Groundwater Sustainability Science Program - \$50,000
- Heritage Preservation Overlay & Model Bylaws (phase 2) - \$74,000
- Climate Change Indicators - \$25,000
- Stewardship Education Program - \$17,500
- Secretariat Services - \$15,000

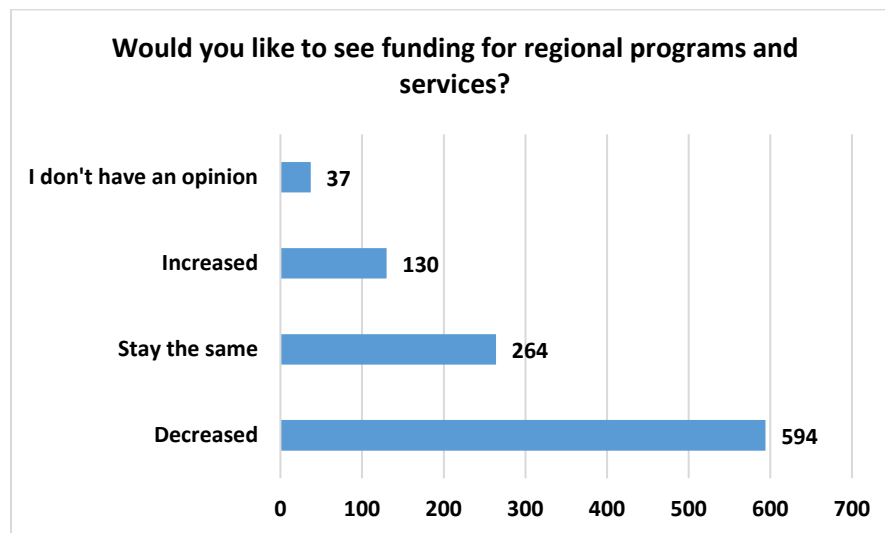
Trust Council also plans to fund the following operational project:

- Electronic Document Management improvement - \$6,500



Question 5: Would you like to see funding for regional programs and services increased, decreased or stay the same?

- 1,025 participants (81.6%) of 1,256 who participated in the survey completed question 5

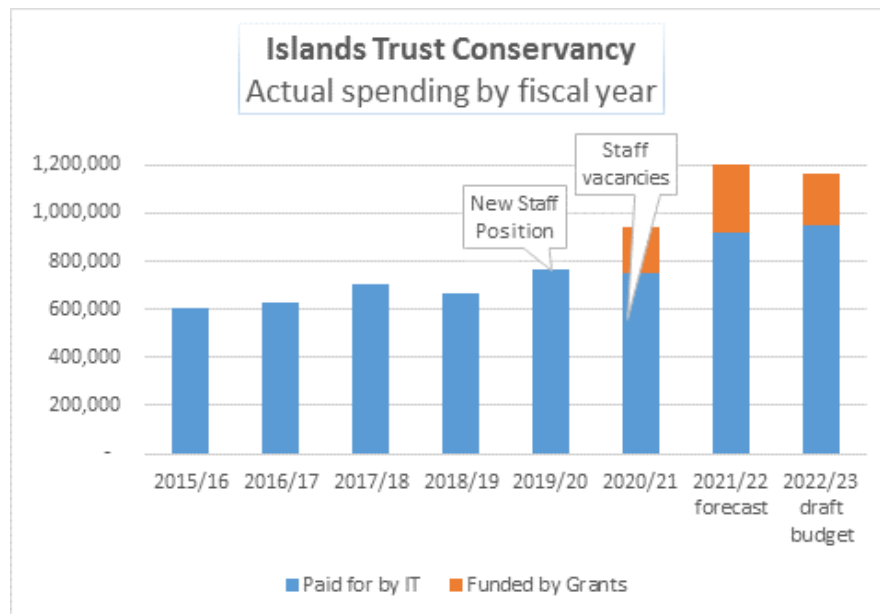


Islands Trust Conservancy

Ecosystems of the Islands Trust Area are among the most at risk in Canada and contain some of the highest levels of biodiversity in British Columbia. Islands Trust Conservancy (ITC) protects natural landscapes (1,364 hectares) across the region within 32 nature reserves and 79 conservation covenants.

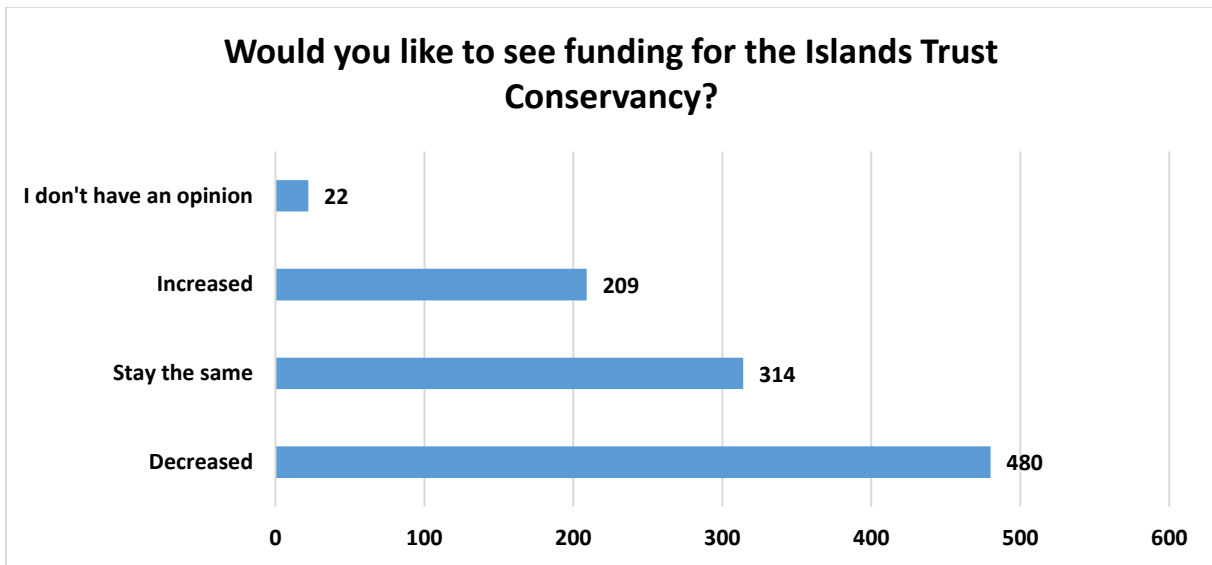
Islands Trust Conservancy encourages land conservation through innovative programs that promote conservation covenants (voluntary agreements registered on a land title that protect natural features), establishment of nature reserves and other voluntary conservation initiatives. ITC's administration costs, including the costs of managing the 111 protected areas, are paid for through the Islands Trust budget.

Land purchases and covenants are generously funded through donations and grants. As of July 1st, 2021, ITC nature reserves had a combined BC Assessment Value of over \$31 million. In 2022-23, Islands Trust Conservancy will also receive \$213,500 in external funding for a Species at Risk Program through Environment and Climate Change Canada which is part of a three-year grant totalling \$643,000. With more than 350 listed species at risk, and 72 ecosystems at risk in the Islands Trust region, the Islands Trust Conservancy has a strategic and focused program to help ensure their recovery.



Question 6: Would you like to see funding for the Islands Trust Conservancy in increased, decreased or stay the same?

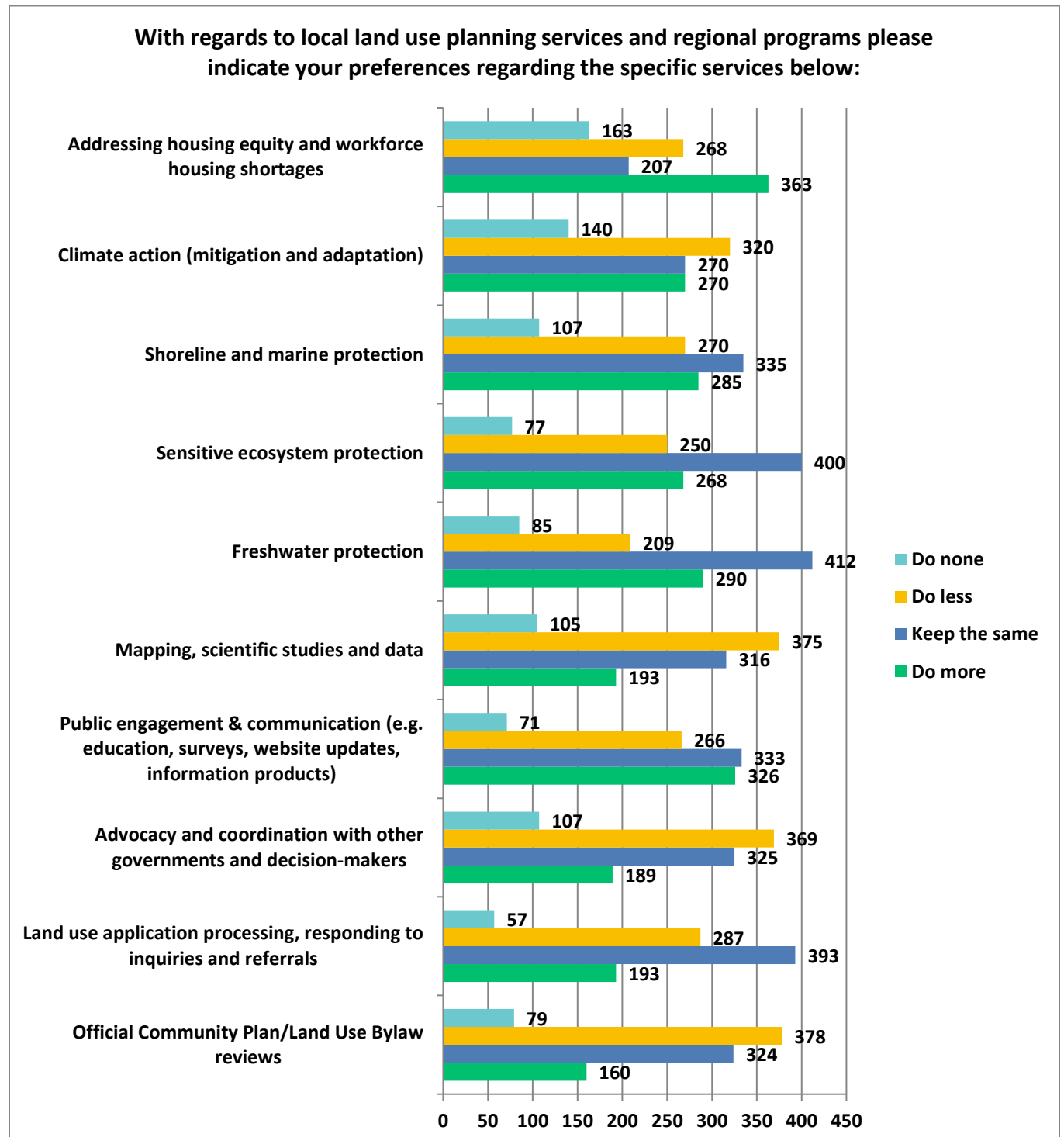
- 1,025 participants (81.6%) of 1,256 who participated in the survey completed question 6



Local Planning Services/Regional Programs – Specific Services

Question 7: With regards to local land use planning services and regional programs please indicate your preferences regarding specific services.

- 1,010 participants (80%) of 1,256 who participated in the survey completed question 7



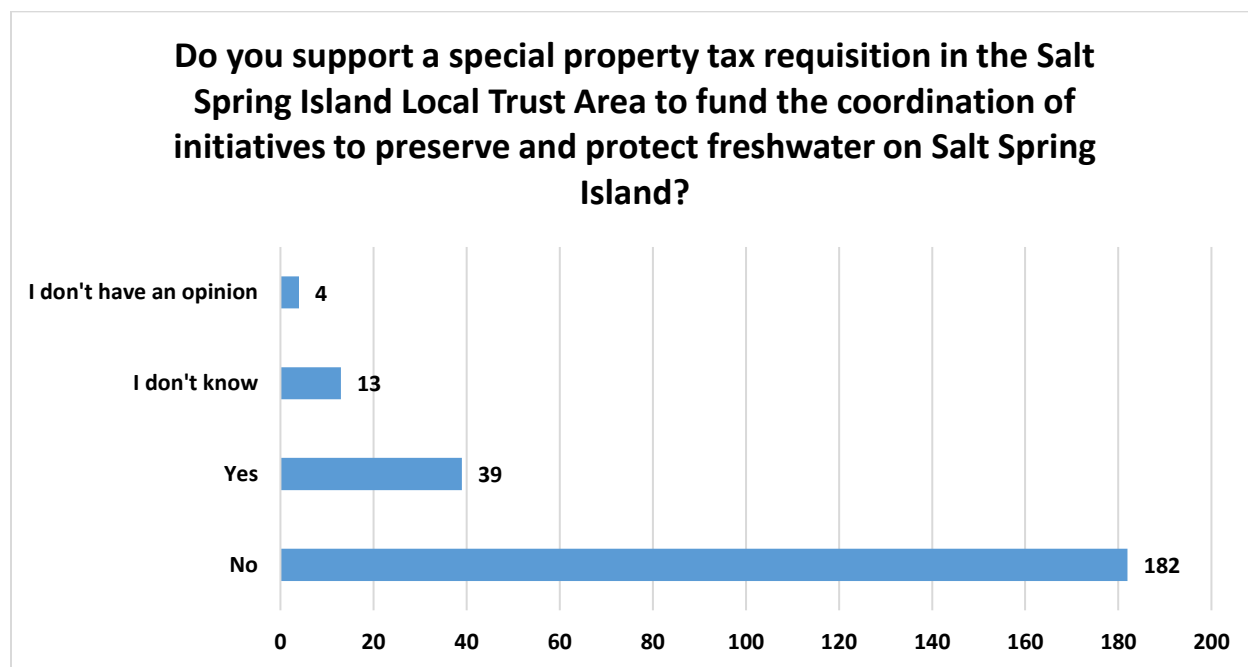
Salt Spring Island Special Tax Levy (This section only appeared when responded indicated connection to Salt Spring Island Local Trust Area).

A special property tax levy is a way for the Islands Trust to fund a special initiative taking place in a single local trust area through a tax levied on property owners only in that local trust area.

This special tax can be used when a local trust committee wishes to undertake a large project with local significance or to take on additional operations. Since 2014, Salt Spring Island Local Trust Committee has funded, through a special local tax requisition, [Salt Spring Island Watershed Protection Alliance](#) to coordinate work related to the preservation and protection of freshwater resources on Salt Spring Island. [Backgrounder](#).

Question 8: Do you support a special property tax requisition in the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island?

- 238 participants (18.9%) of 1,256 who participated in the survey completed question 8 (Note: Participants who chose 'Salt Spring Island LTA' for Q2 only saw this question.)



The following tables show the comments from 73 participants who explained their choices to question 8.

Comments from participants who chose:
• Yes
Dependent on well articulated and specific programs and outcomes

Comments from participants who chose:
• Yes
There is some good work done with the funding, but it needs to be focused on a few key areas that result in tangible results.
Protect ecological precious places
There are many artisen wells in certain areas that are just left to overflo these need to be capped on all existing and future wells
I support the goals of the this initiative but am concerned about the possibility of cost inflations
Yes, as long as the objectives and performance indicators are being met.
important work thus far
yes but DO SOMETHING NOT JUST TALK
More coordination of initiatives to preserve and protect freshwater on Salt Spring Island
increase watershed protection
water is important
Small watersheds...look for new areas for collection sources
need to increase initiatives to preserve and protect freshwater
Yes ONLY IF this is done in conjunction with bylaw reform to require footprint-reducing construction practices like rainwater recapture, greywater reclamation irrigation systems, and permaculture-focussed landscaping design.
Need more funding to freshwater and Watershed Protection
Leave our wells alone.

Comments from participants who chose:
• No
You do not have jurisdiction in this area. There are multiple other government bodies whose jurisdiction it is.
This is not something that is in the purview of the trust. There are at least 3 other governing bodies at work here, let's not add another, it is already difficult dealing with the exisiting bodies.
Not your jurisdiction.
let's preserve and protect the people
Absolutely NOT through the SSI Watershed Protection Alliance. We have plenty of water and it is not being distributed correctly. Why fund this group? Get the NSSWD to pull their heads out of the sand.
Given that the Draft New Policy Statement plans to ban desalination this initiative is a waste of time and will not look for real, practical and environmentally benign solutions.
Stop taxing reduce your spending allow business to create revenue so the burden of taxation is transferred from homeowners to business .Right now you have blocked millions of dollars of business that is on hold and potentially more .millions of revenue that would pay for having clean water, safe communities and so many needed services. Instead your policies and the Government policies have created DEBT.
If we were a municipality we could get funding for this!
I don't trust this agency to act in best interests of local economic sustainability

Comments from participants who chose:
• No
The easiest and most straightforward way to preserve and protect is to limit development on Salt Spring Island. We are at the limit of fresh water availability for the needs of the existing population and cannot accommodate any population growth without huge expense to build the needed infrastructure.
Local property owners are very conscientious, Let them take ownership.
A broader approach should be taken to solving the problem of freshwater including rainwater harvesting, sharing wells, desalination etc. Just protecting freshwater springs is a limiting focus
There is lots of water, SSI needs to focus on storage solutions
we won't benefit, same as the Ganges sewer and Fernwood dock we pay for but don't benefit from
our fresh water is already protected and more keeps falling from the sky (we live in a rainforest)
I do not have confidence in the capacity of the trust or level of expertise in balancing conservation with the reality of our community needs.
The mandate is very vague, I worry the money will end up disappearing with nothing to show for it
This is a ridiculous waste of taxpayer funds.
Need more transparency...too late
So far the Trust has done a very poor job of managing the plentiful amount of fresh water Saltspring has and I don't believe it's because of lack of funding I believe it's just poor management so I don't want my property taxes to go up to feed more poor management.
Property Taxes are not a free meal for Governments anywhere, Properties are a homeowner's savings plan for the final investment for many of retirement savings not the dipping fund for Multiple Governments going to the same pot over and over again, leaving the homeowner struggling to make ends meet when the taxes take up valuable retirement funds.
This is already under provincial jurisdiction so is unnecessary
Stop taking more money from the people and making more hurdles
This "coordinating-only" initiative has cost Salt Spring taxpayers a ridiculous amount of money for the value gained.
I do not encourage the Islands Trust's inclination to create and pursue endless bureaucratic studies that can never result in a measurable solution
There are more effective government agencies to tackle such issues
This item can be funded within the existing budget by establishing the budget with a zero based approach and eliminating programs of an equal amount needed. The focus on this budget is to keep the existing programs and services and to add more. This approach is not in keeping with the ability of the residents to pay.
Well users should not have to pay for services they don't use.
We have at least a dozen agencies already involved, not in the IT mandate so stay out of the business of others
My experience with individuals working on behalf of the organization is that they do not understand watershed management.
IT has done a poor job and I don't expect it will improve
Watersheds are already protected by provincial regulations.
What is being done now isn't working. More of the same = no change which is not acceptable
Provincial jurisdiction

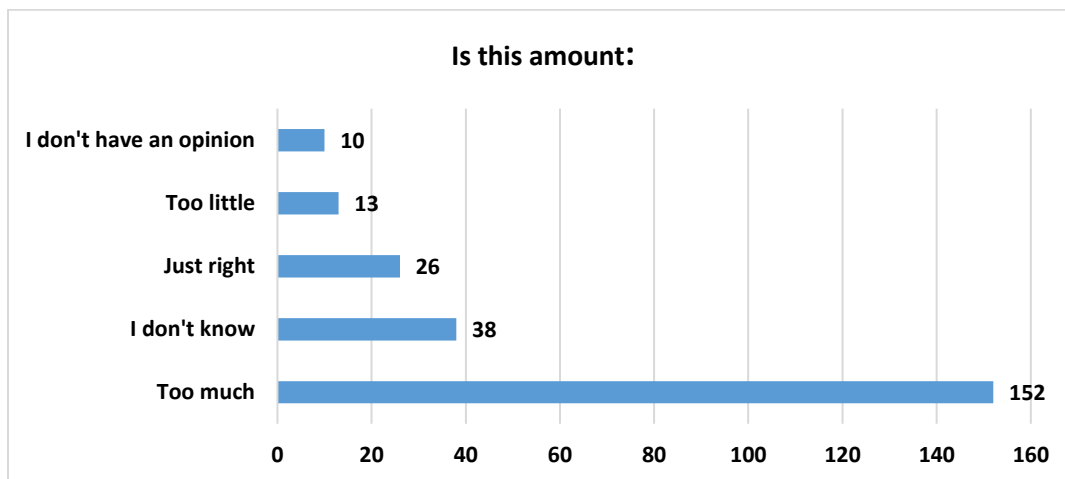
Comments from participants who chose:
• No
Preserve and protect inconsistent with additional supply
Island Trust is already too intrusive on property owner rights and should never be given control over water rights
Giving more money to any government agency (especially yours) is a 100% waste. You're no different than any other type of government. You aren't accountable enough to anyone; therefore, you waste resources and create more "need" for more studies and personnel.
it would only be a "money grab " to empire build
Stop wasting money
Prop tax increased 47% for 2022, along with water & fire & ins increase. Getting taxed out of retirement home
Water boards and the province should be responsible for this
IT not qualified
You spend too much money as it is & do nothing for it.
I find it difficult to comment without any discussion of mechanisms to ensure value for money spent. It seems there is a lot of studying, inventorying,etc without any real change or progress being made.
If this were an initiative that appears to create results that didn't impact private landowners' rights, I would be more willing to support it. I see no evidence of this.
This program has accomplished little and would be better coordinated by CRD because they can actually do projects, not just coordinate.
Landowners already pay more than their fair share through regular property taxes
You take enough of our hard-earned money.
There are already other government bodies in place to preserve/protect our countries oceans and fisheries.
Lots can't afford this after 2 years of covid
Water or Riparian issues are provincial.
Stop wasting money
There is an abundance of fresh water, on SSI, it comes from the sky, there should be an initiative for rainwater capture.

Comments from participants who chose:
• I don't know
Would prefer these funds be used for studies to help guide policy - not a panel
What are the details of the proposed initiatives? Will they include addressing the need to prioritize water resources for workforce housing not single family luxury homes?

Question 9: Is \$75,000 to to fund the continued coordination of community, government and non-government organizations working together in 2022/23 to develop a framework and strategy to protect watersheds and preserve drinking water sources on Salt Spring Island too much, too little or just right?

- 239 participants (19%) of 1,256 who participated in the survey completed question 9
(Note: Participants who chose 'Salt Spring Island LTA' for Q2 only saw this question.)

The special property tax requisition is proposed to be \$75,500 to fund the continued coordination of community, government and non-government organizations working together in 2022/23 to develop a framework and strategy to protect watersheds and preserve drinking water sources on Salt Spring Island.



The following tables show the comments from 61 participants who explained their choices to question 9.

Comments from participants who chose:	
• Too much	
Again, you do not have jurisdiction in this area and there are other government bodies that do.	
The same as above, this is not within the jurisdiction of the trust, and there are already multiple other governing bodies engaged in this.	
Not your jurisdiction.	
This is a Provincial ministry jurisdiction to many over lapping layers of government sets up conditions for inefficiency and waste	
we need better water use strategies not protection of watersheds	
Remove it. All of it. We have far greater problems that need funding than that.	
See response to #8 above. Until and unless the Islands Trust can take its blinders off, the outcome of this study is already baked in. If the past is a guide, the Islands Trust will pursue a narrow viewpoint and only consider evidence that will conclude we are using too much water independent of the true nature of the situation and practical alternatives. Meanwhile, even a cursory overview of North Salt Spring Waterworks reports indicates that Lake Maxwell, for one, is grossly underutilized.	
Not enough information	

Comments from participants who chose:
• Too much
No more tax increases to fund the services you should be supplying. Work on the revenue getting from a major shift in your policies
Again if we were a municipality we could get funding for this!
See above
Island Trust seems to make rules that hinder local owners from working to preserve water at their own homes. Leave locals alone.
our watersheds are already protected
Mandate is too vague
This special property tax requisition should be \$0
It is not necessary to add yet more property tax monies to fund the protection of a resource already receiving more than adequate funding from other government departments
Not necessary. Operating outside of mandate
I support the program but do not see need for additional property tax requisition
make this work with what you have - no more property tax.
Out of jurisdiction, this is duplication
The last time they tried to do this they wanted to put protection on a mud puddle on properties.
Of course, ngo's that are all probably far left leaning and sold entirely on collectivism -- defund them for non partisan solutions to non partisan problems
Way too much. The citizen engagement is nothing more than disguised direct support for advocacy groups
Money needs to be spent on housing or roads , not on this!
endless work on paper with no results
Landowners are already protecting watersheds and water supplies.
Way too much!!! Lower that by 68,000
Water use controls are holding development hostage - fix the water storage issues!
Read previous comment
Needing a "special tax" is govt speak for "we wasted what we already took from you and now we need more."
Stick to core mandates do not expand.
No need
Reduce
See answer to #8 - no special requisition!
want good water and environment, but can no longer live in my retirement (last) home if taxes keep rising in every direction
This is not to be funded by tax dollars
The province and water boards should be doing this
No more money for you
What is actually being done? I don't see any action, only spending of money to plan and plan a "framework and strategy" while nothing is done other than NSSWWD is still continuing to bully the island with their moratorium.
Always a plan or framework ,always expensive ,always paid for

Comments from participants who chose:
• Too much
This project should be funded by CRD not the Islands Trust because CRD can use the money for useful projects, not just coordination.
The budget is fat enough to get this done if you would trim the excess planners, etc that are very overstaffed.
The trust is land use planning...all of these initiatives are outside that scope. Get back in your lane and stay there.
overlapping with provincial governance for watershed management.

Comments from participants who chose:
• Too little
As climate change proceeds freshwater resources will become more and more scarce and difficult to supply to the existing population.
Other regional districts have \$100,000s a year
should be higher for science and monitoring and research
need to EXPAND not just preserve water supplies for ALL residents. END THE MORATORIUM in NSWWD
more coordination of initiatives to preserve and protect freshwater on Salt Spring Island
funding on the level of other watershed protection programs are needed
Need more funding for freshwater
This amount only supports coordination, more funding is needed to do monitoring, science, and other projects

Comments from participants who chose:
• Just right
Why was there no framework/strategy developed in 2021/22? When will the framework/strategy be ready in 2022/23?

Comments from participants who chose:
• I don't know
Not enough information for informed opinion
Would prefer to see these kinds of projects if they are seen as a priority be funded from within the regular budget
If you have to...
give me more specifics what this will pay for exactly
See previous comment. Don't just add on without a review of all services and programs.
Would prefer these funds be used for studies to help guide policy - not a panel
Is this SSSIWPA? Please be clear and provide details and report out on how well that initiative has worked so far. It's impossible to give useful input based on two sentences.

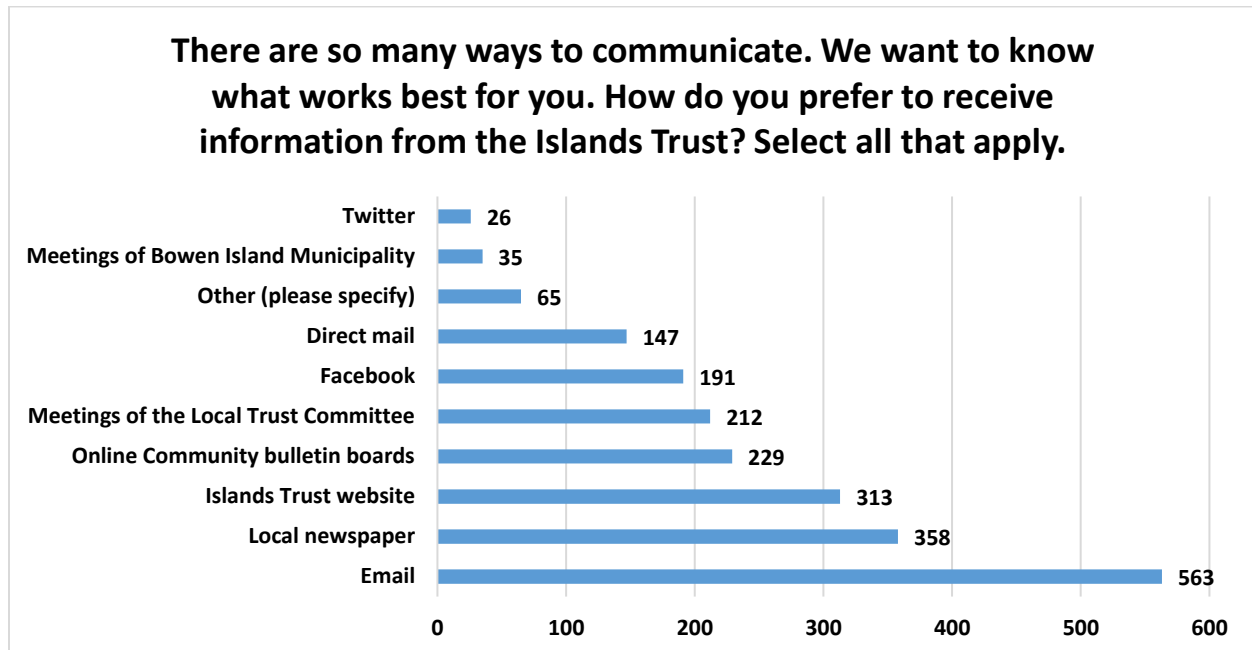
Comments from participants who chose:
• I don't know
How can the average tax payer possibly evaluate this. A classic example of useless bureaucracy to my mind to even ask such a question

Tell Us More

There are so many ways to communicate. We want to know what works best for you.

*Question 10: How do you prefer to receive information from the Islands Trust?

- 979 participants (77.9%) of 1,256 who participated in the survey completed question 10



The following tables show the comments from 65 participants who indicated communication preferences.

Comments from participants who provided other options:
Does it matter? Has the IT done anything worthwhile in the last 10 yrs? That would not have been done by other, preexisting layers of government or volunteer organizations?? A huge amount of Feather Bedding..just ask any of them...they will tell you how hoid they ate and how much they have accomplished
Ideally I don't hear from the so called "trust"
A summary of intended actions to be available
the IT shouldn't be involved with Bowen Isl, as we are a Muni, & you've done nothing for us that counts ! It's time for you to fold your tents & leave us alone Thanks very much !!
i'll go looking for it
Actually meet and talk to people/no gov by facebook
please stop wasting your time and energy trying to control others
radio
Simplify to one page summaries & email. This is too much information.

Comments from participants who provided other options:
Minutes that are succinct! The detail in your agenda addendums and minutes are beyond the pale. Have something user friendly so that people can actually spend the time to read them. What you have now could be seen to be a device to keep people uninformed as they don't have time to read it all. How about an Executive Summary? Others do it. Why not the trust?
face to face local meetings with other islands trustees attending
Keep all Islands Trust meetings online including Council.
We do not need islands trust on Bowen. We voted for municipal status to get rid of the trust. Please leave us alone
Need regional FOCUS survey. People have difficulty reviewing these facts, figures, graphs for all island regions!! Individualize surveys applicable to people's interest.
Physical community bulletin boards
Ask residents if they even want your extra layer of bureaucracy still, most don't. Just disband already, let everybody run their own island.
none
Communications needs improvement. It is hard to communicate and people are not motivated to listen until they think they are personally affected. figure it out and do better!
No more Islands Trust make it a department within CRD
Word of mouth
Abolish the Trust
the new website is terrible. Bring back the old one.
The Trust must take into consideration that the local paper reaches ONLY 16% circulation, not all of which are on Salt Spring (my jurisdiction). USELESS since nobody reads it. Direct mail or Email. A large portion of residents do NOT use Facebook or Twitter or go to meetings.
Plain _text_ email (no html, a privacy and security hazard
espokes. Thetis island daily email
The new web site is useless - too hard to navigate and find information.
eSpokes
Zoom all meeting. Save us the needless travel expenses.
How about holding meetings at times when working people can attend instead of catering to retirees? Terrible
You need to clarify your trust meeting agendas. With all the paperwork in the package, it takes hours just to determine what will be discussed. Can someone create a plain english summary?
Note: The new IT website is terrible. The old website was great because it was logically laid out and one could easily find minutes and reports going back several years. The new website is a poor replacement.
Zoom meeting
Discontinue using Facebook
I find the website very unhelpful and prefer the old version
Whatever you do - more transparency is needed. It has taken a very hot fire/yelling and unhappy residents to get you to this point.
Open town halls on a topic, vs restrictions of LTC meetings

Comments from participants who provided other options:
Forget social media
Community facebook page
Don't care
Regular reporting from our area trustee(s)
The Islands Trust community groups on facebook seem misleading and are not a representation of the residents that want the Islands Trust to continue to preserve and protect the islands
3 times a year community meetings.
be sure everyone has access-not only online
By "Local Newspaper" I mean island publications: Islands Grapevine and Flagstone
The trust has out lived it's mandated
Town Halls every third month in person with Trustees and Trust Staff
ACTUALLY meet with residents in TownHall meetings, give opportunity to all residents to PERSONALLY attend a meeting. Most seniors DO NOT ZOOM, or attend video meetings. More personal contact within the community; not just 'SCRIPT' your personal opinions to be posted in the local bulletin.
Town halls
Thetis Island eSpokes email service
Meetings available to all through zoom
The Islands Trust website is abysmal to navigate. Local Newspapers have poor and declining readership. Direct Mail gets to the resident and non resident property owners.
webinars and/or zoom meetings
Virtual meetings Dominic not inform the people I know. Nor do they use your website. We need public people meetings.
Get our emails and keep us informed. You are terrible at communication. I have registered my email with you but still don't get any ? Why? I only heard of this via a friend. ? Why for instance is this survey not posted on 'espokes' the only real communication mechanism on this island , why for instance have I not received an email about this survey ? Why did I have to hear about it via a Facebook group not connected with the islands trust ? Where are my trustees ? Can't you guys manage to send out emails. Costs very little ?
Community information meetings not on zoom would be most helpful!
I travel a lot and want continued access to video meetings and minutes.
Come to our island once in a while (Mudge)
Salt Spring Exchange
Town Hall Meetings
Direct communication from Trustees to their communities with actual detail on what they are proposing.... that is, go further than just giving notice of upcoming meetings.
Multiple options to reach more people

Comments from participants who provided other options:

Your new website is as bad as your old one. However, so many legacy documents are missing from your new site. Now, these documents are only available through a freedom of information request. So much money spent on a NEW (improved? nope) website that is difficult to navigate and consistently resets my filter options, yet never remembers choice made on landing splash page. FAIL in communication and engagement. Citizen led engagement processes generate far more engagement, than IT ones. Why? Because residents don't believe that the Islands Trust ever listens. Its dysfunctional systems are too busy trying to decipher their own tangled webs of bureaucracy, staff-in-control, and political machinations or optimistic ignorance of trustees. While residents (human and non-human) suffer.

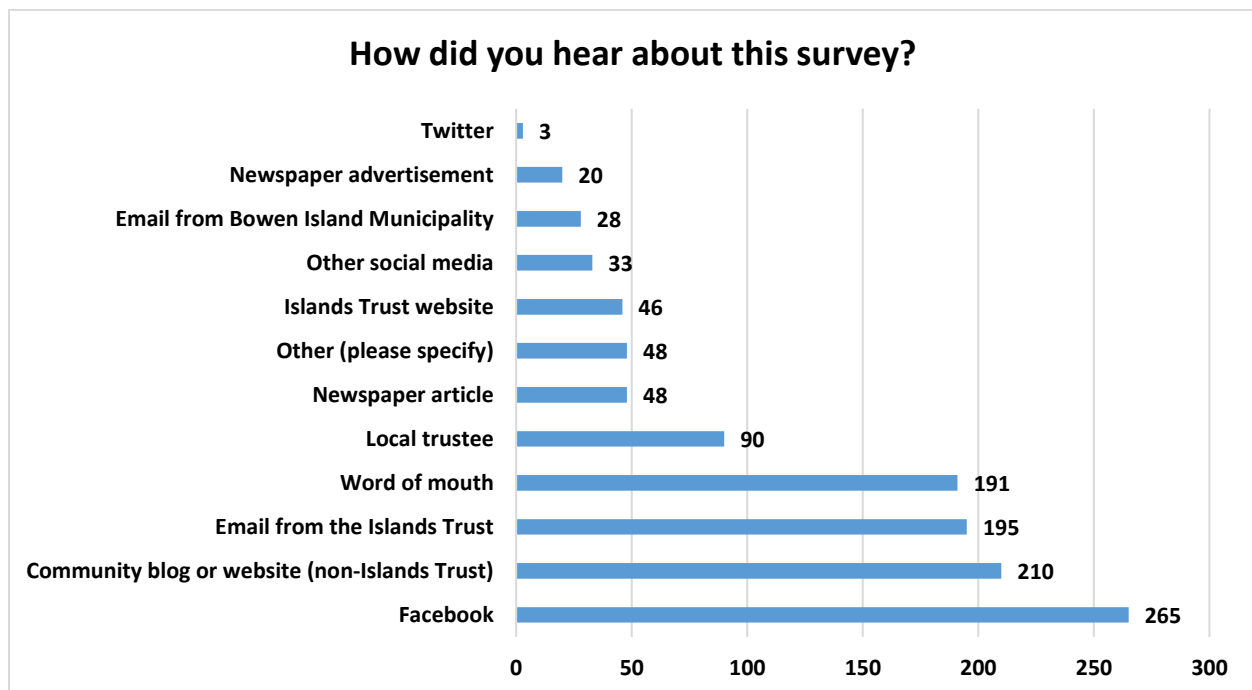
The website is hard to navigate and gets stale. I'd like to see a renewal of in person discussions with our reps. And during COVID, until we resume in person meetings, there should be no major decisions made. It smacks of underhand dealings... pushing things through without sufficient discussion by residents.

Posting information at ferry terminal works also

How about a sign at the ferry terminal with regular updates

***Question 11: How did you hear about this survey?**

- 979 participants (77.9%) of 1,256 who participated in the survey completed question 11



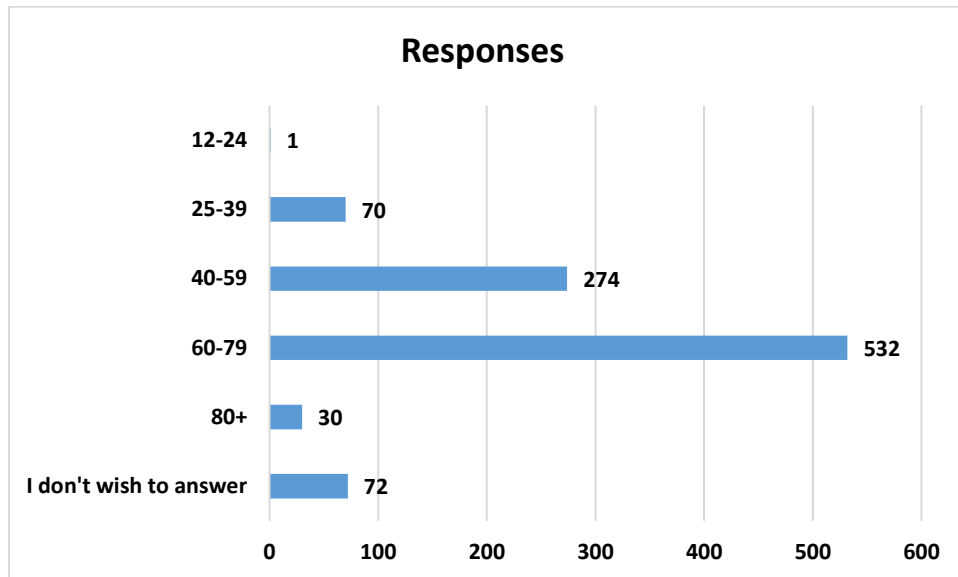
The following tables show the comments from 48 participants who provided more information on how they heard about the survey.

Comments from participants who provided other suggestions:
Word of mouth
ESpokes...
Undercurrent local newspaper
Agitation letter from CIRA, whom I do not support
Concerned Citizens website
Heard about from a friend.
An Undercurrent article
Concerned SSI Residents
Neighbour
Thetis Island eSpokes email service
Our Islands Trustee
Email
Postal box flyer
Email from our trustee
Propaganda flier in my mailbox by "Concerned Island Residents". I firmly disagree with their perspective and support the valuable work of Islands Trust
received a link
Local newspaper the Grapevine
friends
Saturna Island Residents & Renters Association - SIRRA
A concerned citizen. I have only filled this out because that person brought the issues to light. Most are buried in a lot of information.
Luckily there is a Facebook IT policy discussion forum other wise I would not have known about the survey
Islands Trust Concerned Pender Group
Stop the islands trust
email buddy
from family member
e-mail from a residents advocay group
Again, the only print newspapers I read regularly are Denman Island publications: Grapevine, Flagstone. The Denman Trustees, L Busheikin in particular, use these channels very effectively.
email from Councillor
Try to stay aware as distrustful of IT!
A group that sees the IT operating well beyond their original purvue.
espokes
Stop the island trust group
Discussion with friends
Private individual forwarded it to me.
Definitely not from Islands Trust!
SIRRA
A local organization

Comments from participants who provided other suggestions:
Concerned Citizens Group
Our community group is active at holding governments accountable which is where our best communication with lies comes from
Thetis Island eSpokes
email from Concerned Island residents
You ignore bowen island, it is hard to support you even though i want to
Espokes
from one of the Trustees! ... and I'm even signed up to receive emails from the Trust and they didn't bother to advise me of this survey.
Nothing from island trust staff or trustees.
I had no notification. Had to dig for it.

***Question 12: Please indicate your age:**

- 979 participants (77.9%) of 1,256 who participated in the survey completed question 12



Question 13: Comments on your choices in this survey (optional):

- 385 participants (30%) of 1,256 who participated in the survey completed question 13

Comments on your choices in this survey (optional):
Address housing inequity and lack of housing for local workforce and long time residents (some born and raised here who are experiencing housing insecurity), by placing a moratorium on bylaw enforcement of so called illegal housing until adequate housing is available locally. Rework bylaws to allow secondary housing on all properties 2 acres or larger. Adopt the new ALC acceptance of secondary housing.
Decrease the budget by at least 10%, address and resolve all inefficiencies, implement a hiring freeze and staff reduction through attrition. Less staff will be needed once inefficiencies are resolved.
The lack of personal interaction (yes, yes COVID issues) - have prevented the majority of residents from learning, finding out about the MAJOR ISSUES of IT and how it will affect our communities. IF COVID is the issue preventing PERSONAL information and opinions from being heard - THEN CANCEL THE BYLAW changes, readings, and STOP any changes, or new bylaws until such time as a FULL ON personal response from all Island communities can be heard or held.
Increase bylaw enforcement
there certainly is very little info available that allows me to give truly informed responses
The Islands Trust should not be requesting funds to deal in issues they have no jurisdiction on. It is misleading to the residents and a misuse of resources.
Found questions were too suggestive and vague
I feel the Islands Trust is working outside its mandate on many issues and is creating an unhealthy environment for the future of young working families on the islands and an increase of any kind to the budget will only empower them to inflict more constraints on the young families trying just to survive on the Island.
I, and many many other successful people truly believe that the IT has outlived its usefulness and must be disbanded..it appears almost nothing meaningful, necessary or worthwhile has been accomplished in a long time.
Some Questions were too subjective.
I do not believe that Island's Trust has jurisdiction over shoreline and Marine environment-I believe that is the purview of the Federal government. I feel strongly that much greater protections ARE required for our fragile Marine Environment, but am unclear how Islands Trust would propose to implement any protections if the Federal Dept of Fisheries and Oceans in fact regulates management of our Marine Environment
The Island Trust's accounting in this survey and in its Report have a number of errors. IE. There was a Property Tax increase (0.3%) in 2020/2021 where the Survey page reports none (0.0%). Annual increases in the IT budget are on average twice that of CPI. The IT has been drawing down its Surplus Funds by \$78,000 per year, or about 1% of the overall budget annually since 2016/2017. Over 9% of the Surplus was consumed in 2020/2021 alone. This effectively hides a 1% budgetary increase and further underscores that the Islands Trust budget is growing at an unsustainable pace.
There isn't enough information in many areas of the budget to approve an increase of any kind, especially when the increase proposed seems majorly to address a few issues that are not within the

Comments on your choices in this survey (optional):
trust's jurisdiction. Many of the needs of the communities cannot be addressed by the trust, and the areas that can be addressed seem to be falling by the wayside such as zoning for businesses and for effective community planning and outreach.
I'm very unhappy with the direction the Trust is going. I believe the Trust has fulfilled it's useful role and should be dissolved so a more local self-determined governance can be adopted.
Affordable housing needs action now! Enough consultation, enough meetings, enough discussions, enough consultation, enough meetings, enough studies, enough meetings. ACTION NOW. Change bylaws, that's an action. Start building, that's action. DO something. These islands cannot thrive with wealthy people as the only residents.....who will mow lawns, shovel snow, clean houses, wipe wrinkly bottoms, provide support, serve coffee, run errands, sell groceries, staff the stores, keep people in their homes during their final years of life etc etc?! Us folks that need housing provide those services. Us folks that also value this island and lifestyle it offers, need housing. Us folks living illegally, we need to be able to not live in fear or secrecy. We contribute, we provide the skills and services to the wealthy aging population by allowing them to maintain their homes. We are not "them" we are the community members in your lives.
IT has clearly lost its way in recent years. I have worked and lived in the area for 34 years in design, development and construction. The budget has increased 10-fold, staff positions 6-fold and timely turn-around in application processes has slowed down to a crawl. It is time that IT return to serving the needs of its local areas individually.
Numbers presented in #3 do not agree with audited financials. This is a major problem in financial reporting.
There is a severe housing crisis where many families with children have no housing on Denman. They should not have to leave the island. Please do something. Consider changing the rules about additional houses on land and providing some community rental housing at a lower cost.
I had to indicate choices of less environmental protection because I don't want Islands Trust putting Gulf Islands measures on top of Bowen Island bylaws and implementation. Coordinating with two higher levels of government (and sometimes Metro Vancouver) is more than enough already. Bowen has a remarkably effective Manager of Environment who coordinates well with council and her BIM staff colleagues, with the effect of steady progress in environmental protection. Counter-productive cost and complexity would impede what is going well.
I strongly support the Islands Trust's Object, but want operations and bylaws to be greatly streamlined with an effort to move away from NIMBY and complaint-driven responses.
One thing I object to is the lack of strong adherence to democratic values in your processes. In particular why were the proposed new purposes of the Trust not revealed and debated before the last election?
Why are the proposed strategies, with associated costs, not being done by current staff? If current staff cannot develop strategy, perhaps a change in role or position is in order to achieve all these strategies that the Island Trust wants to accomplish. Doing this work inhouse rather than farming it out to a consultant or someone else to develop will save considerable money and save tax payers money. Shame on you for mindlessly increasing taxes to achieve this rather than find efficiencies or changes to accomplish it.
This and other over-reaching non-government organizations have not fulfilled the mission statement that you quote, i.e. preservation of heritage, sustainability and conservation. The expense far outweighs the expense incurred.

Comments on your choices in this survey (optional):
"with regards to local land use planning services and regional programs please indicate your preferences regarding the specific services below." This question is BADLY worded. It is slanted to people's emotions.... yeah, do more about climate change but that is not in our jurisdiction, so how does one respond? And the answer options are not open to proper interpretation: "do less" "do the same" "do more" "no opinion" What are you going to parse from this? You should be asking REAL questions like, do you think that the Trust has lost its "why"? How do you feel about hiring consultants all the time? Do you think that the Trust is advocating in areas it has no jurisdiction? Do you feel that as a property owner that you are getting value from the service of Islands Trust? The questions and answer options will give you no more enlightenment than the previous 2050 iteration. I am sorely disappointed.
I think Islands Trust needs t do more to preserve and protect the ecosystems of our islands and marine environment.
The IT doesn't need any more money. There is too much of an over lap of services and oversight between it and the provincial and federal governments. Stick to just being a conservancy advocate.
The Southern Guld Islands should have been a National Park a long time ago. Any policy that moves toward treating it like a park would be welcome.
As a resident I request that a status quo budget be approved for this year. It's been many years since a comprehensive review of our OCP was done and much has changed. In order for the IT to remain relevant, we must return the the basics: a review of the values, purpose and mandate of the Trust within the context of 2022 and beyond. IT Trustees and IT Staff and Consultants cannot determine this without significant community input, particularly from the younger demographics. I am in my 60s. My reality is very different from someone in their 30s or 40s who is trying to make a good life on Denman Island. I support conservation. I want a big focus on climate change awareness, prevention and mitigation. I want reconciliation. I want our younger people and families to be able to live and work on our Island. I want their voices to have priority over mine. As an Elder I see that my roles are to continue to work hard on the issues but, importantly, to support the younger ones who have such complicated issues to cope with. This is election year. It offers prime opportunities for newly elected/re-elected Trustees to engage with their constituents in a full OCP review - and again, it must include everyone, especially the younger residents. Only then will I feel that the IT has a supported mandate. There is so much to talk about and consider, and I look forward to community discussions. Without this I think the future of the IT is uncertain.
Input on policy draft and associated increase in costs
Very clearly the Trust is spending our hard earned dollars on the wrong items. Priorities should be to manage development, community and housing, not worry about the environment. If Trust budget on "humans" and human issues is "X", budget on environment and water, marine, etc should be 1/5 X. People count, not salmon! We cannot stop oil tankers, so stop trying. The Trust has not addressed the biggest issues on Salt Spring...main one being housing...for over 5 years. The Trust is doing nothing by my reckoning yet you up the budget the last two years.
Please stick to the original mandate.
I know this is rigged and you will do what you want - but as you asked, I felt compelled to answer
There needs to be a review with input from the trending demographic and accordingly an update to the Community Plan. Such a review would have relevance and validity as to which programs to pursue. Planners and consultants who who are not necessarily residents of any Gulf Island tend to be a financial drain - they are not restrained by the fact of having to pay Island Trust taxes.
I would love to see community owned fibre optics in the budget!

Comments on your choices in this survey (optional):
Ultimately the Island trust will not listen to the people. We are run by people in Victoria and special interest groups.
the incese you are asking for, (over 4%) is on top of the yearly charges you take away from our tax payers, & it needs to stop. Our Muni council is doing a good job for us & we don't need to be paying out \$324,000.00 for your over staffed kingdom !!
Property owners should be allowed to build and clear land without getting harassment from the Island Trust if they are keeping to the guidelines.
When will the "trust" stop facilitating ecocide, desecration of cultural sites, and creation of urban development? You have your well paying employment, please "preserve and protect" the islands in the trust region.
I would like to see a focus on expediting land use and building permits for multi family affordable housing and locally owned commercial enterprise.
Our LTC has spent an inordinate amount of time & money on revising the OCP at a time when the IT is revising the Policy and at a time when public consultation on that policy has not even started. The draft OCP is likely to be completed before the Policy Statement is presented. Hence the work done for the OCP will likely have to be done all over again. A colossal waste of time, money And constituent engagement.
No New Taxes ...
Bylaw enforcement is joke. The bylaws are rarely enforced and when they are "sorry we didn't know" gets the owner out of any rectifying Land conservation is a joke, there will not be any trees/plants left on Mayne because of the deer problem that has been known for decades and nothing done
Stick to the mandate of the Trust. Stop expanding the role of the Trust, growing staff and costs and replicating responsibilities already under jurisdiction of other levels of government.
Be more proactive/supportive of community food waste management and other community minded climate mitigation/adaptation efforts. IT policies should be more flexible to these efforts.
Staying within the mandate of the trust is important to me, but if the trust needs to fundamentally change to address the realities of govt under current circumstances, then that work should be undertaken wholeheartedly, not in leaps and stops.
You're overreaching. You were land use you determine our rezoning that's it. Stop over reaching or trying to. You're way too expensive too many people in your offices for some reason you need 60 employees? When we were struggling your budget was continuously increasing. Gross
the website is very difficult to use, not easy to find things the ques re funding for the ITC was confusing, not clear if asking if funding should be by taxation or from grants and donation. Funding should be from the government as the conservation lands re held by ITC for the prov government so they should pay or by grants and donations, funding should not be by taxation of the trust area
Time to reduce redundancy, combine multi government bodies to achieve the same outcomes.
Time for people to realize living on a small island is expensive and it won't change. Like any other neighbourhood, if they can't afford it, quit whining and move to a larger center that has the free resources they seem to think they're entitled to.
The islands trust wishes to duplicate services already provided for by the government. This will entail the land owners on the islands paying for these services twice. The government will save money by having the islanders take over various areas. This is not helpful to the landowners. This will mean more red tape, more hassles and overall frustration. The islands trust should be abolished since they no longer care about the actual residents of the islands. This seems to be only about power and

Comments on your choices in this survey (optional):
control. Very sad really. If the trust took on say in issue like trying to create more affordable housing I think they would have more backing from the residents. Trying to change everything at once is not a financially sound idea. Those struggling on the islands cannot afford to pay for all the dreams of the trust.
I put off doing this survey because I thought making choices about the budget would be something that would be over my head. I'm a very smart person and a professional, I just don't have a detailed understanding of what's happening at the IT to make decisions about the budget. I was encouraged on FB to fill this out before the deadline, so I finally had a look and I was right all along. I would like to have the questions asked to me about what's important to me without the numbers.
When I answered questions with "remain the same" I meant the same as in previous years. The proposed budget increases are well above inflation. There are no savings proposals or completed project spending reductions noted. Also, it would be helpful to see some numerical measures against operational budgets.
Preserve the rural nature of the community. Housing density is appropriate near cities where water infrastructure is established and where arable land is no longer available.
This is not accessible to most residents of the islands - the language used is not appropriate for many individuals.
Just to point out that I am concerned about the growth of animal ag on water-scarce Gulf Islands. More education (evidence-based) around the many negative impacts of animal ag of all kinds (not just factory farms) and the need for the Global North to shift towards a more plant-based diet/re-wilding of our islands...
I am requesting the following: 1. Moratorium on bylaw enforcement for "illegal housing " until adequate, affordable housing solutions are available on each island to meet the needs of every community member 2. Hiring freeze, staff reduction through attrition, to 40 staff members by 2035, cut back on all activities outside of the Islands Trust core mandate, including areas of overlap or duplication where the jurisdiction belongs to another government entity 3. All staff know and adhere to policy regarding land use planning, permitting, rezoning, development - this will greatly improve efficiency and reduce time waste, delays, unreasonable costs to landowners 4. Eliminate inefficiencies; a minimum standard of 95% efficiency should be achieved and maintained
Too many paper pushers and planners at the trust 5.5 million dollars worth, I don't see any positive outcomes from this burden. We need more marine enforcement!
I find this survey much too vague. Indicating numbers without an outline of where that money is allocated or more specific project details makes it very difficult to decide if it's a good idea to increase or decrease funding. Furthermore, I know of many people on Denman who don't regularly use the internet and who would have difficulty accessing this survey. All residents should have this survey mailed to them directly with the option to complete online or by hand.
Streamline and speed up processes, planning that takes years is clearly ridiculous. Find out why, sort it out. Streamline staffing, yours grows whilst everyone else's shrinks. How many people are really doing very little? Stop being based in Victoria, outside the region you represent and super expensive. No one needs to work in an office anymore, stop that. Look at the work from home people, what are they actually getting done. Stop over reaching your mandate, treat all three pillars equally. Without the strong communities there will be nothing for you to control, and hence you will become redundant. The pillar of community is as important as the others. Do some proper engagement with

Comments on your choices in this survey (optional):
first nations peoples. Loose the tokenism. Figure out the endgame for that. How, exactly are we going to hand land back, start thinking about that now.
Survey too long & complex to make good, well considered and researched choices in an hour, let alone 20 minutes. Good job of presenting information, however.
Given the current economic problems due to ongoing COVID mitigation protocols, and the continuing controversy over the proposed new Trust Policy for Salt Spring Island, I think it behooves us to curb spending for a while, take stock of our most pressing needs and await the outcome of our 2022 election. It might be best to revisit the proposed budget increase for next fiscal year.
As I do think that the mandate of the Trust should primarily be focused on preservation and protection of the natural environment, that affects my choices. With many others, I believe that the Trust has no business spreading itself to "affordable housing" concerns, beyond bylaw enforcement restricting short-term rentals and so on (i.e. if a good deal of the housing shortage for island workers is due to people who would in the past have rented to them now aiming for AirBnB-type rental, then that needs to be restricted and restrictions enforced). I therefore selected answers corresponding to a wish not to have budget investment in enabling or providing housing developments. I didnt comment on (increase to) trustee remuneration, as I am not sure whether remuneration to individuals is increasing or what exactly the increase is due to. I will say that I dont have the impression that the trustees do very much, and would rather see them work harder for us - whether the lack of activity is due to low remuneration I have no idea. I would expect there to be much more communication from and interaction with our local trustees. It may be the case that our trustees do more than I am aware of, but in any event they are not talking to us.
Cut bureaucracy and let people live their lives without more regulation.
I like the question and info format this year.
It was difficult to take a position based on the information you provided because it was very detailed and complex. So my responses were based on the pragmatism required during tough times.
The Trust has become involved in far to many areas where they have created huge red tape and cost in home building, land and housing planning and bylaw enforcement.
I think the IT needs to keep its core purpose in mind whenever making decisions. On Gabriola, supporting 'affordable' housing is resulting in a complex that will be market based rental except in 1 or 2 units. This is not affordable housing. Does not protect the island environment, and is only one example of where the IT has lost sight of its mandate.
Question: If the Islands Trust completely disappeared, who would be adversely affected except the bureaucrats currently employed?
Personal concerns about the apparent reduction in the implementation of the "preserve and protect" principles of the Islands Trust Act.
We do not need an Island Trust Government. CRD provides all the services we need. If we need "land use" Bylaws - let CRD decide what bylaws we need and/or let CRD hold referendums on the bylaws we need.
Island Trust has been building an empire and trying to expand their mandate into new areas for too long. Let the provincial and federal government cover their areas of expertise, don't overlap.
The rampant rate of development undermines the IT mandate. Seems there is no shortage of elected reps and consultants willing to allow development. Seems there is a shortage of energy required to preserve and protect.
Please reduce the budget by at least 10% from last year's levels. Too much effort (and money) is spent on effort that duplicates accountabilities of both the province and the federal government

Comments on your choices in this survey (optional):
I support the Preserve and Protect mandate. I do not agree with IT getting involved with promoting housing development for ANY REASON.
No, no, no, to the islands trust period. Keep your out of touch nose out of things you don't understand. Btw, why are you funding NGO special interest groups? Because they support the fringe eco nuts that are trying to ruin our islands? You need to be stopped. Now.
Preserve and Protect is a simple, easily understood mandate. For me this includes the land which people impact and which Fallow deer devastate. I realize the importance of consultation, however I'm dismayed at the number of people that wake up once consultation moves to draft policies then spout outrage on social media. I also realize consultation will forever stall a viable Fallow Deer management plan - consensus between animal lovers, gun haters, land owners and we who live the devastation will never be achieved. Please put funds into action, push for or take control of a plan that culls the Fallow and thus saves and protects the land, flora, birds and small animals that need a vibrant landscape understory to survive.
I have been on Mayne Island for over 55 years and have seen a continuous decline in property owner rights to meet the flavour of the day special interest groups. We need less government telling us how we should live.
It seems like you're got a 10 million dollar budget to support admin and planning costs — and not actually doing anything that benefits people. That money could be so much better spent actually doing things.
Environmental protection is so key in these challenging times of environmental changes especially when economic factors encourage the degradation of natural ecosystems
The Island's Trust budget is out of control. Staff levels and creepage into area that the Trust are not legally responsible for needs to be reduced.
I am a supporter of IT but want it to return to it's original mandate of protecting the Gulf Islands from urban and suburban encroachment that results in further environmental damage
I am a believer that the Islands Trust is too involved in our community. I also feel the we have too much costly cross over between Provincial Government protection and Island Trusts. We may have different regional eco systems but they are all have protections in place.
Climate change mitigation and marine protection and restoration, as well as addressing water issues should be the highest priority over bureaucracy, as these are critical issues .
There are many survey questions were we answered do less as there are currently other government departments that do these. We do not wish to allow budget for additional programs to be continued, implemented or suggested when these activities already belong in the hands of the government. This is unnecessary over-reach at our expense.
Islands Trust planners do not accept much of what local trust area (APC, Lasqueti) include within their OCP reviews. The Trust planners appear to be shaping municipal development policy, not rural sustainability.
Everyone is being asked to do more with less. Cost of living is going up. The trust must also do more with less.
Sensitive ecosystem protection deserves a much higher budget allocation.
I think that Islands Trust needs to have the input on what the community WANTS and balance it with what the communities NEED to grow and sustain. If there is communication and trust in those making the decisions, the decisions should be made for the islanders.....on their behalf. The mindset of island inhabitants is one that is very righteous and judgemental. There needs to open dialogue, but firm decisions with explanation. The islands will stagnate without reasonable growth.

Comments on your choices in this survey (optional):
Too much money and time is wasted on this. Our islands are not being protected, instead it seems it is more like the islands trust is trying to protect people from the island. Too many safety nets. No one has any common sense anymore.
i do have opinions, but all choices do not reflect. At this time the Trust should endeavor to keep expenses and taxes at a zero increase
meaningful and therefore useful answers to many of these questions require a much greater level of knowledge than most respondents/residents are likely to have.
Island Trust , like the Reg.Districts, have increasingly become a huge self-serving bureaucracy, attempting to govern every facet of our lives, leaving long term Islanders disillusioned.
Over 4% increase in taxes is unacceptable when prices are up on everything yet salaries and pensions are stable or decreasing. Get real here people. Certainly don't need to spend money on advertising, for instance,
the decrease of funds from reserve are not explained and are made up by tax increases. This looks like bureaucrats increasing their powerbase at the taxpayers expense, with no benefit to the taxpayers.
I truly do not think we get good value for the money we put into IT. Moreover, we can expect to pay higher Prov & Fed taxes for COVID supports, and our pockets are only so deep. A rise in assessments doesn't equal an increase in our bank account. You need simply to spend less of our money.
spend less money!
It seems so much work is done community planning, analyzing, discussing, arguing and rewriting documentation, instead of actual heavy lifting. Get er done type stuff. Burocracy, Burocracy.
There are too many objectives spread too thin to not make a meaningful difference noticeable difference and then executed in a way that frustrates islanders because they aren't fully clear on how it has actually helped their community. A focused effort with a smaller team could be very effective that acknowledges their strategic orientation fully with the public with planning and engages other government teams to conduct the implementation.
I think this survey was too quick and general to be of much detailed help.
A lack of sustainable rental housing is the greatest threat to the long term health of my community
Not clear if money for a swimming pool on Gabriola would come more from Nanaimo city council or Island Trust but let's make it happen. :) We have a population of 5000 now which is the magic threshold for small towns in Canada to get a pool.
I think the islands trust should be disbanded and whatever sévices they provide be delivered by the regional district who have staff the deliver services
I believe the IT is essential for sustainability of our ecosystems and diverse, year-round communities where everyone can thrive. We need more conversations, education to get people onside and understand that they don't have to lose if others gain - and that we have nothing if we destroy the land and water. OCPs are Our co-created documents, which need both moral persuasion and enforcement
Stay within mandate. Leave social issues to other levels of government, that's their domain.
Issues such as water management, groundwater management, affordable housing, conservation, marine conservation and others are also the mandate of specific provincial and federal agencies. The Islands Trust should focus on making sure these agencies comply with the Island Trust Mandate rather than do the work for them.

Comments on your choices in this survey (optional):
Islands Trust should review their original charter and founding principals in todays context, then stick with it. Hire more staff. People are breaching the rules all the time. Hire a bunch of summer students for surveillance, Hornby Island is rampant with people breaking the rules especially with STVRs
All my answers were decrease or do none with the rationale is reduce our cottage taxes they are currently ridiculous, obviously I want Keats and gambier to have equitable service to the other islands I. The trust but would prefer to do with out service and programs if it reduces our tax load
we need more emphasis on water preservation and new discovery/implementations of additional reserves of water for the very near or should I say immediate future planning
The Islands Trust tends to put things in place that they are unable to actually oversee or do not follow up on. Protecting our islands does not mean stopping owners from working their property the best way for them - consultation and working with the owners would help keep tempers from flaring. Keep your mandate to Preserve & Protect, but don't make things difficult to actually follow through on or set it up that another governing force (by-law enforcement or similar) have to do the work and possibly be faced with initiatives that really don't work. Please look closely at some of the major disasters on Salt Spring (Channel Ridge comes to mind) that took place under the IT watch and has been left in a state of broom overgrowth, unfinished EVERYTHING and no one held accountable for cleaning up the "town" site. Look closely at the Vortex and the fact that you are allowing variances in a coastal marsh area that NO private citizen would be allowed and it goes completely against your own mandates - yet you are going through with it?????
The Island Trust mandate is to deliver land use planning. Mission creep into other areas is causing exponential increase in tax burden.
I do not see Island Trust providing services and working together with residents of the islands.
Keep costs down. All i ever see is the ever expanding footprint of IT on every aspect of the islands life. I fear that IT is always looking for ways to expand their reach. Not to forget virtually all IT staff do not live in the gulf islands.
There is too much duplication of service since we are a municipality AND part of Vancouver Region.
Environmental protection offered by Islands trust is not effective as we have so many agencies now involved.
It seems like there are a lot of studies done yet little action is taken. The same issues are continuing. In Gambier my priority would be protecting our forests and watersheds & and preventing commercial fishing.
Would like to see IT focus on core services and spend less on politics and controversial changes like the Trust Objective changes
I was of the view that the Islands Trust initially provided a useful function for Bowen Island, but no longer does as Bowen Island is now a municipality. BIM is the only municipality in the Islands Trust and it provides the same functions as the Islands Trust. Over the past 4 years, Bowen Island has provided tax revenues of \$1,283,000. to the Islands Trust. These monies could have been more usefully used by BIM to fund other programmes including water, affordable housing, etc. Bowen Island is presently governed by 4 levels of government: the Province, The Islands Trust, Metro Vancouver and BIM. This is an unnecessary and wasteful use of public monies, and the Islands Trust is the worst example of this.
Several comments: - IT is exceeding its mandate - IT needs to ALSO needs preserve and protect OUR COMMUNITY (people's livelihood, culture, arts, etc.) and not just trees (we have TONS of trees)

Comments on your choices in this survey (optional):
- Salt Spring provides a disproportionate amount of funding for IT compared the amount of input we have for local matters/IT expenditures - IT should relocate its Head Office to Salt Spring and keep IT \$'s in the communities where the tax base exists - Salt Spring governance is atrocious... Salt Spring SHOULD be a municipality with IT doing ONLY what the BC government intended it to do back when it was first created - IT funding should also be funded in part by BC Provincial govt.
Personally, many people think the trust is a waste of money. I did not support this until actually seeing how the budget is profiled. No organization should spend 90% of their budget on basic operations. I have worked for and audited many Not-For-Profits and have never seen a number so high. I think if you intend to serve a useful purpose programs should not duplicate other areas of government. Focus on water and preservation of nature/natural beauty.
It's unclear what the full scope of work is for the island trust. What are your yearly goals and deliverables etc. Knowing this could be beneficial increase the engagement of the public in what you do.
We feel the islands trust has turned too top heavy and is extending its reach far beyond its mandate. We do not support many of the new bills that are trying to be passed, and feel the lack of transparency and inaccessible meetings very frustrating. IT seems like it has turned into a bureaucratic nightmare that is trying to control every part of property owners existence.
You really need to get your costs under control. At present, we pay almost as much property tax for Islands Trust as we do for both Police & Fire Protection. And, here you are wanting an additional 6.1% property tax increase in what are already very difficult economic times for many local residents.
The Islands Trust mandate must be removed. Their mandate serves no purpose as other levels of government already cover anything that they are doing. A complete waste of millions of dollars.
keep up the good work
Go back to your original mandate to preserve and protect. Stop duplication of other government agencies including social housing, native reconciliation, global warming etc.
As a relatively engaged citizen I don't feel well informed enough to meaningfully respond to this survey, so am conflicted whether or not I should hit "submit" .
I'm sorry I cannot offer more feedback. I don't know enough about any of this to have any kind of opinion.
Scrolling down to go through each question loses the top of the page where the 'Do more, do less, do none' etc. choices are - I had to keep flipping up to make sure I was picking the choice I wanted.
Prefer keeping costs with minimal increases
Keep any increases reasonable.
Thank you for your work. As Islanders we have a responsibility to care for and steward these islands and waters for the people of BC. Is it our duty as Islanders to look after these places in which we live and the Trust is the way we do that. Best wishes for another year of preserve and protect.
please reduce the Trust's requests for studies, consultants, engineers, lawyers, surveyors, architects, etc. The rezoning I did 30 years ago required none of these expenses.
I don't think the Islands Trust needs to be involved in affordable housing initiatives, Bowen Island Municipality already undertakes their share, also primarily a Provincial responsibility.
Need to decrease bureaucracy and endless studies. Keep budget under control.

Comments on your choices in this survey (optional):
We're in the middle of a pandemic, millions have lost jobs, and you're raising taxes like it is 'business as usual'.
The Trust should be terminated or completely restructured following a comprehensive community survey of opinions and current/future needs, taking account of changing social, economic and financial conditions.
The should be no request to increase the budget until the following are provided: 1. Comparison with other similar organisations in BC with similar complexity and population. 2. Await until the results of the Governance & Management Review shows that the organisation is optimised. If the results do not come to the conclusion then optimisation and cost saving measures should be implemented and no budget increase should be implemented. 3. Identify the cost saving measues have already been implemented and their cost savings. During the budget webinar it was stated that it is impossible to reduce the budget by 10%. Having gone through similar exercises in my professional life I know that is not true. It will take some work, but reductions can be made. I also heard in the webinar that the is supporting what the Trust has been mandated to do by the province. Although true, the individual projects and tasks assigned to staff are the decision of the Trustees. Therefore, the workload can be reduced that would reduce the costs. In this time of inflation and reduced incomes the Trust must take into account the financial situation of all residents of the Trust. Scaling back the ambitions of what should be done would be a prudent action that demonstrates that the Islands Trust is here for the residents. Therefore, any budget increase should be delayed until it has been proven that they really are necessary.
The Trust wastes so much money on its bureaucracy. It has become so bloated that it basically exists for itself and its staff. I feel that it also does not care about residents and their needs as long as it can protect the flora and fauna.
It is important that the culture of the bureaucracy evolve to be more prosocial and transparent. Taxpayers don't like to feel as though we are paying for our own oppression. Taxpayers prefer to feel well-represented and served by our government. We want our government to be on our side. We're all on the same team, so why do Staff waste our hard-earned taxes by putting up endless paperwork roadblocks and splitting hairs? Come on, lets work together--it'll be so much more efficient and cost effective, and we'll all be so much happier. And much better planning will be the result.
The Trust has failed in response to affordable housing
Bowen should leave Islands Trust. Too much governance. Your budget, especially administration/salaries are far too high. Out of control spending.
The IT has been increasing the scope of what it wants to do without having the mandate to do so. It is frustrating to feel that the IT is asking applicants about water, when they do not deal with water officially, and that some of the wording on water usage is actually contrary to the government body that does deal with fresh water in BC. We do not need more building services on Denman Island, we do not need a freshwater specialist when the IT is not responsible for water, and we do not need more permits for everything, which then makes staff cost skyrocket. Suggesting that someone would need to hire an arborist to cut any tree on your property, and get a tree cutting permit for it? We live on a lot that was clear-cut 20+ years ago, but there are lots of trees that grew back that need to be thinned out, as well as cutting trees close to your home for fire safety.
Please stop expanding mandate and services, and reduce to core land use.
I would like the Islands Trust to use most of tax money for services related to the protection and preservation of the natural environment

Comments on your choices in this survey (optional):
I believe IT is overly influenced by special interest groups that do not reflect the community at large. They are over-staffed and the budget is not justified.
Much of what i see in this budget is already covered Provincially and Federally. Additionally Gabriola's planning is through the RDN so that is enough red tape.
I think it is inappropriate for the local government to spend money on spending 52,000 so spend on additional staffing for conservancy staff to beg for more money
Too much of your budgets are spent inventing projects to keep staff levels. Are they invented by that staff??
You are a bloated disfunctional (self admitted), barely competent dinosaur that has outlived its use. Time to shut it down.
The mandate of Island Trust is use of the land, stick to that.
I believe that it would be very beneficial to slow down the grow of Islands Trust involvement and take a serious look at what Islands Trust really has authority to deal with and get more focused on that. It feels like Islands Trust is spread to thinly and has taken on causes that, although noble, are not in direct alignment with Islands Trust's mandate. With elections on the horizon it would be a good time to rethink where to focus your resources.
The Trust should stay within its mandate to preserve and protect the environment. The trust should not involve itself with issues outside its purview.
The Groundwater Sustainability Science program should continue to ne funded
The LTC of Salt Spring is a Tyrannical organization, and should be abolished.
I took substantial time out of my personal life to write a letter to IT when there was an issue. No one acknowledged that it was read or received. It feels like my private property rights are being taken away from IT. It is assumed that we want to destroy & harm the environment. The multiple layers of rules & bureaucracy that are growing yearly are overwhelming to me as a land owner. I just ignore it now unless I am forced to learn it. There is too much duplication too.
Protection of the natural environment is why the Trust exists; do not hamper or lessen this purpose by getting involved with services like housing which is covered by other agencies
There is a growing sentiment that this is the Wild West. Ignore bylaws, dump sewage in water table, build illegal structures without inspection, sewage and water connections, etc. Scofflaws are allowed to drag out enforcement for years, with no or minimal consequences. At the very least, the Islands trust should make an example of those flagrantly in violation, and publicize the outcomes.
Please be responsible in the present times to respect those who have suffered a loss of income or assets due to the shut downs and extra costings from Covid. We are all trying to keep our heads above water and care for our homes. Large increase in the operating cost of the Trust are not appropriate at all.
Too much overhead and wages for services provided to Bowen Island Municipality.
There are many areas of concern that you have identified in your mandate that currently overlap with provincial and regional jurisdictions. We should not waste precious monetary resources in duplicating services.
The Island's Trust overreach working to mold the Gulf Islands into the image of a utopian Shangri-la may seem well and good for those who are redefining the Gulf Islands from afar , but it has become a grave concern to many who value their Gulf Islands lifestyle that a faction of the Trust who live in Victoria are imposing what has become the equivalent of an autocratic dictatorship. In appreciation for those within the Trust who are putting on the brakes and looking to find a means of becoming more inclusive and transparent may be the first step toward a rebuilding of a Trust that is fifty years

Comments on your choices in this survey (optional):
old and out of touch with the very reason that it was created in the first place. In actual fact it has become a very expensive white elephant sucking the coffers of the Gulf Islanders dry and giving very little back.
You waste too much money on trying to stop the improvement of the island for its residents we need small business to survive so our island can thrive and a lot of what the island needs is tourism and a workforce that can find accommodations
Islands Trust needs to do the job that they have jurisdiction over & not be over reaching into other departments & should not do any advocacy.
I am disappointed that you only asked for more information of the reason for my response in the first question. My reasoning for the others would have been helpful to you in understanding this survey. Given the primary "object of the Trust to preserve and protect the trust area ... for the benefit of the residents of the area", too much of what you are doing seems to push this aside and put a singular focus on activities that do not consider the residents at all. Many of the objectives of the Trust have the unintended consequence of being at odds with other objectives. I have never heard any discussion or explanation of how you would prioritize these objectives. This makes looking at isolated budget lines difficult to comment on - they may make sense in isolation, but they would have a detrimental effect elsewhere. The Trust must start reviewing this and communicating your actual priorities within the myriad of things you are doing. And please, do something about the terrible inefficiencies that exist in your administrative systems. I suspect these are people issues not process issues. Without proper direction, your staff will focus on minutia and details that are not important and lose perspective on what actually benefits residents and the Trust area.
I worked in a Senior Government position so am aware of inefficiencies in the Island Trust organization.
You are overregulating and a huge financial burden
Far too much is spent doing things that have no reason; building permits come from the regional district, so make them responsible; Stop doing things that are not within the mandate of the trust, such as intergovernmental issues, aboriginal issues, mapping, affordable housing (the list is long...)
Island trust tends to put their nose where it doesn't belong. Stop taxing everyone and tax the vacation homes more.
The only issue I am about right now is the terrifying lack of housing for working individuals and families.
Protect me from the Trust. Get the Islands Trust out of my life.
Decrease the bureaucracy and paper pushing. It takes forever to achieve anything.
Your continuous increases to your budget is a concern. You are grasping at increasing your relevancy/power and people are sick of it. Stuck to your mandate. Do better.
Island Trusts needs to refocus on its mandate - Land Use Planning!
Trust needs to focus on OCP, land use applications and community engagement . Leave climate change, affordable housing and reconciliation indicative s to the other government agencies already engaged . Reports that no one reads are a waste of taxes.
I'm not happy with the current state and aims of the IT - too bureaucratic and no locals employed. I no longer think the IT is of value to me and my fellow islanders. The islands are just too different to be all lumped into a collective entity like IT. IT has done a good job of preserving land in Denman. Historically, I see and appreciate it's value. However there are gaps in our governance that can only be addressed by a municipality. I am open to being persuaded otherwise, but that would involve in-

Comments on your choices in this survey (optional):
person discussions. I want to say that the latest shenanigans by trying to ram through major changes at such a time makes me very distrustful of the IT leadership, including the staff.
There needs to be more education from IT as well as the province on the state of the CDF and how climate change will impact our area. We need more information on how to be self sufficient in water (such as rainwater capture) and how to manage water for all not just humans. You need to take more action of prohibiting the killing of beavers as they are key in maintaining water on the landscape.
Essentially I feel that Bowen Island is currently paying an outrageous amount for Trust services that the municipality provides already and we as taxpayers are being hosed!
need more programs for environmental protection and for water science
Island trust needs to be more accountable with money they spent and stop encroaching in areas that are non of their concern and already covered By other government agencies
Your options are quite vague .
I believe that the Islands Trust 22/23 budget is excessive, and that the relevance of the Islands Trust now, after almost 50 years, should be reviewed and overhauled to bring it back to a more reasonable and manageable place. The Islands Trust is now reaching well beyond its mandate.
do not raise taxes and work within the budget
Hopeless feeling really. This survey, as all others, is another attempt to validate out of hand spending (9.7 million for duplication of services - already provided by regional districts, but not available to islands). I understand that as employers you need to provide a "safe working environment" for any staff, which you define as without criticism. Why don't staff understand that they are tasked with providing a "safe living environment" for residents and communities? Balance is difficult to find. I pray the IT finds it, and I pray for our communities to have the resilience to withstand the consequences of this out of balance insanity. Get back on course IT!
It is important for the Island Trust to stay within the 4-corners of its mandate and not expand into areas which are outside its mandate, overlap with other government levels, or are political in nature.
THE TRUST DOES NOTHING FOR BOWEN IS.
The survey portion as a table that allowed 4 ranking options for multiple actions of the trust was done poorly. From left to right it was do less, right, do more and the fourth, next to do more was "do none" - it should have been far left to follow sequentially. Now you have introduced uncertainty about the ranking.
Clearly not a professionally designed survey. Instead it seems structured to deliver the answers that it wants to receive.
Interesting way to do a survey, providing information between questions. One hopes the information is factual.
This survey is an affront to the intelligence of your constituents. Simplistic “do more, do less, do none, stay the same” check boxes don’t recognize the thought that “do differently” or “leave to other agencies who have authority” are viable and likely far better options. Instead the Trust attempts to manipulate results by forcing respondents to have to choose “do less climate change” when the real answer is let those agencies with responsibility, authority and power to do so. There is little wonder that the Trust is rapidly losing the trust of those it is meant to provide a service to.
I am newly familiarizing myself with the Islands Trust
I don't closely follow IT deliberations and decision-making except in respect to issues that I'm most interested in: affordable housing, environmental protection.

Comments on your choices in this survey (optional):
IT has lost a lot of public trust and credibility over the last year - poor communication etc. Much in the new mandate interests me but I am loath to give IT any more tax monies or areas of concern until trust is re-established.
The information in the survey was inadequate and misleading. Impossible to get a true sense of what \$8M is really being spent on. It seems there is a lot of duplication with other government agencies so do try to be a bit more efficient.
I believe the islands trust is not taking the residents interests into account as much as they should. I hear a lot of complaints and confusion from residents.
The budget needs to be decreased by at least 10% if not more. The increases are not sustainable to residents.
Make housing a priority. There are hundreds of unhoused and under houses people and many renters cannot find housing. Salt Spring is not just for rich Tesla drivers.
Islands trust is getting far out of there designated mandate they need to allow the provincial and federal government to follow through and not overlap existing policies
I believe the has out lived it's usefulness
Bowen island doesn't need any help or input from the Islands Trust
The taxes currently charged for IT even before proposed increases are excessive and out of like with other tax and wage increases. The proposed increases are simply ridiculous!
Bowen is our own municipality and we do not need a very expensive trust wasting our tax dollars when we are trying to develop more municipal programs and facilities
Crippling working class property owners, larger and multigenerational families and home businesses operators (holy hell limiting house sizes!) and small businesses isn't going to do anything but gentrify us right off these islands, that is NOT how to preserve rural character. It's also not meaningfully addressing climate change.
The Regional Project should be broken into articulate categories.
In my opinion the Municipality of Bowen Island gets little if any value being in the trust.
Bowen Island should not be in the islands trust. The islands trust does not serve a useful purpose-except to provide income to its employees and trustees for their valueless work
The steady and considerable increase in the budget should result in the reduction of costs and services - fewer activities, fewer employees - not growth and expansion. The Trust seems to be constantly increasing its activities beyond its mandate.
Public engagement: did not list public meetings or well researched science driven emails from residents for available information. The trust is failing to listen to local residents and respect their areas of expertise and to involve them in the decision making process. In this way public engagement should be increased. Policy statements should not be altered, changed or added without direct, in depth and lengthy involvement with the island residents
more funding for of initiatives to preserve and protect freshwater
spending is out of control. Soon only wealthy people will be able to afford to live here. Taxes are already too high for what we get.
Bowen Island municipality urgently needs to preserve funding for our own local priorities. Islands Trust is a drain on our finances for programs of highly questionable value.
The best way how to protect environment is to reduce the expenses in other areas and in this way saving money to invest into the environment.
Thank you

Comments on your choices in this survey (optional):
Being on Islands Trust Committee should not be a "forever job". Sue Ellen Fast [REDACTED] She does not speak and should not speak for the average Bowen Islander.
Other government agencies and focused conservation groups do better work protecting sensitive ecosystems on Bowen Island than the Islands Trust. We do not benefit from IT red tape and bureaucracy.
Need more funding to protect groundwater and aquifers
1. We are a municipality, relevant land use decisions must be made close to home, on Bowen, by our Council. Second, the Trust overarching policy statement overreaches by having, in terms of direction for land use action, an override. Our Municipal governance must follow your directions. Too many "musts,". Need more "should"
This level of government, created for stewardship, is attempting to blossom into another level of government.
See below. Plus - I frankly think it invalid for anyone to comment on other islands' areas runnings unless they are part of that region. It must Skew survey accuracy results. Thanks for at least asking. It must be nightmarish deciphering results.
Reduce the budget! It is out of control. Time to trim the fat!
Islands Trust needs to refocus on excellence in performing its current mandate. Do not artificially inflate that mandate and become distracted by a perceived need to solve problems which are the responsibility of others. Do not be overly influenced by loud but minority voices.
Decrease everything by at least 10%
The Islands Trust does nothing for Bowen except take money. The entire organization is a typical Governmental waste of TAXPAYERS money. How many Islands Trust employees actually live on an Island within the Trust control?
We request at least 10% less of All Island Trust
All I can say is I can no longer afford ANY of the Trusts expenses. I demand a reduction in ALL spending area including any potential new hires.
We expect, under these financially stressful times, that you DO NOT create ANY new jobs or hire any new people. We CAN NOT afford to support this. Also, we would like to see a decrease in a ALL areas of spending going forward.
Please reduce the Island Trust budget by 10%.
We need to develop a community that encourages and welcomes young trained / skilled people who are willing to stay and work here. The BC Ferries can't be the only employers.
Steady increases in taxes, IT budgets, IT staff levels are unreasonable and unsustainable. We can't afford 3 layers of government let alone 4. When and how do you benchmark your operating performance? How is this communicated to the taxpayer? What have you done for me on Thetis Island? We pay these excessive costs and you cannot even enforce your own rules. There is an autobody junk yard in plain site on Pilkey point road - has been there for years. Get rid of it. Why am I still looking at dozens of freighters in the waters around Thetis, Ladysmith, Galiano, Valdez. Get rid of them. Do something useful and leave people to steward their own land in conjunction with local conservancies who are far more effective and cost efficient. People live in the Gulf Islands primarily because they value the natural beauty and scarcity of the ecosystems.
I don't know what this question means. I find that the survey is biased and presented in a specious manner. In short, it is not a fair survey.

Comments on your choices in this survey (optional):
Island trust is taking on too much and has become overreaching and bloated
Involved in too many things!
Staffing levels compared to other government entities appears to be high. This leads me to believe there is a significant bureaucracy that could be addressed. I disagree with increasing staff levels and suggest a reduction is likely more productive.
Back away from projects that more accurately belong to/with provincial or federal jurisdictions. The IT planning department far exceeds planning departments in regional districts that cover greater areas.
The IT has gotten too big. It is time to reign in these expenses.
The Trust staff have grown unreasonably in relation to the services it provides and the area that it services. Other local governments do not only planning but also servicing with far less resources.
Call me a cynic - who listens - Not the IT that's for sure.
The Islands Trust is suffering from serious over reach into other jurisdictions that they have no authority or mandate. The IT should stick to land use & OCP services.
Please stick to your mandate of " preserve and protect" and stop advocating for " land use policies and regulations " that reduce the value of the natural environment through the destructive results of development.
There is a possibility if the Trust had a smaller budget it would be forced to be more efficient. The concept that an affordable housing rezoning application is required to spend hundreds of thousands of dollars on studies, consultants, engineers, lawyers, etc without any progress is immoral. BC Housing understands and comments that land use planning has failed in the Trust area. Although the Trust means well any increase in funding will mean an even less functional organization.
Less government, less taxes.
More information on salaries: how many employees?
I question the need for IT given the bloated, ineffectual organization its become . Reread your original mandate and let others take care of the other roles you've assumed. Your not our local government! You should reflect back and exam whether the 200 million spent of IT from local taxpayer is money well spent. I think that you are going to have to admit that as a Value for money the IT is a failure
Expenses, especially salaries, are too high. Programs should stay at same level or decrease slightly. Under no circumstances should there be an increase in the IT budget.
As stated earlier our home was assessed for 2022/23 with a 71% increase although absolutely nothing has changed. I'm a retiree and concern for marine life, sensitive eco systems, protection of shoreline, and the general beauty and preservation of the islands are key in my opinion. But to add unnecessary costly programs that don't address the real reason why people chose this special place is a waste of our tax dollars. This budget is unaffordable for average folks here including ourselves.
The Trust needs to narrow its focus to preserving what's left of the ecosystems in the gulf islands and stop trying to do the job of the existing municipal authorities. Problems such as affordable housing have nothing to do with the Trust's original mandate. Let the Province and/or the CRD solve those contentious political issues. Wherever tax dollars are already being spent on solving problems the Trust should stay away.
I believe the Islands Trust should be defunded completely because they are ineffective and fail to address meaningful issues like creating more freshwater storage, desalination and support of alternative power sources.
This bloated bureaucracy no longer serves the needs nor represents the values of our community
Taxes and restrictions are becoming to intrusive to stay on the island!

Comments on your choices in this survey (optional):
I'm quite satisfied with how things are.
stop wasting our money and doing nothing!
This survey is likely to be ignored for discussions before the "vote". The Islands Trust has been on a mission to ram this through without consultations with residents of the Islands. It's too bad the committee cannot be trusted to represent all voices.
Trick questions. Example. Regulations limit low end supply to greater extent.
Raising our taxes totally unneeded
\$17,000 for a reconciliation initiative ? Seriously ?
I think the Trust is out of control and is a single focus extremist organization that should be abolished. Unlike most places in the world there is no balance between development and conservation. The anti development bias makes everyone poorer and deprives people of opportunity. The Islands Trust seems to take its intellectual leadership from North Korea. It is a disaster and ineffective and should be abolished. They would all be fired immediately in any functional setting.
Seems to take years for Island Trust to approve worthwhile projects. 10 to 12 years in some cases. One example is still ongoing and has probably cost in excess of \$125,000 with no outcome.
Stop enacting policies on unceded territories!!
How do past FY expenses account for number of paid staff primarily in Local Planning (\$3,848,229)? There appears to be too many planning positions for 'all' of IT's area of responsibility!
Having grown up first nations and in logging and fishing families I am grateful for the protection of our islands, trees and environments that the islands trust has provided despite them being seen in a negative light by many. The work islands trusts do are invaluable and their progressive directions are commendable, however I feel funds are out of control. I see much in wasted funds. Budgets for things should be audited by a 3rd party to control wasted funds and direct them in better places. Having had family work for and on the islands trust I know of these issues. With a rapidly changing environment it is important to realize these funds are going to be needed in to many directions more quickly than before, so we can't afford waste or higher tax rates
Once again Island trust has lost sight of their mandate to preserve the island lifestyle and is becoming too controlling over property owners rights. You have moved from preservation of the life stile to direction it and We need less rather than more government control, especially when you focus primarily on the wishes of self serving special interest groups and vocal activists
we need to defund the islands trust. they are not useful and not needed
I do not feel served by the IT. You obfuscate every issue to the point where all I sense from your organization is inertia.
The Trust has taken on tasks which are not in it's mandate and is a duplication of provincial and CRD services.
That Island Trust is attempting to expand it's mandated core areas of responsibility is a nature process that must be kept in check to avoid duplication and overreach. Stick to your core responsibilities and learn to do more with less as we all must. Expansion is not inevitable it is a decision.
Reduce Spending minimum of 10%
See above.
Please seek funds from others beside residential home owners who are getting increases at every turn and will be forced out of homes at these dramatic rates of increase--every one has hand out now--all good things but we can not carry all on taxes on our only home.
Stop allowing the development of housing subdivisions. Protect the land.

Comments on your choices in this survey (optional):
Please reduce your services, In the past years any increases have not resulted in better service
I feel that the proposed budget increase is excessive when compared to similarly populated regional districts that actually do more to provide services and infrastructure for the people that live within, and also may be paying for both regulatory bodies.
I oppose all changes to the original Islands Trust mandate, and I am in favor of lowering the budgets, costs, and taxes accordingly. The Islands Trust taxation base is too high as it is; we don't get hardly any value for our tax money.
Please decrease the proposed budget by at least ten percent (10%)
Thank you for all your hard work to protect our beautiful islands from over development, and habitat loss.
Any activity outside the 'preserve and protect' should be eliminated. Preserve and protect does NOT include cultural heritage nor community sustainability nor 'affordable housing'.
Still trying to understand the policy statement changes
Islands Trust is becoming too big as an other level of bureaucracy
as always there is too much bureaucracy in Government and not a great deal of action ... too many meetings on meetings. My work career was with the BC Gov. and that is where I formed my opinions expressed above.
please be proactive instead of reactive as our community planners....promote density in town above business. work with not against other government agencies.
The increase in cost is frightening. In 5 years the budget doublet. Staff and processes have to become more efficient.
The budget should stay the same but focus can be shifted.
I'd very much like to see Islands Trust focus on planning services. Leave advocacy to other organizations.
Proposed increased permitting is outlandish
Need more funding for initiatives to preserve and protect freshwater
The Trust is a waste of taxpayer dollars. It should be disbanded, or at least get the heck out of Salt Spring. It is by far the worst thing about living on these islands by contributing nothing at maximum expense.
The IT should continue to focus funds pertaining to the already existing mandate and stop wasting money with scope creep and trying to grab power in areas already under other jurisdiction's mandate
I can't emphasize enough that instead of adding staff positions you look at developing grants in aid program to partner and help local conservancies achieve the preserve and protect mandate . Local conservancies have much more flexibility to match those dollars and achieve ITC objectives
Land use planning. What exactly goes into land use planning? EVERYTHING! The islands trust is supposed to coordinate this messing island world we live in. SO, let's get to it. Plan plan and PLAN.
Housing!
Staffing costs are increasing dramatically in the past 2 years- reduce staff especially for unnecessary crap like the conservancy. Do not increase taxes!!!!
Good idea
With our current two-Trustees-per-island setup, and the Chair as the same tiebreaker for every LTC, all decisions get made as a binary with zero nuance. With staff focussed on being bylaw cops who have to memorize dozens OCPs with hundreds of pages each, I have very little confidence that any feedback or input the public gives can make *any* impact whatsoever on decisions the Trust makes -- especially not around the small stuff that matters in tangible ways to our community's evolution and

Comments on your choices in this survey (optional):
future. Heck, we have to scream at the top of our lungs to even be heard on the big stuff. But I appreciate the survey; it's a start.
The new website is much less useful than the previous version. It has an illogical menu layout and is difficult to read and navigate. There was nothing wrong with the old website.
Enough taxation
You need to find a way to stop increasing the budget every year. A little more control over how you spend our tax dollars would be appreciated. You seem to have a bureaucracy and staff which just keeps growing every year. I think your budget should be reduced by about 10% then capped. Like all govt agencies you seem to think more is better. Try living within your means for a change instead of putting your hand out for every year for more. Most if not all of your tax base must live within our means. We don't have the luxury to ask for more disposable income every year. What little I do have seem to go for higher taxes every year.
The local property taxes are much too high and we receive no services for the money we pay. No road improvements. No garbage pick up. No registered fire fighting coverage or wild fire prevention. Just increasing regulation and bureaucracy.
i support investment in our community
The Islands Trust has way over stepped its bounds. Myself and many others are working collectively to stop you.
surveys like this are helpful
The mapping (according to our planner) is inaccurate and not acceptable for variance applications. Either do it right or not at all. The increases in the budget are beyond acceptability. I await the management review to be completed and shared with the public to verify my feelings.
Island trust is not wanted!!
Stop making Bowen islanders pay for islands trust
Making a decision on what to do with various budget areas is difficult when one wants part, but not all, of certain areas to be continued and other parts discontinued/ not started at all. The options in each question are severely limited .
I just feel that a lot of what the islands trust purports to do is accomplished by other governmental bodies, such as the CRA, Parks Canada, etc. I also don't know what impact any spending by the Islands Trust will have on arresting climate change. In short, I question the relevance of the Trust.
Listen more to the needs of local communities and facilitate the growth of local economies to help them survive. Work more with existing government services rather than duplicating them. The existing budget for staffing is out of control and administration is exceeding its mandate.
Far too much money is being spent on administration and there are too many administrators.
I suspect that if IT keeps up it's beaurocratic overreach then there will be pressure on the politicians to eliminate or neuter IT. That would be a shame when IT could become more responsible with it's operations and mandate by itself.
Stop trying to stick yourself in areas looked after by other levels of government
Does this survey, very shortly before final budget decisions are made, really make a difference?
This survey should be designed with question showing the cost of each choice so people can make a balanced choice. Of course people want more services but at what cost?
Islands Trust is a socialist state that infringes upon my rights and freedoms and should be dissolved.

Comments on your choices in this survey (optional):
You have lost your perspective on the meaning of to serve & protect. You are paid by the tax payers, which means that you serve us. We do not serve you. You are not in charge of tankers in the Strait, you are not in charge of climate change. I could go on.
Please stick to your original mandate proving cite services. Why you feel the pressing need to burn through taxpayers money to promote advocacy issues that are already covered and funded by provincial and federal Government is beyond me!
Increase funding and staff support for freshwater sustainability and watershed protection.
I would like to see the Trust return to the community-based decision making that characterized its formative years. We need to reduce the influence of urban staff members. We don't need multiple staff members journeying all over the Trust area to attend LTC meetings etc. Nor do we require the deluge of long-winded reports by hired consultants wielding fancy maps, full-colour brochures etc. The recent revised Trust Policy Statement was a classic case of expensive bureaucratic bungling. Cut this type of out-of-touch swagger completely! Lean, clean, down-to-earth and relevant is what we require.
Assessment is skyrocketing. Therefore revenues will increase without tax increases.
The Trust is overstepping it's original purpose and spending way too much money in the process
I think electronic meeting platforms going forward are very important for inclusivity and cost savings. I think the Trust should offer Hybrid meetings so that any and all may attend. i think the trust should allow more work from home options for their staff to reduce leasing expenses and travel costs.
As I am new to the Islands Trust area and its mandate, I don't have a very strong understanding of current spending levels so it's hard for me to have an opinion on them. However I am generally in support of reconciliation efforts, climate change mitigation, and stewardship education. These are very important issues to me and with my limited experience so far, I think I'd support an increase in funding to these areas.
Island Trust overlaps current Bowen Island Muni committees and community group activities.
The Islands Trust is too expensive, and ill equipped for current challenges. Time to turn things over to the Pro.a at the Regional District
Please take action on the housing crisis
The resources allocated to housing should be increased in order to meet current and future needs and not to penalize residents. Create programs that help residents improve their living conditions where they reside.
Docks, water supply, water collection, tourists, vrbo. You just turn your back on bowen
Other than the LTC the functions of the IT are largely opaque to me. But I moved to an island to be apart. I just want to IT to maintain the spirit of Preserve and Protect.
Many people can't afford any more increases in anything these days. If the job can be done by keeping increases to a minimum for property owners that's best.
Abolish the islands trust
Please reduce Islands Trust funding to conservancy associations and Islands Trust funding
I can see I need to learn more about how the trust operates. I admit I do not see your impact locally so to see your budget and then know that islands like Denman/Hornby are excluded from social planning processes like poverty reduction and housing needs assessments is frustrating.
There is quite a bit of overlapping of initiatives of those proposed to those already provided for by our provincial and federal governments. It was disturbing to see the lack of transparency about the draft new policy statement. The trust has lost trust!!

Comments on your choices in this survey (optional):
Please provide more details or links around specific initiatives you are seeking funding input on. There was too little here to make informed opinions.
Given the growth of the tax base the proposed increase is indefensible. Bureaucracy has a way of growing and sapping resources from the core mission of the Trust.
Stay focused on protecting and preserving the natural landscape and stay out of housing issues. We already have Provincial and Federal government for that.
Our services consist of having our garbage picked up once a year. That is it. You seem to consider all islands and areas of islands the same. We are not.
Many services contemplated by the trust are already adequately provided by federal and provincial governments.
Thetis Island residents are taxed and receive little to no benefits from the extremely high taxes that Islands Trust takes. Most of the criteria laid out in this survey are not applicable to Thetis Island in any way and we should not be charged the same as islands such as Salt Spring, etc. since we receive nothing in return for the exorbitant taxes. It is unjust and morally reprehensible for anyone in good conscience to charge such a large amount of money in taxes and give little to nothing to those who are paying. It is disgusting that we pay more than \$1200 per year to the Islands Trust and do not receive the equivalent in benefits.
It seems as a senior with a fixed income and owning a home on SSI the increases never stop yet income gets eaten up by inflation and taxes. Average folks are running out of money trying to support more studies and workshops and initiatives . Property taxes are going up this year due to increased values which eats into everyday budgets. These days folks are worried about getting by with LESS taxes not more . Way to many gov fingers in this complicated pie with to few services . Don't care what gov agency responsible for what area . Reduce gov layers and lower costs so we can actually afford to live here . How do you make affordable housing when your costs and taxes keep going up ? Have decided to sell and move to a much less complicated and expensive form of gov that actually fixes roads and has garbage pickup and sewage systems as a priority rather than endless studies we can't afford to act on. Peace out.
Many services or current processes require or are time consuming and require a lot of administrative work/input. Making processes and services more effective without increasing the cost should be possible when the system/services is/are more streamlined online. Thinking out the box!
I request a across the board DECREASE in costs, taxes, funding, and a cessation of Islands Trust expansionism into housing, infrastructure, and community issues that are beyond its mandate to 'preserve and protect the environment and basic amenities'-- Saturna Island is a good example, a great example of a FAILED Islands Trust plus CRD involvement, where we have nearly '60 committees' for a population of 350, and almost all of the TAX FUNDED COMMITTEES are dominated by a few landowners, to include [REDACTED] [REDACTED] [REDACTED] These developments have contributed to a near collapse of our economy, social and cultural activities, and can't be 'blamed on Covid' as is usually the excuse around here.
Heritage preservation is overfunded
I would like Island Trust to align with their purpose and not get involved in unrelated political or social agendas.

Comments on your choices in this survey (optional):
The area/islands that the IT govern is too diverse/large and islands such as Salt Spring /Bowen requiring too much servicing/planning. The economy gained by managing many small islands together is no longer being achieved by the IT. IT should be broken into different sub zones and taxed according to the \$\$ spent in that zone. You currently try with special assessments but its far from equitable for small islands like Thetis who dont receive and dont WANT this excessive goverance with studies and projects which are unrealistic for our small a population.
our island services are almost non existent compared to other islands and we are bearing the brunt of severe tax increases ... for nothing.
please stick to core service and stop wasting taxpayers' money on advocacy.
My main comment is that the Islands Trust needs to stay within its mandate and stop splurging into the areas of other government responsibilities. You are wasting tax payers money.
The Trust has become bloated and is vastly overstepping its mandate. Leave federal and provincial governments to do their work; don't overlap and duplicate their work! Stick to land use planning, and reduce staff and specialists.
Property owners are taxpayers: not identified by 'full-time, part-time residents.' This is an example of poor survey preparation. The Islands Trust has somehow managed to go beyond it's scope/mandate and the time has come for this to be made known/understood broadly in the community of taxpayers it is meant to serve, and to evaluate it's current worth in efficiency and effectiveness.
I support funding OCP review on all islands. I do not support the high cost of Task Forces on SSI which are actually OCP reviews but without consideration for protecting the environment.
The Islands Trust Area is supposed to be protected as a special area, but wasn't given anything other than traditional planning tools. This must change in order to truly "preserve and protect". IT should hire regional environmental planners, increase ecosystem protection in development applications, and focus on reducing fragmentation of remaining natural areas
During hard times like Covid has presented us with is the worst time for upping taxes. It is also not logical for islands trust to fund low income housing while doing everything they can to block people from adding rentable areas on to their property. We are planning on building and would love to have a caretaker suite for our elderly parents. But this goes against zoning. The way that the trust would see this done is that the low income person should have their own chunk of property but the minimum property size in my area is 2ha which is not that affordable. I strongly suggest the trust change the zoning to allow rental units but stipulate that the rental charge for those units can not go above 25x minimum wage +25x minimum wage per bedroom. So a one room suite would cost \$750 and a two room would cost \$1,140. Pricing is just a suggestion, but it should be tied to minimum wage with minimum quality and features of the suite specified. If people choose to add a suite like this, they should get tax adjustments to warrant it without it being so significant that it causes an excess of rental suites. This may mean more or less revenue for the Trust to keep that balance, but would cost much less than funding any projects. The Trust should also do what they can do to allow tiny homes and other environmentally friendly accommodation that would suit the gulf islands form and character. This should be allowed through application on any land that has sufficient water and sewage for the added density. Each application could last five years and could be reapplied for two years in advance to ensure that the low income residents have time to move out if the application gets denied. These applications could also be used as a minor income, again tied to minimum wage, for the Trust.
40 years of living on Pender has made me realize that you are doing irreversible damage to a once vibrant community. Our young people can no longer afford to live here and raise a family. The rich and wealth people are taking over because your rules aiding to dissolve our community.

Comments on your choices in this survey (optional):
Reduce costs and red tape
My hope is this won't just get tossed and these surveys will actually play a part in the decision making process.
I do not think that jacking up permit costs and tightening the bylaw chokeholds on struggling working families is good for our communities. What I'm seeing is the Trust perpetuating a gated retirement trend here, making it increasingly impossible for working families to survive let alone thrive here.
Obviously, some regulation is desirable. However the Trust has gotten out of control. See my further comments below.
The Trust needs to get back to basics and get out of the advocacy and science business. "Cooperation" with other levels of government does not mean replicating what they do. It means finding ways to work together. It includes reliance on other levels of government. The Trust needs to get back to the islands and pay attention to residents. Advancing important social causes from Victoria supported by strong advocacy from off island NGOs such as Raincoast is offensive. It belies a sense that we islanders cannot manage our own affairs. It is time the Trust worked with and for islanders rather than over us. It is entirely unclear why a staff complement of 60 people is required for land use planning and reviews of development applications on 12 island areas since Bowen is excluded. The provincial government should engage in a thorough and deep review of its core purpose. This should not be directed or controlled by the Trust directed by some virtue signaling ambition aimed at securing the responses desired to support the current and desired growth of Trust Services.
Zoning changes & land use have been decreasing while Islands Trust over reaches their authority dealing with building permits, by-law infractions & advocacy increases & increases the taxes.
There are so many projects the Trust are seemingly working on that are a lot of fluff and feel good rhetoric but in reality are just a lot of continuous talk and no action. Cut out all the useless mandates and concentrate on what really matters to the citizens. In these difficult times of inflation, covid, etc. no one needs any tax increases, especially in light of the affordable housing problem.
Is the \$141 K in election expenses an increase? If so, why? The grants totalling \$769 are not guaranteed. Do you have a contingency plan if the grants are cancelled? Budget has gone from \$7 million to \$ 9.5 million in 8 years. Does a long term plan exist or will be subjected to more and more increases? With \$ 5.7 million in salaries and benefits it seems staff are "served and protected". \$367K for a new development application process should be done with existing staff, trustees, volunteers. Website improvements should be done in house.
The Trust should focus on land use planning, too much over the top advocacy work - advocacy is writing letters, not endless staff time chasing issues not within the mandate of the Trust.
Why does Island Trust not ask for input WELL IN ADVANCE OF PREPARING BUDGET PROPOSALS. Inefficiency is always expensive.
My responses were informed by my experience with the IT planning department which is bloated, inefficient, incapable of moving things forward, and wades into jurisdictions it has no business or expertise in.
We need as much environmental protection as possible
Less is more.
Thank you for the survey and keeping the public informed. In the recent past certain trust members have attempted to sneak through proposals and rush first readings. Don't do this.
The IT should pull back from wasting expenditure on advocacy directed at trying to duplicate what is done much better and more appropriately by senior levels of government. Think of being a responsible cost efficient municipality rather than dancing to the tune of Eco-activist groups.

Comments on your choices in this survey (optional):
It would be helpful to see what the CRD, the actual managers of our water supply, are also contributing to groundwater studies. Why should IT do it? Residents are seriously concerned about the ever-rising costs of pretty much everything associated with island life, on top of the notable inconveniences of power losses, ferry and supply issues, etc.
The Trust only plans and reviews development applications. Other than bylaw enforcement, the Trust is not responsible for any physical improvements or maintenance of infrastructure such as roads, bicycle trails, parks, schools, hospitals and medical clinics, paramedics, policing, fire response and the other services that make our community work.
If the IT significantly reduces environmental initiatives like the CDF studies which are based on biased science and does not use those biased results to create a lot of new costly initiatives, then all the areas of expenditure will be reduced. Do not ask for more powers from other governments which will cost taxpayers more. Only advocate to those governments the interests of the IT as mandate intends. Simplify the minimum mandate: Land Use and Advocacy and do them well first before expanding unrealistically and putting unrealistic burdens on staff.
It's time for the Islands Trust to stop overstepping other jurisdiction's responsibilities. Don't duplicate federal, provincial and regional district efforts.
I'm exceedingly frustrated with the Policy Statement updates. This initiative has indicated that the Trust intends to step outside of its fruitful purposes in several areas, including environmental policies regarding marine practices, first nation reconciliation and advocacy for policies and initiatives that are not specific to land use management. Furthermore the construction of this survey itself really missed the mark on the use of radio buttons. In the section in which respondents were asked to "Do Less", "Do the same", "Do More," or "Do None", the designer should have opted for a linear graduation from one position to the other, rather than the mix of positions they chose. It's a minor inconvenience, but indicative of how well the IT works outside of its core competency.
Islands trust has gone way past their original mandate by duplicating governance in a way that unjustifiably builds up its costly bureaucracy to the detriment of each islands evolution .
Trustees need to align and work together which I don't see happening. Maybe the Trustees need to have Trustee school and understand their roles. Hopefully with that IT will make a difference to their Islanders.
many projects are beyond jurisdiction or capacity to impact. quit asking the public what your policies are, no other government does that. trustees are elected to make decisions not ask permission. conservancies around the world raise their own funds so should yours. decide what your job is, the mandate or permitting development, can't do both. get trustees to do more work, most do nothing except go to meetings and cash cheques. get rid of staff that do little or are redundant.
Your budget and spending is CRAZY for the very little action that actually happens. So much redundancy. So much saying NO to people who have great ideas and creative solutions all in the name of protecting the "fragile" ecosystem of the Gulf Islands. That ecosystem continues on the mainland and into the USA without all the millions you are being paid. All of the grandstanding from the environmentalist extremists are very limiting to the reality of having a happy community of people working together on the island. I'm very tired of hearing all the fluff without any meaningful, productive, logical or common sense solutions. Grossly overdone studies, bylaws that are antiquated and seemingly aimed at getting rid of lower/middle class people on the island. Bylaws being used to fine and find reason to fine people, by IT peeps who go out of their way to snoop on people and find reason to make their lives hell when they are just trying to live on land they own. so no, I'm not in favor of your millions for you to sit in offices in VICTORIA and govern the islands with too many staff and not enough action.

Comments on your choices in this survey (optional):
Please reduce budget, and services.
The IT is a waste of resources.
If the trust must do mire planning consider how to reduce the number of use restrictions on private land related to existing structures and agricultural activities on residential property.
I do not think we islanders should be paying to run the conservancy. It should be a non profit. I would likely donate to it. But it is totally innapropriate to be forever to donate to it. You need to stop the advocacy for now. Stop the stupid new policy statement , learn in communicate with us (not that hard to send an email or two ?) no major increase in budget till next election! No big policy statements abs trying to expand your role till next election.
You are over extending your mandate into areas not in the original mandate that are redundant and covered by other governmental agencies.
We need affordable housing We need correct industrial zoning for local business
How much did this survey cost me?? Reduce the Trust or abolish. Get out of my taxes. Abuse of government.
The Trust is straying well beyond it's mandate, when you talk about banning things like desalinization and private docks you are actively working against those who live and enjoy these islands. "For the benefit of the residents of the Trust Area and of British Columbia" - somehow you guys forget this part.
Don't see very much attention being paid to Gabriola Island in this budget.
Do not expand the Island Trust mandate or staffing levels
The Trust needs to focus on its core mandate as per the Islands Trust Act. The trust has become increasingly gay u focused and is failing to meet its core mandate. The cost for the current staffing is over \$4m per year; staffing should be reduced to the bare minimum to meet the core mandate of the Act. I do not support the hiring of new staff for areas such as endangered species, marine management, etc that are already handled by provincial and federal agencies — agencies that have the regulatory mandate, experience, expertise, knowledge and resources to do these well. Focus on your core mandate of land planning, development review, and the Trust conservation areas and get better at advocating to other agencies for all other areas.
We feel that the IT is stepping outside of its mandate and increasing taxes to do so. In my opinion, this is not an acceptable reason to increase taxes.

Question 14: Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.

- 246 participants (19.5%) of 1,256 who participated in the survey completed question 14

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
There should be No BYLAW CHANGES or Implementation of Island Trust changes, hirings or additional expenditures UNTIL AFTER the next ELECTION DATE OF FOR ISLAND TRUSTEES.
Increase set backs for new structures
Please refocus your efforts and resources on zoning, where you have jurisdiction. This includes aiding business rezoning and affordable housing.
It seems that property owner's rights to manage it's own property are evolving to the opposite direction limiting individual's freedoms and involvement. Hence, I would like to have seen if the survey also covered more streamlined questions regarding the degree of desire/opportunities/involvement/participation of homeowners on the matters regarding private property bylaws and management.
Why do we have to pay for garbage stickers when we pay for garbage pickup in our taxes?
Notwithstanding the importance of protecting fragile ecosystems in the Islands, I feed at this point in time, with ever escalating property prices and ongoing severe lack of affordable housing for low and even middle income workers and families, -many of whom have lived and worked here, providing essential services to our community and local businesses for many years already- that it would be unconscionable for our community and Island Trust government, to take any position now that would compromise the ability of any longterm Island residents, (or newcomers who are offering to provide essential services), from finding safe and appropriate affordable accomodation. I strongly disagree with any Islands Trust position going forward that would disallow secondary dwellings on ALR properties,(or require additional permits for same), or on any other non ALR properties of appropriate size (eg perhaps >2 hectares) if there is demonstrably sufficient source of potable water and a proper sewage management plan in place on those properties. Our Island has already lost workers (including those with families) who had skills that are in high demand in our community, owing to complete lack of any affordable housing options. Our community and businesses simply cannot function without these crucial community members. Many thanks for your attention to this very serious issue. I would like to state that I have been a staunch supporter of the Islands Trust over the 28 years I have lived here.
Most of the information here is on a specific issue (conservancy), when most of the issues within the islands has to do more with proper infrastructure, water, and housing. The communities at at risk of losing their identities due to a lack of support for local business, an increase in non-functioning boats polluting the waters, a rising homeless problem, and an ever present lack of access. The latter 3 issues are within the trust's purview whereas most of the former 3 issues are outside the trust's boundaries and therefore we should consider shifting some money from the trust towards the bodies of government that are able to address these issues.
Forgot to ask a direct question about tax increases. I can not afford more taxes. No to the increase in the 2022 budget.
Needed.... Massive tax increase on unoccupied buildings Massive tax increases on homes with unoccupied potential rentals (basement suites, cabins, trailers, etc). Or funds from IT to help a homeowner make a "potential space" into livable rental (ie- help to clean and fix damage within reason)

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
You forgot to ask how IT could find its way back to serving the local residents, reverse the bureaucratic overreach and assist in supporting sustainable local communities through planning. You forgot to ask about your website. All the imagery show a visions of resort communities with well-to-do retirees and people frolicking in nature. Don't you think that there are working people on the islands?
Need to allow written commentary on conservancy. This is a fundamental conflict with tax payers. Should be run arms length. The conservancy uses distorted information if not misinformation in its fund raising.
Keeping people housed, especially children.
Cost-benefit consciously focus on encouraging citizens' informed collaborative action for higher values as a core approach for the islands' success in ecological/climate-change action.
Planning priorities should include more emphasis on recreational trail and bikeway connectivity across the islands, and promoting economic and cultural opportunities.
we keep forgetting that we are all connected, and that people are connected to the environment and the environment is part of us. There is too much emphasis on protection of watersheds and shorelines, and not enough realization of how we integrate people into the solution. The protections and preservations minimize the people who are connected to the land.
See above. Like every public union sector, you have become a bloated organization with no capability to address poor performance and mismanagement. I recommend that staff read why Islands Trust was founded in the first place....and to always look for ways to bring that into every action/decision they make.
Ban on clearcut logging with strict timely enforcement is what we really need right now.
I think the trust is trying to over reach its intended purpose.
I am alarmed with the high costs of administration as well as the use of consultants, most of whom do not live on any of the Gulf Islands. I think the IT has made the mistake of many organizations in that they have over-professionalized their programs and services. When this happens, the 'heart', resourcefulness, and fluidity of an organization is diminished. Communities are strongest when they are engaged in meaningful ways. A big mistake that organizations make is assuming a lack of community engagement signifies concurrence with the status quo. Not so. Rather, seeming disinterest is more often linked to disempowerment and disenfranchisement. We need some big steps back, intelligent discourse, humility and courage as we move forward. Finally, I'm distressed and discouraged to see what I interpret as punitive approaches to bylaw infractions. This is not helping our communities on any level, it's destroying them. Such simplistic, bureaucratic approaches to solving problems only serve to create reactive responses, including fear.
YES: your budget is NOT taking into consideration the HUGE amount of additional taxes that will be coming into the coffers because of the average property tax assessments that have increased 25% over last year. WHY is this not being considered? That is why I say reduce the budget...do not increase it. Covid, loss of jobs, income, businesses under duress....HUGE mistake for the Trust to increase its budget. You must make adjustments the same as the rest of us.
I am very disappointed that the Island Trustees have gone way beyond the unique mandate that was given to them. If you want to effect social change then run for election as an MLA or an MP.
what limits do you tink should be placed on what we do?

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The attorney General has admitted that raising taxes will not pay for services and other revenue opportunities explored and other options have to be introduced . Your survey does not even address what is obvious the answer to funding what services need to be provided. You need to seek revenue and to do that your current policies do the opposite and if you do not change your minds, you will fail to provide services and you will continue to be a another contributor to homelessness, and continual decline in providing services
How about reconciliation efforts?
Yes you should have ask the following question. Are you satisfied with how the Islands Trust is being run and are you Satisfied with the currant policy's and bylaws! It is the Islands Trusts mandates that have made properties more expensive. The Islands Trust is not alone one this. There are other factors. This is what we should be talking about! The more barrier you put in place the more expensive it will be come! I said this years ago at a Trust meeting and to Peter Lamb and George Ehring (bless his sole) I was told by that I did not know what I was talking about! Well I was right! So keep on the path you are going and you can double property values again with in next 5 to 10 years. Kiss our youth good bye!
Stay within your limits and the scope of the IT Act.
we don't get the services you state you offer. I have never been so disappointed in a Gov'y agency, as I am with the IT !!!!!!! You've lost your way in the real world, & we want you out of Bowen for ever !!! Thanks
When will you stop allowing foreign developers to destroy ecosystems, develop on cultural sites and watersheds, and clear mature forests with old growth trees? Please stop pretending to protect and rolling over for every wealthy developer. If you are a development arm of Victoria and Vancouver be more transparent, some people are very disgusted with the amount of ecocide and cultural genocide that you continue to participate in.
No mention of economic sustainability or support for local business.
Focus on what the the Purpose of the Trust was in 1974 - Preserve and Protect. Get the hell out of !. Reconciliation. 2. Housing 3. Climate Change.
There could be questions directly about: -Growth of staff esp with the proposed policy statement. - Generally insufficient level of public input sought. - Satisfaction with trust staff level of accountability to the public..
With increasing populations in the trust areas I am concerned about the level of local representation. Locals need more representation and access to it. In short, I think the Victoria Office should be closed and work done there should be done ON the islands and I think we need to reconsider the number of trustees elected.
You did not ask about the fairness or appropriateness of the allocation formula for cost sharing. To base this on relative property values is unfair and unjust. Bowen Island property values reflect proximity to and alignment with Vancouver property values. In no way do the property values on Bowen Island reflect any benefit from programs and services it receives from the Islands Trust which I would argue is negligible.
We need more housing for low income families that provide our island with a diverse population of workers
Make it easier for people to comply with regulations; if you add land, be sure you can manage it appropriately. Find a way to let people and land coexist. Help with intelligent housing options

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
instead of being a road block. Don't be so wedded to policy that you lose opportunities. Start accepting amenities to help the community on development applications!
I would like to build secondary housing on my 36 acres to help generate income as I grow older and to help with the housing shortage. I cannot stand the hoops you have to jump through to do this Also I have a large property, I don't like people saying I can or can't do things , such as cut a tree down. I am conscious of the environment and this world we live in. But I need to be able to use my judgment and cut a tree down without asking permission.
This budget is based on both across the board tax increases as well as increases to fees. There were no questions asked or specific information provided about fee increases. There were no questions on proposed savings. I would note the increase to enforcement last year without a plan or bylaw review was not welcome.
Fire all executive branch, bylaw enforcement, and planning dept., get rid of high priced offices and staff - have local ELECTED trustees deal only with the issues the IT is mandated to do.
There is far too little attention paid to the increasing presence of animal agriculture, something we need to be moving away from rapidly given global climate change, and finite fresh water supplies. Propping up the animal-ag centric locavore myth is counterproductive when what we need is not to be clearing more land for grazing, but greater protection of existing forest cover, finite fresh water sources and to secure habitat for wildlife impacted by human encroachment (including farmed animals).
Stick with the bylaws you currently have, inventing more bylaws that don't get enforced is a waste of time and taxpayers money
A giant, bureaucratic organization is never going to be fit for purpose in directing small, grass roots islands. Reflect on this.
Asked or not, what is meaningful to me is understanding what you do without having to wade through copious graphs and financial data. On the surface, I see very little cost/benefit to increasing your budget. So if you can justify one, please back up all the data with a clearer message of why you exist and how you make a difference. Now more than ever, people don't have the attention spans to absorb all the information you provided to complete this survey as informed participants. I know you have a responsibility to share all the data you did, but can you make your messaging simpler? We have so many new resident on our islands who have no idea what the Islands Trust does.
We need to become a municipality to have control over our property taxes to improve our infrastructure which is crumbling.
Did you notice the bias in our survey?

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The increase you propose does not reflect the retired status of many islanders who are not receiving increases in their pensions and other income - and who are also seeing other costs rising in all aspects of their daily lives. Over half of the proposed budget appears to be directed to staffing issues. Is it possible that there is too much duplication and too many administrative costs? Perhaps Islands Trusts is also undertaking too many projects at a time when we should prioritize those areas that are attainable and will really make an impact on the lives of island residents. In other words, focus spending on essential services that will really make a difference. Finally, many residents are not seeing the benefits that a significant portion of our tax dollars should be providing. Given the surpluses that have been generated in previous years, there is little evidence that the monies are being well used. Too many residents see Islands Trust as an inefficient organization which is often a hindrance (slow processing of permits) rather than a benefit to those who live on the Gulf Islands. Accordingly, I do not support any increase in the upcoming budget.
We should not have to be paying residential taxes for two governments (CRD and Islands Trust).
Many of the new initiatives proposed by Islands Trust do NOT fall within s.3 of the Islands Trust Act. Preservation and protection means just that. A 50 percent cost increase (adjusted to inflation) does not preserve our resources or is it conservative in nature. This must stop now!
Property taxes are getting out of hand. Needs to be controlled.
Tourism in the islands - this is critically important to many residents and local businesses
Believe in thinking of the future. I lived on Gabriola in the 80's and 90's. We fought for the 707 acre park. Attending meetings, etc. I have returned to live on the island full time again. Now my children are grown up and can see the benefits of what we fought for. When you are young you forget you are planning the future of a special place. We can replace buildings, but not nature.
More recycling options and trash removal like old appliances, electronics and metal scrap
You should ask whether we agree with you sticking your out of touch nose into things you have no expertise in. And duplicating other government agencies who already do most of the things you are sticking your nose in. You are a problem looking for a solution. The solution is dissolve the islands trust
Fallow deer problem as it has as much of a negative impact as we humans have.
All septic systems on HI should be checked and monitored. Bylaws for STVR are fine, but not followed or monitored. They should be. Summertime RVs should not park on the roads and defecate in the woods. Too much of this is happening. Bylaws are fine but should have compliance.
Options to cut the budget instead of increasing it yet again. Options to approach other government departments to let them do the work their departments were created to do instead of increasing your staff and programs adding additional layers of bureaucracy and taxes onto us. How about Options to streamline your processes to reduce costs. How about to allow islands more authority in our decisions instead thereby cutting your costs.
IMO the biggest single issue that affects most of the areas in which the IT budgets money expenditures is directly related to or associated with density. Each Island community has its own
The issue of cutting trees on private property is an important one to me and I believe the trust should have no place to interfere in this issue. Thank you
Please, no more empire building, and no more policies that will lead to increased density

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The Islands Trust ORIGINAL mandate is very important. Preventing excessive development on the SGI. However expanding the Mandate as Trust Council appears to now be doing is overreach and out of its jurisdiction.
This climate change nonsense is hogwash and not to be funded
Thank you for offering this survey. Please let's focus on finding a solution to the housing crisis here on Hornby Island.
Get rid of that [REDACTED] water license [REDACTED]
Your mandate is to preserve the character of the islands. It seems your mandate has become "make the islands the preserve of the rich and entitled". Your activities have made home ownership impossible for young families and working people. You actively work against housing opportunities and economic opportunities, preserving the "environment" for gray haired people of wealth and privilege that want to LARP the bohemian fantasies of their youth. You are failing the young families on these islands.
Prioritizing the critically prioritized efforts that are most urgent with an all hands on deck approach is required. Although the climate and preservation of the islands is important for the future, there are citizens of the communities really suffering in crisis. The health of human beings need their basic needs met 1st with some stability so that they can be calmer to be able to think and discuss the strategic environmental moves for the future. All the priorities proposed absolutely should have more done however in the time we are in, it appears oblivious the issues happening locally on these islands. the immediate needs must take priority then the next steps should be voted on by each island for what to plan or act on next in certain order after basic needs met. Being a jack of all trades islands trust for a lump of islands that are diverse in people and land is difficult to be a master of whole. Is it appropriate for Islands trust to be the lead on solving the housing issue or should it be an other entity or rather be a partner to support and collaborate with ? Who needs to own the accountability for the issue fully? I feel very concerned that Salt Spring and all other islands are in an extremely dysfunctional governance structure that is doing the opposite of what I believe most would like to see. How can this be fixed? What can we do to begin doing better? Governance structure changes need to be taken seriously again in the next few years in a way that people can understand and connect well with their families and community. Thank you.
Lots. Think outside the box and at current/growing issues, like housing affordability and vacant homes in your area, pollution outside your area, the impact of tourism, and so on and so forth.
I'll read up on the budget to be better informed in the future. I'm a new resident but basically happy to get more public land for hiking, foraging etc. Would also like to see open responsible hunting programs for turkeys and deer to feed family off the land and help control population.
I think it's important that the Islands Trust stick to their core purpose, not increase bureaucratic procedures and paperwork for local residents, and not increase taxes.
who is in charge of governing the amount of mills operating on an island who is in charge of the amount of new subdivisions in Sechelt which impact the water resources who is in charge of how many trees can be cut down on a persons' property and then overall who gives the churches their tax free status while they are making monies from retreats and seminars and using ground water resources - also selling food and coffee, ice-cream, etc. while noone else on the island is allowed to why are we reliant on the BC govt for roads services - poor why are we reliant on the BC govt for water taxi service -poor
Since residents of the islands are funding this Island Trust, why aren't offices and staff located on larger islands. Instead we are being governed by an office in Victoria.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
yes. we believe a question should be asked every year if Bowen Island should continue to be a member. Bowen is experiencing major cost increases dealing with infrastructure and every \$320,000 counts.
There should be an annual review re opting out of the Islands Trust. We can use the \$300,000 for other infrastructure repairs.
IT appears to have been "captured" by special interest groups with an agenda of conservation at the financial and well-being expense of actual residents. Mandate is for residents as well as other British Columbians. Get back to finding a balance between the two, and stop trying to wrestle control from duly elected local councils. Proposed Mission Statement is a power grab and is unconscionable
Easier and better ferry service
I would like to maintain my right to decide what trees I want to chip down without the trustees involvement
Islands Trust seems to have little or no presence on Bowen Island except when it's time to collect tax dollars. Have lived here 30 years and can't think of any pro-active policy or program that has been implemented.
How many staff do you have employed and what are the range of salaries paid?
I am sure this survey is not going to do anything at all to take away your ability to keep handing yourselves millions of dollars out of our pockets. The residents of these islands are sick to death of the Islands Trust and we don't support your mandate in any way whatsoever.
Policy decisions should benefit the whole community not just special interest groups.
Development pressures must be kept in check. That is the fundamental purpose of the Trust. What I see on the ground indicates that the Islands Trust has an identity crisis and no longer understands what it was created to do. The quality of life on my Island has diminished, salal, cedar even song birds are in decline or dying as well, ferries have overloads, water trucks are year-round necessities. When will the Trust understand that there are limits to growth on the Islands? There should be a moratorium on new growth on at least 3 or 4 of the Islands NOW!
600k on office space when most of this work can be done from home!? 52k for a new part-time position!? Seems out of touch.
no mention of your proposals to change the edit and mandate of your unelected organization also no explanation as to why you are so heavily staffed for a comparatively small number of residents. You as an organization should be asking yourselves "why do the residents and taxpayers we purport to serve dislike and distrust us so much?".
Anything that preserves the integrity and original intention of the Islands Trust Act, for this unique area in B.C., deserves the appropriate budget expenditures, and it seems the province should be spending a lot more to support the Islands Trust.
option for an island to opt out of the Trust.
I would like the Trust to confine itself to those areas where it has clear legal jurisdiction. Stay in your own lane.
Yes! Why should we allow the Trust to continue and expand when we don't like what it does?

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The way public engagement is framed as "education" in the question above is problematic. There is an elitism whereby the Trust bureaucracy seems to keep treating the public as if we are unintelligent and uneducated. It is as though, instead of governing *with* us, the residents, as is fitting for a small local participatory democracy, residents are to be 'educated'. There is a deep disrespect in the assumption that public engagement entails educating the public. The job of Trustees is to govern for the benefit of the residents (and British Columbians), which can only be done with our meaningful input and inclusion. Residents don't need to be educated by Staff. We need to be engaged as intellectual equals, listened to, and respected. The Trust bureaucracy would be so much more efficient if, for example, Staff consulted with the public, and listened deeply to what various factions of the public want and are saying, prior to drafting resolutions and bylaws. Then the resolutions and bylaws should be drafted from a place of having deeply listened to and respecting public input. Although the initial public engagement may be a bit costly, in the long run it is more efficient to have good bylaws and resolutions that residents feel they can get behind, because they were consulted before the drafting, and thus their desires and concerns are addressed in the draft. It is counter productive, and terribly inefficient, to either simply 'borrow' inappropriate bylaws from other jurisdictions and then have an unhappy public fighting them, or giving up in dismay and simply feeling alienated by a bureaucracy that doesn't seem to care about residents, and thus ignoring the bylaws...which is what happens on SSL.
I think you could have asked if land use planning should be moved to regional districts.
Now that Zoom meetings have become more normal, will the IT be reducing the budget for the Trust Council to travel to their yearly meetings, which incur hotel costs, ferry costs, etc, and is travel (mainly in non-electric vehicles) and CO2 emissions that they likely do not need to spend/emit. I understand that there are regular tech expenses, like the budget for new computers which was listed, which would be needed even if they did not travel.
Regarding affordable housing, if the Islands Trust did not get in the way of a true empty homes tax, or even a more restrictive multiple home taxes, all of which handled by other BC departments, then affordable housing could be handled by existing housing stock. Building to catchup to affordable housing is an impossible task... but filling existing homes with fulltime residents makes sense.
I think IT needs to rethink its future and get back to its original mandate or perhaps IT has outlived its usefulness and a new governance model should be considered for the islands
Conservancy should not be funded by tax payers
How does the Islands Trust effect my life on the Island.
The questions are of too narrow a focus. Another useless survey intended to use the ambivalent results to do what it wants.
I would like to know what the Islands Trust has actually achieved. For example, has an OCP actually been implemented as designed.
No
Please do not lose the federative aspect of the Trust - this is still a unique area that must be protected in its integrity...This is what was meant by the original Islands Trust Act
Yes, the trust encourages residents to turn people in for what they perceive to be a bylaw violation. This system abuses the rights of individuals, they are considered guilty and have to prove their innocence over pettiness. How many people have been turned in because of dislike or self interest of the accuser. Put your eyes on the bigger picture of what matters for people to live here in peace! Do your own work!

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The Islands Trust has outlived its usefulness causing unnecessary duplication and levels of governance. Four Trustees for Pender Island is totally unnecessary and bloated.
If it is within the mandate of Islands Trust much more is needed to be done about the huge increase of large commercial vessels anchored in the waters of the Gulf Islands before there is more damage done to the Island environment or heaven forbid, a major oil/fuel spill.
Thank you for your question: It is much appreciated. What is meaningful is the fact that the Gulf Islanders are required to cough up the motherload financially without ever having been given a referendum as to whether or not they wished to carry such. If the Trust is in fact operating on behalf of all British Columbians why are they not being taxed accordingly?
Time to rebuild our community Time to think about the workforce on this island time to increase housing and allow more density to reduce the cost of housing this is a great place to live but there are too many restrictions on ways to improve the place
You should ask whether I feel that Islands Trust is serving the communities they work for well & within their means. My answer to these would be NO.
I wish there was a way for me to print out my responses. By not providing any information on how changing other revenue sources (grants, application fees, etc) would affect the overall budget requirements I am forced to respond from the perspective that any increase in your budget is going to come on the backs of taxpayers. You must be more open to being more efficient and not spending your money on lower priority issues. (Or even just letting us and your staff know what the actual priorities are.)
We are interested in preserving a rural farming community
None
Is there a plan for you to start responding in a timely manner to Residence requesting your services? Of not, might be time to move on to another model.
Yes. Please regulate yourself into oblivion.
Paper pushing is not the answer to our issues with affordable housing and land use. It just costs us a great deal of money.
How can the Islands Trust become more involved with the provision of drinking water on Saturna Island. We have had a boil water advisory off and on for nearly 3 years - winter and summer. Isn't drinking water and water to wash (we are not supposed to take baths) as important as communication budgets?
Your strategic plan speaks to affordable housing but one of the key things missing on Bowen is housing diversity. So we have lots of value in our homes....most residents on Bowen...and when we can't maintain our homes anymore we'd like to know that there might be approvals by Island's Trust for clustered housing, townhomes, apartment buildings, attached homes etc.
Have you seen Island Trust projects or programs in your community?
I appreciate that you have asked for feedback.
There needs to be a concerted effort by the Islands Trust to operate more efficiently with fewer priorities and maintain the budget for the next 3 years at current (2021/22) levels.
Originally the cost of the Islands Trust was to be shared between all the residents of BC, the Gulf Islands being for the benefit and enjoyment of all British Columbians. Why now is the entire cost of the Islands Trust being carried by only the Gulf Islanders?

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The trust mandate talks about protecting community and that means people. I didn't see questions pertaining to that aspect.
I used to stand up for the Islands Trust, when it was a local grassroots form of government, who held committee meetings that included the community, and checked in from time to time. It was like a flotilla of islands trying to keep each other on course, or just commiserate with how different our experiences were from the outside world. We had part time pilots (staff) to bring us into port when needed. But each LTC commanded it's own ship, within the IT flotilla. In the past decade the Islands Trust has become more centralized, and relies more and more on staff knowledge bases, which predominantly centre urban lived experience, and metrics. We are now like one big cruise liner with a whole lot of staff here to control our collective experience, to the best efficiency, and a whole lot of staff wages paid. Meanwhile, the realities of island communities change at drastic pace, everyone wants their piece of paradise! Rather than hold us together, strengthening our local communities and helping us to better steward our home environments, the Islands Trust is dividing us into classes. The IT prioritizes individual development applications, enabling some to access accumulations of financial and resource wealth. The IT provides practical supports to the real estate MARKET (lobbying for exemption from speculator's tax), while supporting anonymous complaints against neighbours, and punitive action by the growing team of BEOs. Our community diversity would be better served (including the complainant) by community justice processes, at a fraction of the cost. Colourful individuals who used to live (quite safely, thank you) on the margins, and children of our working class, live insecurely because of decades of inaction by the IT. We are on the Titanic, Islands Trust. Please get your out-of-touch city-staff out of our rural ways. Staff are locking people into steerage. Please don't repeat history. Find some good pilots to lead us back into port. Or pull ALL residents (not just first class) out of the water. Or do whatever you need to do to get our flotilla back on track. Each island already has its own vessel (OCP, LUB) as suits it. We have the solid ground of knowledge bases within our individual communities, we have only to draw on them. Or step back from your mission to "preserve and protect" our communities from other jurisdictions who may be able to help and keep us from drowning - while protecting our waters, lands and wild creatures.
HOW CAN WE GET BOWEN IS OUT OF THE TRUST
IT is a bloated self serving bureaucracy that needs to be dismantled. They accomplish little at great expense and basically make life way more complicated than it needs to be.
The Islands Trust should keep their noses out of Housing initiatives. You have no mandate for such operations
Mandate scope 'creep' is a critical issue in many government and non-government organizations and agencies. A number of the proposed activities push the boundaries of the organization's scope. These need to be curtailed or significantly limited.
Please stop this insanity and just focus on the original mandate which is to be a basic agency to preserve and protect not to regulate us the tax payers out of our homes by ever increasing taxes and mandating that each of our islands MUST all be ruled exactly the same way. We must be given the freedom to choose. What's good for one location does not necessarily work in another.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
My central concern with IT is the focus on regulation of housing density and minimum lot sizes through an increasingly intricate system of regulations intended to apply to all cases. Historically this was a result of the small-lot subdivision rush that triggered formation of IT. This focus was necessary at the time and was successful but has resulted in two probably unintended results. 1. A bewilderingly complex system of regulations that require special expertise to navigate. This requires a large staff of expert planners, alienates many landowners, and rewards professional developers who have staff, experience, and financial incentives to learn to navigate the regs in their interests. 2. Inevitably the complex regulations fail to fit many actual cases well and impede implementation of innovations to meet unforeseen community needs like expanding affordable housing, as well as reversing the suburban sprawl and habitat fragmentation resulting from build-out of 1 -4ha minimum lots whose zoning was designed to prevent small-lot commercial subdivisions. I can see that solving these largely unforeseen issues arising from IT's fundamental approach to zoning and land-use planning will be very complicated and controversial, but it seems to me that continuing to intensify the same approach is doomed. For me the central principles in reforming the system would be 1. Rely primarily on statements of principle like the Policy Statement and the OCPs as the basis for decision-making, while 2. Empowering local authorities like LTCs to develop specific plans case-by-case considering environmental protection and restoration along with immediate community needs like diversity of wealth, culture and also long-term planning to meet changing environmental, economic, and social conditions. I think the current LTC model could be improved by more reliance on permanent as well as ad hoc advisory groups, whose selection would need to be carefully thought-through: perhaps some combination of election, appointment, and screening/stratification by criteria like age, wealth, term of island residence, ...(??).
I believe there should be more consideration to new Residential docks being approved. There needs to be more federal dock space along with a new dock in Bennett Bay & more dock spaces in general. The dock at Miners Bay should have been given quite a few more spaces when it was done! I feel there is an over abundance of commercial crabbing/fishing as well. For all the tax money collected there is so many things required on the island. A dedicated trail to the ferry would be great along with proper drainage on the roads.
Why have the islands trust for a municipality such as Bowen island
You guys need to find ways to engage more working class people in your planning. Find a way to engage with working class thought leaders, and to hear their input.
Stop the expensive face to face Council meeting 4X/year. Once a year is enough.
These questions are not appropriate for Bowen Island
Please do more for affordable housing, our community is dying over here. THANK YOUUUU!
Disband the islands trust
Please understand that Bowen Island has its own governance structure and does not need another over reaching, expensive with no benefits government body. Please leave our island as you are neither needed or wanted.
I think budget reviews usually start at the top...you ,by definition,are a service organization and most such organizations are going to smaller Boards...usually 7 to 9...makes them more efficient...and saves dollars for remuneration,travel and administrative support...more importantly sets the organization tone.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.

It would be very helpful to know which Trust activities overlap with or duplicate those of the Federal and Provincial governments. Climate, shorelines, marine areas, Indigenous relations etc. all seem to fall under one or other government department. Isn't land use the Trust's primary mandate?

Decisions on land use need to be made based on local knowledge and science. Not, as the current practice allows being based on the "Professional Reliance", paid for by applicant, system. This system is broken and is driving rezoning and density increases in areas that are incapable of supporting more build outs.

On many of our islands a decrease in potable water and contamination is coming from densely placed and inadequate wells and sewer systems. The islands have finite resources and can't sustain larger populations. They do not have the infra structure to deal with water or septic problems and shortages.

Moreover, cisterns are not the solution, as they are expensive and contribute to the overall use of the groundwater and their output becomes septic outfall and seepage.

Due to mis-management by the Trust three Islands are over the tipping point of environmental health and this is not reversible due to the numbers of build-outs that have been rezoned in the past 10years.

Removing the trees for build-outs have contributed to soil erosion and water problems. Trees hold the water in the soil and create a cooling effect to the land, while the matriarchs are a carbon sink.

Following the precautionary principle a moratorium on all development is advisable on environmentally stressed islands.

Until, such time as we have all three: water, septic and eco system mapping completed, there should be no new densities approved through rezoning. Instead the "Conservancy" using "Planning Services" funds should be buying up the existing undeveloped densities for protected "Green" lands.

Additionally, "caps" (housing and build out limits) must be placed on every island, based upon: water availability, potability and yields (using data based on local knowledge, water mapping and density intensity); sewage (low density, soil depth, perc, "Drastic", distance between wells and septic need to be increased in slope and marsh areas, no septic fields placed in recharge areas); and the health of the eco-system. During mapping important data shall be collected to determine the maximum capacity of build-outs on any given island.

This is where the Trust's Budget should be spent: water, septic and ecosystem mapping, preservation and protection.

Absolutely, "No rezoning" for new developments until we have all this information to guide the approval process in land-use planning.

The budget for "Planning services" and land use development, including the applications process, must be reduced and a large share of this reduction diverted to the Land Conservancy. The rest should go back to the taxpayer to give them a break.

During this difficult time of Climate Crisis, most islanders realize that to support and equip the "Land Conservancy" with the essential tools that it needs to restore the eco and groundwater systems to health, and to maintain the rural nature of the islands should be the most important focus for the Islands Trust. The more buildouts the more pollution is created, creating more seepage from septic fields, that eventually, leach into the water courses during the rainy months and flow down to the ocean causing acidification.

Now and into the future, preserving and protecting the environment should be the Trust's only job and directive. If you look at your own surveys you will see that this is supported by the majority.

Addressing the housing shortage by making me evict someone due to an outdated bylaw which does not consider either the pandemic or the ability to help our fellow man (woman).

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
Bowen Island should not accept this huge budget and exit its involvement with the Island Trust.
Yes. I would like to have a robust discussion on increasing taxes on Thetis Island. Who is the best person I should contact on Thetis to raise my concern?
Not increasing housing taxes please
Increasing scientific staff within the organization.
Thank you for the opportunity to contribute.
I believe STRONGLY in environmental, ecological, sustainable living. Having additional arms of authority such as IT's confuses and muddies an already mucky relationship navigating the path of progress and environmental awareness. ITs assists in maintaining 2 camps - pro-development vs anti-development when in fact we need to work together. The fact ANYONE can report an island property owner to IT's and thus create angst and stress causes IT's to be viewed as a threatening bully group organization with too much power and not enough interest or respect for individual land owners. Very "McCarthy-era" feeling trying to be a resident knowing a fellow islander "neighbour" can report you at anytime without consequence or accountability to their action. Questions relating to the "reporting" aspect of ITs needs to be acknowledged.
Decrease your presence and taxes.. you are ruining the Islands and the future.
What do you do for Bowen?
10% LESS
Like any "organization", the primary mission or goal is self-perpetuation, and the goal of being most "useful" is lost in the background. Any private sector organization must face, and deal with the reality of eliminating non-functional work and initiatives to take on more useful ones. It is time that the Islands Trust becomes more respectful to the taxpayer and other constituents.
Most people who living in the Gulf Islands are thoughtful in their land use. They don't need a bloated bureaucracy with extremist opinions telling them what they should be doing with their land.
Stop talking about first nations reconciliation unless you are prepared to give your land away to so called first nations
Reduction of IT staff
The budget is presented in a manner that hopes to keep all of the existing programs and services. The survey does not show programs that might be reduced or eliminated to achieve no tax or budget increase. The premise is that we have to spend more to have effective government. The reality is that we do not. There is no indication that the proposed budget contains any efficiencies or tax savings. There is no recognition for normal inflation levels or the budget increase projected by other local governments. 6.1% is non responsible and and unreasonable starting point. It is best to start at zero, eliminate or reduce existing programs, and propose new programs so that we can see why our taxes are required to increase at all. Personally, we are opposed to budget items which are handled more effectively by higher levels of senior government. Local responsibility is for the benefit of the residents.
Be realistic - the IT cannot fix housing limits. There is only so much land, combined with the IT direction in making houses smaller and harder and the increased cost of traditional housing it is time to be adaptable or back away from the initiative. You cannot fix this issue while you continue to use by-laws, OCP and increased fees to decrease population and development on the Islands.
Preserve & protect what? The IT has served its purpose. Time to let regional districts take over!
How did we feel about the IT's bloated budget increases as tax payers? Our answer would have been "Very Unhappy with the IT".

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
It was my hope that you would consider the huge rise in the rate of inflation and the fact that we are in the midst of a runaway pandemic that has reduced household incomes, and that you would put off any changes to the budget until such time as we are all living in a more lucrative world.
Reconciliation is probably the most important thing to work on at the moment. And yes I know water, housing etc are also important. But first we need to work on a new relationship with the first nations
As said by many here we pay too much for too little . Our island needs housing, roads and many other essentials and our focus and funds should be directed there rather Flaky administrative organizations unless they provide solutions. Unfortunately the IT has the reputation of saying no ,due to influencing special interest groups, rather than saying yes and facilitating what the island needs for its residents.
Stop trying to manage everything in our lives. Stop interpreting your mandate to include anything and everything that happens on the island
By what means can the Islands Trust be completely shut down? They are ineffective, divert resources from more important topics, and create more problems than they seek to address.
We need municipal government on Saltspring Island!
No
Lower your budget.
Your website is difficult to navigate around and search for specific items. Just try to find the "building permit application review form".
More tax revenue will increase the bias to intervention
You didn't outline ideas about how IT could reduce expenditures
Island Trust seems ineffective when dealing with semi-complex issues. Also need to look at rethinking their priorities.
What is General Admin Department Cost Recovery (\$2,007,726)? Why do you need over \$2M in GA across all Services? How many paid staff in General Admin? \$1,432,779 How many paid staff in Financial, HR & IS? \$1,168,055
Yes. First nations are being included more now in islands trust issues and programs. I feel there is untapped \$ via grants through first nations bands that can be utilized to not only ly include them but provide jobs to them and remove financial constraints and not impact the budget of the trust
What is the overall level of satisfaction with Island Trust services and policies?
should we get rid of the islands trust? YES
why do we spend such huge \$ on multiple studies for a given topic. It often appears those in control are victims of the " Peter Principle ".
Are you a land owner... the ones who actually pay the taxes
There is no review of farm tax status to separate the real farmers from the tax farmers which results in an unfair tax burden on the rest.
Did not address any reductions and savings to property owners and tax payers. There is an effort here to create unnecessary jobs and spending programs catering to a minority whilst property owners pay with higher rates.
You did not include the ability to comment on the provincial funding that is totally inadequate.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The objectives of the Island Trust need to be revised. The status quo of 1970 is not sustainable and should be abandoned for a more progressive "keep the island habitable for us and our children" objective. In the mean time I would like to reduce the number of bodies that spend tax money.
The Islands Trust is becoming a large bureaucracy that is really focused on perpetuating and expanding its own bureaucracy! It needs to be reduced in size and streamlined to be more agile and proactive.
Two areas I would like to see more resources invested in are: 1. deer overpopulation problem - advocate for more hunting 2. advocate to Province for increase in NAPTEP from 65% to 100%
You could have asked the respondents "if they approve of Islands Trustees also working on behalf and under appointment with the CRD Director Howe, as we have this case of both an "unelected CRD administrator" in the name of [REDACTED], acting as admin for CRD in island committees, to include our local water system of which he is neither a user [REDACTED]. This is clearly a 'violation' of duties, roles, and functions and a "conflict of interest". The tax payers, islanders should be ASKED specifically "DO YOU APPROVE?". Otherwise, this matter might end up in litigation in the future if nothing is done.
Can Islands Trust not do something about reducing or removing container ship anchorages in the Gulf islands. At least removing those closest to island residential properties. For many, this issue is the biggest and most distressing issue in the Gulf Islands today. Noise from generators running 24/7 and bright lights all night and dumping of pollution into the ocean should surely be addressed by a body such as the Islands Trust. At least monitor and research the situation and publish full and accurate findings and information on your website. Do they pay anything for parking here? If we can't get rid of them, the islands should at least benefit from their presence. Many of them are parked for months on end, dumping goodness knows what into the ocean. Are there any regulations protecting our environment from these vessels? If so, are they enforced? Things like this need investigating. The Islands residents are entitled to accurate and up to date information and addressing these sort of issues are something I would like to see in an Islands Trust budget. The Gulf islands are surrounded by the ocean, so what happens there affects us all just as much as what is happening on the islands themselves.
Does the IT 'serve' the people of the area of 'serve' itself? Time to think about ways to REDUCE the budget and activities not continuously looking for more things to get involved in. The people want LESS 'government', LESS taxation, LESS telling us what we can/cannot do.
oh my .. no. (he said hesitantly)
How about if the residents feel protected and preserved? IT you are our planners....we don't have any other options
Stimulation for agriculture. Making it possible for young people to live and work on the Gulf Islands, not just wealthy retirees!!
Please stop spending people's money on things they don't want, and then stop adding bylaw's to every thing that happens on our islands.
Housing!
Why are the roads on Mayne worse than when you spent over \$ 30000000 on them ?
The survey talked a lot about 'public engagement' as 'education' as if that is a one-way street. But the Trust has a serious credibility problem, and fails to meaningfully engaging with citizens with any reciprocity. Staff needs to include citizens in their solutions as partners, not adversaries.
Jamming this thru during Covid is not Canadian or democratic in its mindset

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The opening of all conservancy lands to selective harvesting and value added operations (sawmills) To be run and managed by the up and coming Salt Spring Forestry and sawmill operators association.
Get a real job and quite harassing islanders
Yes! Probably the most important item is the freighters parked on our doorstep despoiling our natural environment. There has been a lot of talk but NO EFFECTIVE action. What is Islands Trust doing to resolve this long-standing issue?
Our names and address. 
Islands Trust needs to stick with it's original mandate and not try and expand into many other areas that are not it's jurisdiction. The 2050 long range plan is a prime example of that, and the opposition to it, proof that it is not welcome! If it focussed on local land use issues only, perhaps it could accomplish more on issues like affordable housing in a timely manner.
Freedom to live my life without government interference.
stop increasing taxes...my pay did not go up 6%, why would I want my taxes to go up by that much?
Keep the Islands Trust in the Islands - employees should preferably live on the Islands.
Islands trust staff need to sharpen their pencil ... taxes are completely outrageous for the return to the islands core services . We are already paying more than our share for the minimum services . And also the bad (lazy) attitude. As a group. A huge disappointment of late. Please get back to basics!
Did not ask about the Islands Trust Freshwater Sustainability Strategy, need more funding for that initiative.
When the Trust was formed in 1974 it was fully funded by the provincial government. If there was a \$5 parcel tax on each property in BC there would be plenty of money to manage the affairs of the Trust.
I don't think climate change issues are worth spending money on since they simply clone from various government and non-governmental organizations and levels and provide no new information or utility. Freshwater and marine water are more locally pertinent issues that are more controllable. If the trust wants to reduce carbon then go electronic!
Get back to basics. Stop messing around in other jurisdictions. Abandon your quest to control tree cutting on private property. Better still stop stealing private property rights through exaggerated claims of endangered and sensitive ecosystems. The only thing that is endangered in the trust area are private property rights that you folks are stealing.
Please cease compliance and enforcement against housing related infractions, please make it easier for landowners to provide housing.
My major complaint with IT is that it takes sooo long to make any decisions. If a LTC makes a decision on land use and passes a bylaw why does that bylaw then have to be passed by the Trust Council then approved by the Ministry. It makes me wonder about the value of having IT at all....
Why is your overhead so high for so little service, you have clout use it and save bowen
Hopefully we won't start developing these Islands as a way of making extra revenue. They are not making any more of them so don't let's spoil them.
I would like to see more partners between Islands Trust and the Comox Valley Regional District on projects like the Housing Needs Assessment and Poverty Reduction Strategy.
Housing on Salt Spring Island needs some serious attention - start by adding the BC speculation tax to Salt Spring and evaluating some core areas to add some "gentle density" such as duplexes. It is unacceptable to have young families living in vans!

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
I don't know how you would address this, but the speed of government is painfully slow.
Staffing levels should be frozen and then reduced over time.
Nope
Yes. I would like the Trust to explicitly share in each budget cycle how much revenue comes from Salt Spring Island and how much of that revenue is spent on Salt Spring Island. I am not in support of SSI subsidizing the Trust when our community is so encumbered by the bureaucracy and has such limited representation on Trust Council.
Less CRD involvement with more decision making for each individual island given to that island's Island's Trust. Executive's on Vancouver Island often do not know what's best for the small islands.
I am not overly impressed with the quality of work I have seen from Trust planners and officials. A survey of the effectiveness of the Island Trust and , quality of work and usefulness would be very informative
We have been here for 3 generations and have seen changes in zoning and land use that make it impossible for the next generation to continue. Too what point?
It would be more meaningful if I felt that the citizens within the Islands Trust area had any say in how the Islands Trust operates, and the focus it puts on various things. Petty action by bylaw officers, ridiculous initiatives to stop cutting trees without permits, absurd delays and difficulties working within the Salt Spring Island bylaw 355 - everything about the Islands Trust on this island is bloated and unwieldy, all while it is administered out of a non-conforming building. It is frustrating to live in a jurisdiction where there is such a huge denial of change. It is saddening to see regulation as the only way to build sustainability, rather than looking more creatively at the evolving world. The Islands Trust, as an organization, is like a parent who wishes its children would never grow up and still views them as infants, through a hazy, unfocussed lens. We don't live in a vacuum, and technology and improvements and awareness about environmental systems leave such a huge opportunity for the IT to truly be the novel, preservation-oriented entity it wishes to be. Instead, it is like a lumbering, monstrous dinosaur that can't evolve because it is too big to be nimble, and too self-absorbed to trust that citizens might share the vision of sustainability, but not the manner in which it is wielded over us by the Trust. The giant, absurdly huge budget to administer something that is unnecessarily complicated, is part of the problem. Throwing increasing amounts of money at a terribly run organization with terribly written bylaws and inflexible staff and operations will not create more protection and assist in the sustainability of the Gulf Islands.
You need to divulge exactly where every dollar is being sent to the residents paying these unjust taxes as they relate to each specific island. Thetis Islanders need to be shown exactly how and where their money is being used because according to your data and planning, we do not benefit from these exorbitant and unjust taxes. Remedy this and stop bleeding people dry of their savings.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
How will the trust area tackle the increasing water needs due to weather/climate? The current programs are just a drop in the bucket. A long term budget/program to improve sustainable and conserving living on the islands need to get started - e.g water tanks requirements per property. Small things are important! Water of covered sealed land(roof) has to be capture for use or slow release. Property owner should NOT get money for this but instead get a decreased property tax over the years. That should be a long term investment!! Something else would be like property owner who are or are willing to produce their own food - should be recognized in the property tax. Keep the islands nature unique! Like currently shipping/hauling all kind of soil(compost!!!), flower (and so insects all kind of gritter) and not native plants to the islands doesn't help with any sustainability effort. People who live on the island should consider it as 'living to protect'. I know any changes to the regular 'old fashion' ways are certainly difficult to implement but without meaningful changes the islands unique way will be lost in long term. Technologies of the 21st century can help - not only in communication but in monitoring and transition too. eg likeshare-your-views/ And don't forget sitting on a desk or do a meeting to find solutions are not effective ways or result in a quick fix. 'If you stand in the forest you can't see the trees because of all the trees'! Create a continuous/evolving online platform and use the help and ideas from all the islanders. A web link is only one way. Islanders are willing to form and build a sustainable future. BUT getting them together or getting them communicating is the difficult part. A good example is Island Trust survey. This has certainly room for improvement too. In the content and the way how. Shorter and bringing it to the point may get results faster. There are not many who like to read pages first to fill a few questions in a survey. But please don't understand this as criticism!! Problems will not be solved over night but the solution process need to get started.
It is clear that non elected, privately funded, special interest groups are guiding trust policy. We see what you are doing and we are watching you closely.
Please provide our community with core services - and leave the rest to the province and the federal gov't. Sadly, you are OVER reaching into areas outside YOUR skill set. This is dangerous and unproductive.
1. Make the website easier to find information. 2. Drastically reduce the size of agenda packages...who has time or inclination to read 3-400 pages?!
It seems that you are not even considering a principal of not increasing the budget year after year after year, despite the fact that many taxpayers are on a fixed or declining income and that our planet cannot sustain every government, household and business operating on the basis or more + more + more. The Island Trust does good work, but not vitally important work like other levels of government that can address real needs, inequalities and injustices. I am happy to pay more taxes that will tackle overdoses, compensate for halting old growth logging, implement meaningful reconciliation, house the homeless, etc, but not for more meetings, policies, procedures, positions etc. Thanks for providing this opportunity for input.
The new website--some improvements from before but hard to find detailed information now

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The 75% donation to change F1 to RR zoning is extreme and does not completely do what is intended. We bought in knowing this, but the long term forestry owners were for all intents and purposes, robbed. We have horses and need a large amount of land so that they live in harmony with it. Too small of an area and they will damage the land. We want to keep it treed, want to increase diversity, and we have already put in a significant amount of effort to protect against forest fire. To keep land we need, we need to switch to F3. Since that means keeping forestry status, we actually are theoretically more likely to harvest which is not what the community wants. Putting it as residential would give it more protection but this is discouraged by the significant loss of land. Not being able to build a secondary structure or separate suite in the primary structure, even for employees or low income residents is a net loss to the community as well.
How about asking “ Does the Trust represent what you see as a plan to protect your island’s community and soul. “
I love everything to do with organizations buying land to conserve it. This makes much more sense ecologically, I consider that an excellent use of my tax dollars, than putting up impossible impediments for individual home owners and small businesses. Want to prepare for climate change? Hook up homes with water catchment systems and battery operated external sprinkler systems for when the fires strike. All the melted toxins from our homes would destroy these islands ecologies. How about preparing for actual climate change problems we are at immediate risk for, rather than bylawing, permitting, and taxing the working class off the islands?
The Conservancy is largely a waste of money. I know two of the biologists who either currently work or previously worked for the Conservancy and I was shocked by their high wages. I see the work they do and cannot believe my taxpayer dollars are being used in such a wasteful manner. I'm not sure how to reorganize the Trust to address the lack of value we get for the money spent. Obviously the Trust itself is conflicted and cannot restructure itself. Maybe some of the Trustees who are extremely value conscious could be tasked with how to make the Trust a much leaner and more efficient organization.
You should have asked: Is the Islands Trust supplying good governance?
By law enforcement. I would gladly pay more taxes for proper bylaw enforcement. The longer I live here the more the Island is turning into a garbage tip with people living in unsuitable shacks and trailers. Also abandoned boats, cars, garbage and trailers on vacant lots everywhere. Complaints never seem to go anywhere. The next issue coming will be the supposed "tiny home" movement already starting here with no proper bylaws or regulations controlling them. I can't get a permit to add a cabin to my acreage yet neighbours have two tiny homes on their small lot complete with auxiliary shacks and shipping containers yet pay no taxes for buildings on their property. My taxes go up yet the quality of life here goes down!
Reconciliation is being handled by the federal government as it is their responsibility. Not your mandate, Preserving and protecting en danger species is a federal/provincial responsibility.
Why is the Trust obsessed with banning desalinization? Why is the Trust not opening up rainwater harvesting opportunities?
The Trust, even with hiring, does not have the knowledge, expertise, experience or resources to take on these roles. Plus these new areas are outside the Trust’s core mandate of land planning, development review and permitting, and managing the Trust Conservancy areas. The Trust should be advocating in these new areas — as directed in their Act — not expanding roles and staffing.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
Planning is essential, but hamstringing the people who reside here is counter productive to a healthy environment. Don't forget that we tax paying humans are part of the environment and care for the environment.
Yes, By-Law enforcement has generated significant community discussion, and yet there is no mention of either a reduction in mandate, or of an appeals process that can be followed without resorting to judicial remedies. Why isn't that being addressed in the budget?
Where is the question on whether the Islands trust is a positive or negative effect on the well being of both the islands populace and environments and whether it should continue at all !
Why is there so many administrative employees in Victoria? How many of those employees make the IT home, even part time?
how does the budget actually achieve the mandate. seems it only runs a bunch of offices and pays employees really well, a lot more than most residents earn. i don't think you will listen to any of this and will carry on as you like
How is it wrong for someone to seasonally vacation rent a portion of their home as a B&B. Middle class people who serve the island should be allowed to offset their incomes by doing so. The B&B bylaw is so antiquated. Why can B&B guests not cook!? Where the heck do you think they buy their groceries and shop??? The whole idea of B&B has changed from what it once was when the concept began in Europe. I'm against home owners buying property solely for Vacation Renting, but if people own it, live there and part-time rent it to tourists - why is that wrong? If I or anyone else wishes to rent out my suite or casita part time, that is ENTIRELY different than having someone living there full time as a renter. Do a survey like other islands have done to find out how your residents feel about part-time vacation rentals. You have alienated it by your own creation. Taking a stove out of a house that is to be B&B'd is just stupid. Whether they buy dinner downtown or buy groceries, I don't see the difference. AND I will not long term a portion of my property as I don't want a full time presence, nor do I want to deal with the tenant favored BC Tenancy agreement. Been there, got burned on more than one occasion, and will NOT do it again. So removing people's ability to part time or seasonally rent out a portion of their home or or cabin/casita does not equate to a full time rental opening. AND... trees have a habit of growing back. Even Douglas Firs.
To address affordable housing, please consider supporting by other government authorities: high empty home taxes, banning str, and banning or severely taxing homes as investment properties. People should not be allowed to own more than one home...they are a scarce public good.
Increase Bylaw enforcement on marine water general area. The ocean is for all who live in B.C. NOT !! Just for those that drop a concrete block or anchor into a sensitive ecosystem and declare it their personal domain!!!
You guys are totally failing at communication. Maybe wait to do changes till you have fixed this problem. I just can't understand why I have not been sent this survey either by island communication networks or my email that I have given you so many times.
How do we get rid of the Islands Trust? Waste of hard earned taxpayer dollars. Shameful.
Why is the office in Oak Bay? The main office should be closer to the islands (ie: Sidney) and most staff should have the option of living and working on the islands where their wages and families would support the local economy. Our taxes go off island and those funds are stripped from our economy - at least the Province and CRD hire people on the islands and we see the money circulate locally. The Trust takes money from the islands and spends the money elsewhere - how in any way is this in our best interests?
The IT culture needs improvement. End the we/you attitude. I hardly ever hear anything from my local Trustees!

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
If you really want to do something about ground water protection then look at a program that would provide existing well dependent dwellings with rain water collection systems. A solution is required to provide affordable housing. Both these issues are problems that impact all islands and should be made a high priority. I certainly don't feel that I am getting my money's worth from our Islands Trust. I do not want my taxes increased.
Advocacy, legislative services and climate initiatives are all done by regional districts...the trust is just duplicating services and wasting our tax dollars. Land use planning is the job...LTA projects are wasteful.
Yes you didn't mention anything about how you continue to shut down small home based businesses while your own office is not zoned to be where it is and has used more than the allowed TUP's. You need to act on that and move offices or issue the same amount of TUP's that you continue to use for your location on saltspring island
How about the number of Trustees and the associated cost for expenses. The number of Executive Members and their associated remuneration. The number of staff, their roles and responsibilities, and their total cost per individual (l.d., salaries, benefits, expenses).
Are you a land owner within the Islands trust, or a resident.

Thank you for taking the Islands Trust proposed budget 2022/23 survey!

Gathering input from the people we serve helps us to understand different viewpoints. Your contribution to the budget process is greatly appreciated!

Send Us Feedback Anytime

We'd like to hear from you! Any time you'd like to give us feedback, go to:

<https://islandstrust.bc.ca/contact-us/share-your-views/>

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Islands Trust 2022-2023 Budget Proposal

Comments Received from the Public from October 27 to Midnight February 6, 2021

For distribution to Financial Planning Committee (February 16, 2021 meeting) and Trust Council (March 8- 10, 2021 meeting)

The Islands Trust received 30 comments by email. There were no handwritten comments received. All personal information (e.g. address, email address, phone number) has been removed from the attached. Where the commenter's island was known, it was added. Capitalization and spelling have been retained as received.

1. From: john and pat Hutchinson [REDACTED]
Sent: Wednesday, October 27, 2021 12:28 AM
To: sirramembers@freelists.org; Peter Luckham <pluckham@islandstrust.bc.ca>; Paul Brent [REDACTED] Lee Middleton [REDACTED]
Cc: MAH.minister@gov.bc.ca; Trustees <Trustees@islandstrust.bc.ca>; john.horgan.MLA@leg.bc.ca; murray.rankin.MLA@leg.bc.ca
Subject: Re: [sirramembers] FW: Islands Trust Budget 2022/23 Resend with correct email address for Peter Grove.

We have owned property on Saturna Island since 1992, moving here as permanent residents in 2009 and have witnessed this "budget creep railroad" as well. We agree with Dave Paton and are at a loss to understand how raising a budget by 12%, hence a tax increase, makes for affordable housing. Cost of housing is now impossible for young people and all levels of government taxes/fees/permits and regulations share a big part of the problem. In our opinion, the Trust has lost its way and you only need to look at the trusts DRAFT REVISIONS to the 1974 policy mandate to understand that if any part of the proposed concept is approved "budget creep" will become a runaway train. While we understand the 1974 concept and agree with the original idea, reality is, that should the Islands Trust be authorized to expand its control and authority as another level of government, duplicating services already in place, the effect will not only create a need for more staff (dollars) but also destroy the history of each Islands' unique characteristic by mandating a one shoe fits all. We believe the Islands Trust should be a guiding light and if there's a specific problem, then each Island must be given the facts/information to make local changes necessary to their own local official community plans. Trust council has the ability to do the right thing but if not then the provincial government must step in.

Pat and John Hutchinson
Saturna Island

2. From: Dave Paton [REDACTED]
Sent: Tuesday, October 26, 2021 16:45
To: 'grove@islandstrust.bc.ca'; 'pbrent@islandstrust.bc.ca'; 'pluckham@islandstrust.bc.ca'
Cc: 'MAH.minister@gov.bc.ca'; 'lmiddleton@islandstrust.bc.ca'; 'trustees@islandstrust.bc.ca';
'SIRRAMEMBERS@FREELIST.ORG'
Subject: Islands Trust Budget 2022/23

Dear Friends,

I've just read the minutes for the Financial Planning Committee meeting held on 20th October and was particularly dismayed at the damning briefing from the Director of Administrative Services in "Considerations" on page 10 of the agenda – see below in italics.

We've owned a property on Saturna Island for 12 years and in that time IT budgets have increased at a rate roughly 4x that of CPI – having doubled in the period. The population the IT services has remained broadly static and on many of the islands it has actually decreased. The IT core responsibility of land use management hasn't changed significantly since the organisation was created, what has occurred is a steady mission creep into areas outside that core function. This expansion has created a bloated bureaucracy that has dabbled in matters more appropriately (and better) handled by senior levels of Government. At times it seems as though we are paying for an activist environmental NGO to (not) run our local government! Every year the IT budget disguises planned spending increases using the subterfuge of dipping into reserves, all while claiming that they have managed to keep tax increases low to flat. Every year islanders challenge this "smoke and mirrors" accounting trick but nothing changes – well – until now! I must applaud the refreshing honesty of the director in spelling out in such clear terms the nature of the budget adjustments and admitting the reserve has finally run dry and that something has to give.

I'd heartily agree with the director that a consequent tax increase of 12% is untenable. What has to give is a radical overhaul of spending on activities out with the IT mandate. The budget formulation is at an early stage so there is plenty of time for a radical cull. I await with bated breath.

Dave Paton
Saturna Island.

*<https://islandstrust.bc.ca/document/financial-planning-committee-regular-meeting-agenda-4/>
"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. "

3. From: gavin coford [REDACTED]
Sent: Sunday, November 28, 2021 4:05 PM
To: EC <ec@islandstrust.bc.ca>; Sue Ellen Fast <sfast@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>; Dan Rogers <drogers@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>; Paul Brent <pbrent@islandstrust.bc.ca>
Subject: Biocultural and Housing diversity business case for Gabriola Island TAX requisition

Dear Islands Trust

It has come to my attention that a group on Gabriola Island including the local trust committee has proposed a potential tax requisition.

The requisition is for a position of co-ordinator for a program that in the opinion of the housing working group and the LTC would fulfill the task of (and I quote the report from the Gabriola LTC November 25th agenda) "Three fundamental issues that no single agency or governments has been able to address effectively: Housing options, Biodiversity and freshwater protection, and meaningful engagement with First Nations."

I am opposed to this Tax requisition on the basis of all of the aforementioned issues as presented by the working group are already within the purview of the local bylaws in place through the Islands Trust planning department ,LUB ,OCP, seems to me the position would be a redundancy and a burden on the taxpayer for the next 10 years as outlined in the funding request. There has been no advertising in the local paper or notice given to the public regarding this matter other than in the agenda of the Gabriola LTC, in my opinion this shows a lack of transparency to the taxpayer.

Yours Sincerely
Gavin Coford
Gabriola Island

4. From: [REDACTED]
Sent: Thursday, December 16, 2021 2:02 PM
To: Budget <budget@islandstrust.bc.ca>
Cc: concernedsresidents@gmail.com
Subject: more taxes but less revenue to deal with climate change and support the islands and the residents

Island Trust: You obviously have not heard that some cities in Canada have listened to their beleaguered residents and businesses who demanded property tax relief for the New Year. Please, you need to back off on increasing taxes unless you are willing to allow commercial and private commerce to proceed. You cannot have it both ways. Surely this does not have to be explained. Common sense needs to prevail. I do not mean to be disrespectful but the positron that you have taken so far is not defensible. Yours truly Peter Jefferson [REDACTED] SSI.

5. From: Mairead Boland [REDACTED]
Date: Mon, 3 Jan 2022 at 15:15
Subject: Significant change in response seen in budget surveys 2019, 2020, 2021
To: <execadmin@islandstrust.bc.ca>, <drogers@islandstrust.bc.ca>, <trockafella@islandstrust.bc.ca>, <kstamford@islandstrust.bc.ca>, <pluckham@islandstrust.bc.ca>, <dmorrison@islandstrust.bc.ca>, <lpatrick@islandstrust.bc.ca>, <grove@islandstrust.bc.ca>, Paul Brent <pbrent@islandstrust.bc.ca>
Cc: Islands2050 <islands2050@islandstrust.bc.ca>
For the attention of:

The Islands Trust Financial Planning Committee (FPC)
Islands trust Executive administration
Copied to: Islands2050

To whom it may concern,

Are you aware of the significant trend evidenced by the responses to the Islands Trust public feedback surveys (2019, 2020, 2020) on the budget?

As you know responses are collated by staff for the Feb FPC meeting and the reports are here (look under budget) : <https://islandstrust.bc.ca/whats-happening/surveys-and-polls/>

I analysed the responses for the question "What Budget Principles do you Support".
The question and possible answers are described below.

These data clearly showed the following:

Respondents who wanted taxes INCREASED **DROPPED** (from 39% to 20%)

Respondents who wanted taxes DECREASED **ROSE** (from 12% to 20%.)

Respondents who wanted NO INCREASE **ROSE** (from 50% to 70%) (Sum of those who wanted taxes "decreased" and "keep the same")

In my opinion these data indicate that people are increasingly dissatisfied with the expenditure(s) of the Islands Trust and that they want NO INCREASE in taxes.

Please take account of these surveys and respond to your community,
Thank you,
Mairead Boland

Attached is a screenshot of the data extracted from the surveys with the trends highlighted.

This question was asked in each of the surveys:

What Budget Principles do you Support? Choices were:

Increase taxes to add new programs/services or to improve existing services or programs

Keep taxes the same to maintain staffing, services and programs at current levels

Keep taxes the same, but decrease spending in some areas while increasing spending in other areas

Decrease taxes by reducing services and programs from current levels

Don't know / other

Response to Q 3 from Islands Trust Budget Survey: What Budget Principles do you Support?	2019/20 Budget Feb 2019	2020/21 Budget Feb 2020	Change in response		2021/22 Budget Feb 2021	Change in response	
INCREASE	38.80%	33.06%	-5.74%		20.34%	-12.72%	
NO CHANGE	11.76%	15.72%	3.96%		17.43%	1.71%	
NO CHANGE	28.24%	31%	3.19%		33%	1.38%	
DECREASE	12.35%	15%	2.34%		20%	5.41%	
Don't know	3.53%	5.10%	1.57%		9.32%	4.22%	
Sum of No Change and Decrease	52.35%	61.84%	9.49%		70.34%	8.50%	

6. From: Neville West [REDACTED]
 Sent: Monday, January 10, 2022 12:28 AM
 To: Budget <budget@islandstrust.bc.ca>
 Subject: 22% increase over 4 years is outrageous

There seems to be a 'dream team' running this outfit. I know of no other agency hiking fees to this extent while providing the same level of service.

The ideas being pushed by trustees amounts to equity theft not just from individuals but making the community as a whole by reducing sq footage meaning bathrooms get axed. There are many ways to cut your costs including using zoom to meet instead of paying trustees to travel and use ferries. That is oh so yesterday.

Neville West
 [REDACTED]
 South Pender Island
 [REDACTED]

7. From: Marty Evans [REDACTED]
 Sent: Monday, January 10, 2022 6:48 AM
 To: Budget <budget@islandstrust.bc.ca>
 Subject: Budget Increase

Hi

I am a full time South Pender resident. I am appalled at the budget increase proposal.

To have a budget increase of 22% over the course of one term is beyond crazy.

It speaks to an organization that is running out of control.

The Islands Trust mandate is strictly land use.

There should be a five year freeze on any budget increases for the Islands Trust. The budget has already grow way too large for what the Islands Trust is supposed to do.

Get back to your original mandate, cut staff and lower our taxes.

Best regards

Marty Evans

8. From: Kristina Peszel [REDACTED]
Sent: Monday, January 10, 2022 6:50 AM
To: Budget <budget@islandstrust.bc.ca>
Subject: Proposed Budget Increase

Hi there,

I am a full time resident on South Pender. I do not approve of another budget increase. This proposed increase of an additional 5.16% will mean the Total Operating and Capital budget would increase by almost 22% in one term. This is completely unacceptable. This budget is for Land Use Planning only. You need to work within the increases already approved in the prior years of this term.

I don't know of any other operating body getting such large increases without community input and full disclosure well in advance and with the community having the ability voting on whether or not to pass.

Cut back your expenses and projects. Regarding projects like the Draft Policy Statement, the community did not ask for, nor approve of outside consultants to be hired, we asked for community engagement on developing the policies. Instead of spending more money, listen to us.

Kristina Peszel

9. Date: January 13, 2022
To: Islands Trust Council
From: Maxine Leichter, Salt Spring Island
Sent Via Email: budget@islandstrust.bc.ca
Regarding: The Budget

This letter is to urge you to reduce the budget so that there is no increase in taxes. Below are suggestions of where to cut back:

- Less studies and reports. This is not a substitute for action. An example is further study on climate change. It is obvious what our LTCs can do about this; although granted not much.
- Too much staff time is spent on "advocacy", i.e. asking other levels of government to make difficult decisions to protect the environment. Also difficult, but more effective, would be for LTCs to use their existing powers to pass bylaws to protect the environment of the Gulf Islands.
- An inordinate amount of staff time is spent on revising the Trust Policy Manual. Do other local governments have hundred plus page policy manuals that they continually revise to account for every detail of their activities? Whether or to what extent, this is needed, should be considered.
- The need for publicity about the Islands Trust is a bottomless pit. Do not increase expenditures on this item but rather emphasize activities that are most effective.
- Put OCP and LUB reviews on a set schedule so that each island gets their fair chance.

The Islands Trust has strayed from its legislated mandate by interpreting "environment" to include "people" and interpreting "unique amenities" to include "communities" which means "human made development". These interpretations are obviously at variance with the common-sense meanings of these words in the legislation. Trustees should not bow to the pressure from individuals or groups promoting their immediate personal needs over the long-term protection of the Trust Islands.

The budget should not be increased until it supports the legislated mandate of the Islands Trust.

Furthermore, the process by which the public is asked for their comment is inadequate and frankly insulting. Sufficient time was not given to publicize the comment period and the budget is not available in sufficient detail that the public can suggest which items to add or delete. I couldn't find anything on the Trust website about the budget. If this information is that hard to find, it might as well not be there. I applaud the community member who pointed out that last year, even when the majority of comments on the budget were to reduce or at least not increase the budget, the budget was still increased. Ignoring public input extends beyond the budget. The majority of comments obtained through the original outreach for the Trust Policy Statement, favored protection of the environment. Yet this was ignored. To ask for people's opinion and then ignore the majority of the responses, is harmful, not only to the reputation of the Islands Trust but is harmful to the reputation of government generally. It results in people losing faith that their government is responsive to them. If you do not intend to follow the majority of requests, it is not a good use of funds to ask for public input.

I urge you to turn over a new leaf, show good faith with the public and cut the budget so no increase is needed. This would be a positive step towards improving public confidence in the Islands Trust and its outreach programs.

10. From: Austin Davies [REDACTED]
Sent: Friday, January 14, 2022 10:28 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: taxes

To Whom it may concern,

I would like to register my opposition to planned 2022 budget increase for the Islands Trust. As a full time resident and farmer on North Pender Island for the last 8 years, I have seen burgeoning bureaucracy with little positive effects on the islands. I fear increased taxes are making this island only accessible to elites. I fear my children will not want to make their home here. I fear the working class are being pushed out. And I am angry!

Sincerely,

Austin Davies
[REDACTED]

Pender Island
[REDACTED]

11. From: Marjorie Gang [REDACTED]
Sent: Saturday, January 15, 2022 8:21 AM
To: Budget <budget@islandstrust.bc.ca>
Subject: suggestions re. the 2022/23 budget

To the Financial Planning Committee:

Thoughts about the 2022/23 budget

(If my thoughts about this are taken as seriously as my comments to the Executive Committee re. public engagement were, this is a waste of my time and energy, but anyway...)

The cost of the Islands' Trust is too high, its programs expanding out of control, its connections to the communities it's supposed to serve increasingly hostile.

Some thoughts about the budget could be scaled back:

Three-year moratorium on new hires.

Three-year moratorium on sponsorship applications other than Indigenous cultural ones.

Two-year moratorium on hiring of co-op students.

New projects for RPC/LTCs should be achievable in one fiscal year or deferred or dropped acknowledging that a new LTC/TC may have different priorities.

Planned work should be reduced to account for a 'shortened' year due to elections taking place in November 2022

Development application fees should cover a much larger share of the actual processing costs.

Development applications formerly processed through the Capital and Nanaimo Regional Districts (and maybe other RD's) shouldn't require pre-approval from the Islands' Trust.

Cost-saving recommendations from the governance review should be implemented.

LTC projects should prioritize using staff, not consultants.

The Climate Indicators Project should be dropped as potential results re. global environmental impacts from one-half of one percent of BC's population couldn't justify the cost. The IT should publicly acknowledge its limitations in addressing this global problem.

The Freshwater Sustainability Strategy should be scaled back to the scope of the freshwater policy of the most progressive of our 7 Regional Districts, rather than the IT positioning itself to be "the most progressive regional government in British Canada (typo?) and indeed the country." (Econics Consulting, 2021).

Limit of \$5,000 to be awarded to community environmental initiatives authorized by Bill 26. These to be decided by community referendum. If community groups need additional funding, they should seek it through environmental organizations grants.

No more than one Planner and one Regional Planning Manager and a recorded should ever be allowed to attend a regular LTC meeting, in-person or electronically.

Numbers of Planners on staff should parallel numbers of Planners on staff in other jurisdictions of similar population.

Numbers of staff attending committee meetings should be limited.

More trustees are needed to promote democracy. Islands with over 1000 residents should have three elected trustees, and islands with over 4000 residents should have five. There would then be no need to have Executive Committee members serve as ties-breakers on at least 6 of the islands, and so EC members shouldn't attend those meetings. The elected LTC Chair could report to the EC.

Elected trustees should serve as communication specialists, and the full-time Communication Specialist position should be dropped. At least three LTC meeting in each year should be replaced by a "Trust café" session, on a weekend or evening. These should serve coffee and cookies (or whatever), play music, other friendly things, and the trustees should explain in plain language what's happening in the IT, including controversial issues and costs of programs. Trustees should include explanation of the governance structure of the IT, its jurisdiction, and what projects/problems are ongoing on other islands and how their LTC's are coping with them.

Mapping initiatives should reflect need, not technological capability. If maps duplicate those made by other jurisdictions, the IT shouldn't make them. If they haven't been used for meaningful on-the-ground work in a year, they shouldn't be updated until a need arises.

No public money should be spent on advocacy letter-writing to higher jurisdictions.

No staff time should be spent on paperwork exercises re. affordable housing that don't directly generate new affordable housing.

The words "unique amenities" should be dropped from all IT language, too be replaced by "environmental, social, and economic amenities."

Sincerely,
Margie Gang

12. From: Mairead Boland [REDACTED]

Sent: Tuesday, January 18, 2022 2:52 PM

To: Sue Ellen Fast <sfast@islandstrust.bc.ca>; Michael Kaile <mkaile@islandstrust.bc.ca>; Laura Busheikin <lbushiekin@islandstrust.bc.ca>; David Critchley <dcritchley@islandstrust.bc.ca>; Scott Colbourne <scolbourne@islandstrust.bc.ca>; Kees Langereis <klangereis@islandstrust.bc.ca>; Dan Rogers <drogers@islandstrust.bc.ca>; Tahirih Rockafella <trockafella@islandstrust.bc.ca>; Jane Wolverton <jwolverton@islandstrust.bc.ca>; Kate-Louise Stamford <kstamford@islandstrust.bc.ca>; Alex Allen <aallen@islandstrust.bc.ca>; Grant Scott <gscott@islandstrust.bc.ca>; Peter Johnston <pjohnston@islandstrust.bc.ca>; Timothy Peterson <tpeterson@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>; Jeanine Dodds <jdodds@islandstrust.bc.ca>; David Maude <dmaude@islandstrust.bc.ca>; Benjamin McConchie <bemconchie@islandstrust.bc.ca>; Deb Morrison <dmorrison@islandstrust.bc.ca>; Laura Patrick <lpatrick@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>; Paul Brent <pbrent@islandstrust.bc.ca>; Lee Middleton <lmiddleton@islandstrust.bc.ca>; Cameron Thorn <cthorn@islandstrust.bc.ca>; Steve Wright <stwright@islandstrust.bc.ca>; Doug Fenton <dfenton@islandstrust.bc.ca>; Budget <budget@islandstrust.bc.ca>; Executive Admin <execadmin@islandstrust.bc.ca>
Subject: Islands Trust Budget 2022/23 - Citizen Survey results and analysis.

Attention:

- Financial Planning Committee
- All Trustees
- budget@islandstrust.bc.ca
- execadmin@islandstrust.bc.ca

Attached: as of 2pm Jan 18th - *Citizen Survey Pie Charts* in Powerpoint and *Citizen Survey Results and Comments* (sorted by response) in pdf.

Here is a link to the RESULTS of the Citizen survey.

In summary - a large majority of islanders want the budget, expenditures, taxes, to be reduced through the reduction of services and programs.

Each of the 3 IT surveys and this citizen survey show similar results - with a trend upwards for those who want a DECREASE.

Each of the past 3 years (2019, 2020, 2021) Islands Trust (IT) has conducted a public feedback survey on the budget.

I have 2 principal issues with this annual survey:

- (i) It is conducted too late in the budget planning cycle to have any effect on the budget. It is presented to the Financial Planning Committee (FPC) at the last meeting of the cycle - 10 to 15 working days before the Trust Council adopts the budget in March.
- (ii) The results are not analysed nor synthesised - and they are not used as a guide to developing or adjusting the budget.

After my delegation in Dec 2021 to the Trust Council, when my request that IT use last year's results was disregarded, I decided to conduct a Citizen Survey based on the central question asked in each of the IT past surveys.

“What Budget Principle do you support?”

These results would be available to the FPC on January 19th - a month before the usual IT survey results are presented. The survey was widely advertised on island Facebook sites, on posters on bulletin boards, in newsletters, the Driftwood, the Grapevine and sent to those who subscribed to be informed of such things.

499 people from across the islands responded. 303 islanders commented.

RESULTS are here.

There are several messages to be taken from the results but the most important are these.

43.7% want a DECREASE - up from 12.35% in 2019

8.8% want an INCREASE - a fall from 38.8% in 2019

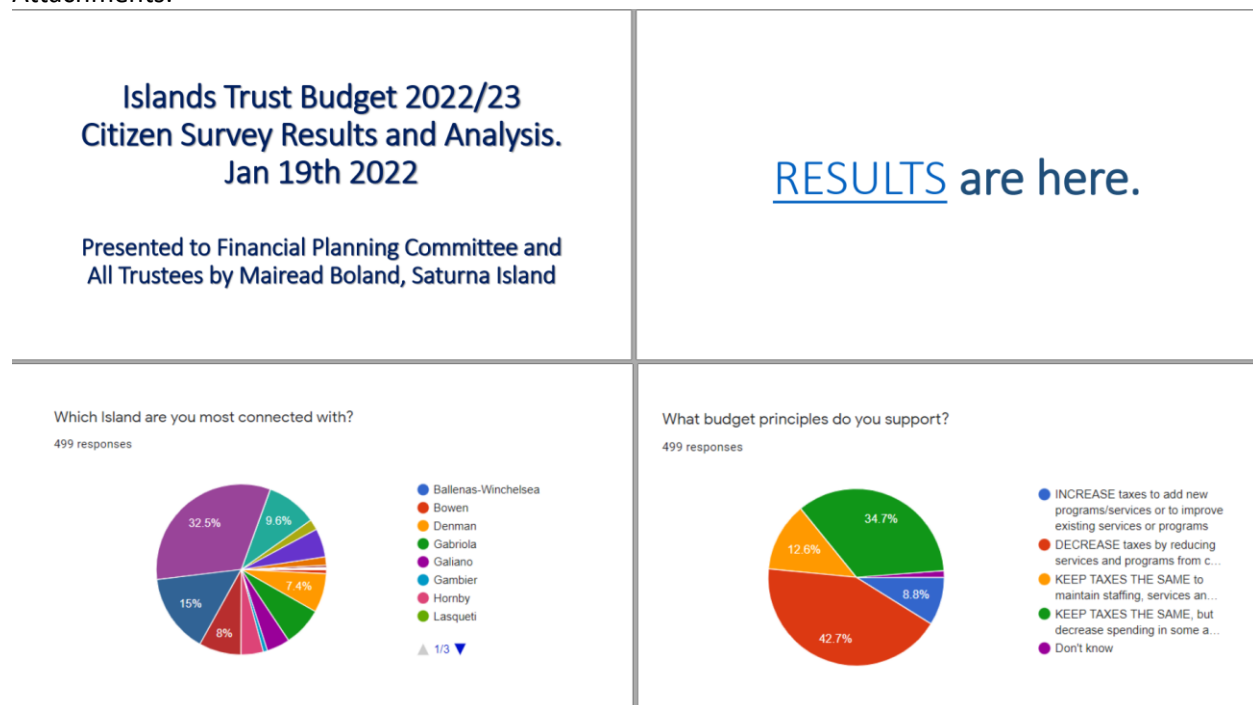
To reiterate - a large majority of islanders want the budget, expenditures, taxes, to be reduced through the reduction of services and programs.

Each of the 3 IT surveys and this citizen survey indicate similar results - with a trend upwards for those who want a DECREASE.

I urge you to take account of the wishes of the islanders you represent,

Sincerely,
Mairead Boland
Saturna Island

Attachments:



Timestamp	Which Island are you most	What budget principles do you support?	Do you have comments on Islands Trust budget and expenditures?
2022/01/04 5:13:23 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Excessive spending, projects well outside IT mandate, overstaffing - IT has clearly lost its way.
2022/01/04 5:20:41 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	They are not managing their current fiscal mandate and therefore should focus on reducing their mandate and managing that properly
2022/01/04 5:26:26 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	I am very unhappy with government expenditures. As property values go up, taxes should be decreasing at the very least. Preferably IT should cut a great deal of their unnecessary programs and services.
2022/01/04 5:27:35 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Eradicate it.
2022/01/04 5:34:40 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Until Trust management actually deals with the organization's gross inefficiencies, any other bone they try and throw us is meaningless economically speaking.
2022/01/04 5:35:54 pm GMT	South Pender	DECREASE taxes by reducing services and programs from current levels	THIS is an overfunded organization that intrudes on local issues and is out of touch with Islanders.
2022/01/04 5:45:39 pm GMT	Keats	DECREASE taxes by reducing services and programs from current levels	IT should not reduce planning services. They should reduce all programs, especially those the IT has no jurisdiction over.
2022/01/04 5:49:29 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	IT should not reduce planning services. IT should reduce programs especially those it has no jurisdiction over.
2022/01/04 5:53:22 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	

2022/01/04 6:07:07 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	The Islands Trust should be dissolved and Gabriola Island governed by the Regional District of Nanaimo. A Community Plan specific to Gabriola Island would be more than sufficient to maintain the unique character and needs of the community and environment. Change is needed if money is to be saved. This fourth level of government is redundant, financially wasteful, and ineffective.
2022/01/04 6:30:07 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The Islands Trust must hear their constituents and respond. The core mandate of land use management has been sidelined. The Islands Trust should retreat from attempts to extend their scope into areas managed by other authorities.
2022/01/04 6:37:33 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The Islands Trust needs to evaluate which services and programs are part of its core mandate, and remove those that are not. With those that remain, competent systems analysis should be applied with a goal of providing high efficiency in their delivery.
2022/01/04 6:39:35 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Stay in your lane! Land use planning.

2022/01/04 7:03:18 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	The real cost issue is the burgeoning staff levels - 59+ FTEs, and counting. Playing around with minor expenditures without addressing staffing will not materially reduce the budget / costs. It seems highly likely that the wage increase with the BCGEU effective April 2022 will be larger than the currently projected 2.0% incorporated into the budget. Added to this is a 3% "step" increase for the majority of BCGEU members. So, if we look at a 4-5% staff cost increase in the budget, suggesting that the Trust reduce non-staff expenses will do little if anything to achieve cost efficiencies. It is time for a hiring freeze that lasts several years. No new positions should be approved, and in some areas staffing should be reduced. For instance, why are so many planners needed. On a per capita basis it is unlikely any jurisdiction in the province, and possibly the country, has as many planners. Additionally, the Trust Area services staffing level is excessive as it focuses on advocacy and programs that are, frankly, addressed by other levels of government and are questionably being subsumed into Trust activities. We now hear the CAO saying these costs are "line items" and they are not debated or questioned by Trustees. It also seems unlikely many Trustees will take a stand and address the budget since each seems to have a pet project. These then all get added together and little in the way of prioritization is actually achieved. All to
2022/01/04 7:09:39 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Unacceptable growth in out-of-scope activities and concurrent expenditures in the last 15 years compounded by almost no population growth throughout the islands up until the pandemic.
2022/01/04 7:10:04 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Defund The Island Trust!

2022/01/04 7:11:45 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	It's unfortunate the the IT will be requesting public feedback on the 2022/23 budget before the public can see the recommendations from the Government and Management Review report. Likely the Governance review will note significant over-staffing and inefficiency in the Planning Department, and initiatives far beyond the IT's mandate in the Advocacy Department, with lack of any verifiable results. This should be considered before any new budget is adopted, and should inform public feedback on all future budgets.
2022/01/04 7:13:00 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The islands Trusts continued budget increases is out of touch with the fiscal reality of the area that the trust purports to service.
2022/01/04 7:21:07 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	Too expensive! We donâ€™t need so many â€œplannersâ€. Time to get real about the expense.
2022/01/04 8:00:53 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The IT is a bloated bureaucracy that spends most of its budget on activities totally unconnected to its core responsibilities as our municipality. It wastes a fortune on attempting to duplicate services better provided by both Federal and Provincial authorities.
2022/01/04 8:42:10 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	They spend far too much money on their studies & accomplish little to nothing. I, for one, am tired of paying for nothing.

2022/01/04 8:45:44 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	DECREASE - I do not believe that the Islands Trust is currently acting the best interest of the population it is mandated to serve. Advocacy work, Inter-departmental Gap analysis, and pursuit of the new Policy Statement are significant disconnect points between the residents/affected people and the bureaucracy/elected officials, and another election cycle should be used to re-align before any budget growth is allowed.
2022/01/04 9:28:57 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/04 10:01:26 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Those that you serve do not agree that you have the mandate to add new programs/services when the existing service level is already poorly managed.
2022/01/04 11:52:26 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	People want too much of everything
2022/01/04 11:58:21 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/05 12:02:15 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	end LTC projects, end LTC funding of local NGO's
2022/01/05 3:03:34 am GMT	The entire Islands Trust Area	DECREASE taxes by reducing services and programs from current levels	The number of staff (60 plus) far exceeds all other local governments of similar population and size and is totally unreasonable especially as the Trust only deals with land use planning and not services as other local governments do. The Trust is exceeding its legislated authority at a great cost to tax payers and this needs to stop.
2022/01/05 4:07:05 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Too much money is being spent.
2022/01/05 4:32:01 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	

2022/01/05 7:57:19 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Can't see that they do enough to warrant such a large budget.. Do we really need all the people who are involved in Islands Trust or is it just a make work project? we need less gov't not more.
2022/01/05 3:27:28 pm GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	
2022/01/05 4:32:44 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/05 7:23:32 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Control tax increases by exercising budget discipline; prioritize land use planning functions and leave non-mandated activities to levels of government whose proper responsibility they are. Increase applications (and other core processes) efficiency and refrain from hopping on every leftist cause that contributes to mandate-drift. Respect and take inspiration from the historically rural character of the Gulf Islands.
2022/01/05 10:45:15 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	Reduce your services and people employed by Island Trust
2022/01/05 10:48:26 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	
2022/01/05 11:18:23 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The Southern Gulf Islands and the town of Courtenay have similar population sizes and needs. The IT basically offers planning services to the Gulf Islands, yet their budget is over three times the Courtenay budget for the same service.
2022/01/05 11:20:38 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/05 11:26:19 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Tax and spend/That's all IT does. Won't enforce local bylaws.Waste taxpayers money.
2022/01/05 11:48:56 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Save expenditure by avoiding irrelevant advocacy
2022/01/06 12:10:06 am GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	

2022/01/06 12:12:34 am GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/06 12:12:42 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Quit expanding your scope. The Trust cannot meet its mandate even with past budget increases. Focus on your core mandate and do it very well before you ask for more money and an expanded scope (aka the proposed new Draft Bylaws).
2022/01/06 12:21:59 am GMT	South Pender	DECREASE taxes by reducing services and programs from current levels	The Islands Trust should concentrate initiatives and budget on areas within their jurisdiction of responsibility. Spending time and resources reviewing federal legislation on matters out of the IT jurisdiction is inappropriate, as is attempting to rewrite the rules of other agencies (i.e. ALR). The Islands Trust should listen more to its constituents and less to the agenda of NGO's supported by big US trusts, for instance the Islands Trust Conservancy and IT initiatives as directed by the objectives of the Raincoast Conservation Foundation. There is no similar organization with the same roles as the Islands Trust that has a planning department with upwards of 60 planners!
2022/01/06 1:34:23 am GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Taxes for approximately 26,000 people are too high considering the original mandate of islands Trust.
2022/01/06 3:52:31 am GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/06 4:26:21 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	It spends too much on unnecessary bureaucracy and too little on actually doing what they were hired to do
2022/01/06 6:27:45 am GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The IT seems he'll bent to create a kingdom and save the world when they can't even define what preserve and protect means
2022/01/06 12:28:41 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	I do not feel the Islands Trust provides value for money

2022/01/06 4:34:07 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Immediately start practicing the original mandate and stop all other [REDACTED] that the trust is trying to control that is totally out of control and not effective
2022/01/06 10:11:46 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The IT should shrink to its core functions and reduce its bureaucracy accordingly.
2022/01/07 3:38:18 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	[REDACTED] Our taxes went up 42% last year. We have no ge collection, no street lighting, little police patrolling, no budget for road maintenance... where DOES all that money go?
2022/01/07 3:52:33 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Expenditures reflect a bloated bureaucracy
2022/01/07 4:25:21 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Not dismal value for the money.
2022/01/07 7:47:43 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/07 4:26:06 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Enough , every step you take makes the community that much more unaffordable
2022/01/07 5:54:36 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Rising Property taxes far beyond the true value of our home are going to force us to sell and move.
2022/01/07 8:35:18 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/07 10:31:47 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	they have their plan, I do not believe it is our best interest. One good example is when they left Mayne without garbage pickup for a year. We had a reliable service but they refused to work with us so now WHO IS GOING TO COME TO MAYNE AND DEAL WITH THE HUGH RAT PROBLEM. Another big concern is the lack of forest management, we do not have fire breaks, it is a simple fix. We on the islands know how to care for the land we live on.
2022/01/08 3:43:33 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	

2022/01/08 3:52:51 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	More info needed.
2022/01/08 4:24:43 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/08 5:08:30 am GMT	The entire Islands Trust Area	DECREASE taxes by reducing services and programs from current levels	There's a huge global economical disaster unfolding and yet the trust is just inflating its budget and spending in a way that's out of touch with reality
2022/01/08 8:44:28 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Given that we all are experiencing inflation from 8 to 33% , a tax decrease is the only option.
2022/01/08 12:27:05 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	They spend way too much much on studies & then do nothing.
2022/01/08 2:01:14 pm GMT	The entire Islands Trust Area	DECREASE taxes by reducing services and programs from current levels	We have multiple government agencies in this province that are completely able to manage the complex issues that are a concern to the taxpayers The Islands Trust needs to butt out of all issue except preserve and protect or just all go home and or 9 million dollar budget can be spent where it will help rather than cripple us
2022/01/08 2:35:08 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I live on Saltspring Island. Our taxes have more than doubled in the past five years. We get NO benefit from any of the community programs. Our road is unpaved and awful. We are outside of the fire coverage, get no garbage pickup, no services of any kind. We have no kids in the local schools. The ferry service is infrequent, unreliable and overcrowded. Other than to help the community in general, which is fine, we get nothing in return for our taxes.
2022/01/08 2:52:36 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Hard to see what is being provided for the money spent

2022/01/08 2:56:11 pm GMT	Mudge	DECREASE taxes by reducing services and programs from current levels	On our island we pay high taxes but have no, "zero" services. I have no idea why we even pay taxes. No water, no sewer, minimal road maintenance, no schools, nothing. The island trust is a waste of money. Each island should have its own municipal council to govern for its own needs.
2022/01/08 4:01:28 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	In difficult economic times, when people, pensions, savings, small businesses have all taken an economic hit and have had to cut back, local governments should be looking to do the same work in different ways that reduce costs.
2022/01/08 4:57:59 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	IT over reaching their mandate. IT does not have the skill set to effectively and properly survey the rate payer. IT does not have the financial skills to measure and monitor the effectiveness of any large expenditures. IT are poor communicators. Bias comes to mind!
2022/01/08 4:59:27 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Do not expand the jurisdiction or budgets of the Islands Trust
2022/01/08 5:35:39 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	The Trust is not serving the Community and meeting their mandate. With the incredible increase in their budget in the last few years they are setting their own agenda, hiring so called experts that have NO contact with the community to advise them. The Trust is trying to expand their mandate and take over responsibility that are already handled by others. The trust is NOT serving us the tax payer.
2022/01/08 5:56:22 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/08 8:12:57 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	

2022/01/08 9:29:01 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/08 9:57:30 pm GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	Dissolve the Islands Trust . This alone will save everyone money.
2022/01/08 10:23:39 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	I do not believe any services we receive warrant an increase in taxes. We already pay far more in taxes than comparable properties elsewhere, for fewer services.
2022/01/08 10:37:46 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Stop spending on new studies when you have already studied the issue. If you don't like the answers then deal with it. Stop report shopping
2022/01/08 11:59:41 pm GMT	Bowen	DECREASE taxes by reducing services and programs from current levels	I support the review of the Trust which hopefully will be an independent voice for the complete reform of the Trust. Resulting in a new direction/structure and massively decreased cost of operations.
2022/01/09 1:35:45 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	It is an additional level of bureaucracy that we donâ€™t need.
2022/01/09 4:47:02 am GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	decrease taxes by offering more efficient service. You spend way to much and provide too little. Change or dissolve
2022/01/09 4:50:56 am GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	decrease taxes by providing more efficient service. You spend way to much for the little service you supply. Change or dissolve. This form is very poorly designed.
2022/01/09 5:29:25 am GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	No
2022/01/09 5:41:00 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/09 2:01:57 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	The Islands Trust on Salt Spring has always expedited the interests of the Trust Committee members. Not the public interest.
2022/01/09 4:09:21 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	

2022/01/09 4:45:33 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Too much money being spent on Islands Trust
2022/01/09 4:50:57 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Defund the Islands Trust
2022/01/10 8:08:34 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	
2022/01/11 1:25:49 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	The Island's Trust expenditures are too hefty, self serving and ill thought out for any small group of islanders to carry. If indeed this Trust were designated for all British Columbians to benefit from a Preserve and Protect mandate of the Gulf Islands then the cost of nearly ten million dollars should be carried by millions of British Columbians as originally intended, not just 26,000 residents, who bear the brunt of the Trust's negligence in not pursuing a more constrained hand on the public purse. Gulf Islanders do not require a group of unelected planners, Trust employees of all makes along with expensive think tank study research groups to define what islanders should become. We as islanders do not require a quasi self appointed Trust Municipality to interfere with all manner of aspects of daily life that is becoming ever more regulated to the point of strangulation and financially too burdensome to carry. It is obvious that the current Trust would prefer to see fewer island residents in situ and therefore no HOUSING shortages and no manner of BUSINESS to fuel the economy. BUT, who will pay the Trust's TAXES if businesses falter and the vibrant islands lay uninhabited in order to serve but a few self appointed Trust Members who do not even live on the islands for the most part but feel

2022/01/11 4:55:57 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	I feel the proposed increases to the budget for 2022 are outrageous when compared to other entities such as the CVRD which Denman also falls under for taxation. I don't see the value in proposed increase as IT doesn't actually provide anything other than restrictions for the residents and no real benefits when compared to our Regional district.
2022/01/11 8:39:13 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	The Islands Trust is a waste of resources.
2022/01/12 6:43:44 am GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	There is way too large a budget moor this organization. The needs of the islands are ignored by this organization that taxes us but doesn't represent our needs. We need the trust to get back into their mandate and stop their current overreach.
2022/01/12 2:12:05 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/12 3:33:04 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/12 3:44:59 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	The Island Trust has blossomed into a monetary sink hole.
2022/01/12 6:01:46 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	The Islands Trust now resembles a malignant tumor. Though we pay their salaries, they work underhandedly against our interests. We need to get our community on the operating table and remove the cancerous growth.
2022/01/12 6:14:01 pm GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	Pls focus on housing and support for parents
2022/01/12 6:15:44 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/12 6:39:15 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	

2022/01/12 7:35:26 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The Islands Trust should stop trying to operate like an urban city. I chose to live on Saturna to get away from all the money grabs and unnecessary amenities. Keep it simple, that's the charm.
2022/01/12 7:47:21 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	I think the Island's Trust is just another level of government we don't need and a complete waste of money.
2022/01/12 8:30:59 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/12 9:53:20 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/12 10:01:51 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Too much of the existing IT budget is duplicating work the CRD and provincial government already do.
2022/01/12 10:17:06 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	most inefficient, cruel and incompetent outfit ever.
2022/01/12 11:08:54 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Considering the services that residents receive from the Islands Trust, the budget is much too high
2022/01/13 12:12:32 am GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	I suspect because the Trust has too many hours to study affordable housing they end up creating a situation where nothing is accomplished. On Galiano we have spent over \$350,000 on making the planner have a "level of comfort ". Tragically we are still a long way from accomplishing that. Cut the hours and we might achieve something. Thank you
2022/01/13 2:03:29 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	
2022/01/13 2:05:00 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	

2022/01/13 2:13:23 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I moved to the Gulf Islands to get away from an over-regulated bureaucratic nanny state, as did many others. I am tired of being criminalized for wanting to live as the pioneers did, off the grid, small, and simply. What they call "non-conforming" or "unlawful" I call proper and correct minimalist rural living. The Trust seems to want the same rules and powers as a city has, and that's appalling. This is not a city, and should never be governed as such. The Trust needs to be shrunk down to size, not expanded as they keep pushing for.
2022/01/13 3:02:37 am GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	
2022/01/13 4:40:08 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/13 4:41:41 am GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	Conservancy should not be getting taxpayer funds
2022/01/13 4:48:30 am GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	Please reduce the number of overpaid \$40/hr planners that clearly do not know what they are doing. They had years to plan for and create more housing but they are clearly incompetent creating an affordable housing crisis while they take a ridiculous amount of taxpayers money for [REDACTED]

2022/01/13 3:21:17 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	The Islands Trust mandate hasn't changed over the years, but the budget has increased well beyond inflation while the BC government contribution has shrunk from 16% in the 90s to a mere 2% this year. We are enduring the COVID-19 pandemic, our incomes are down, prices for necessities are increasing at astronomical rates, the IT efficiency is currently under review. We've had to tighten our belts. I suggest IT do the same until such time as the governance review is complete and the economy recovers.
2022/01/13 4:24:38 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/13 6:46:13 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/13 6:48:58 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Less government is always better.
2022/01/13 7:59:40 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Limit your jurisdiction to original mandate and don't seek expansion. Focus on why not!
2022/01/13 8:30:43 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	The Trust needs to stick to it's core land planning mandate. The time and money spent on advocacy issues is beyond silly. Issues like banning desalinization are pushing personal agendas, not in the best interest of the islands as a whole.
2022/01/13 8:59:53 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	We believe that these budget increases are excessive and do not support then.
2022/01/14 12:58:53 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I believe the cost is running Islands Trust surpasses what it truly needed.

2022/01/14 2:54:39 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Islands Trust seems to think we're made of money & that every senior here is rich enough to afford their lavish spending, inability to show fiscal restraint, trim services & live within their budgets. Much of their so-called "services" are nothing more than bureaucratic self-preservation, harassment of local residents & businesses & their utter failure since inception in 1975 to "preserve & protect" They did NOTHING to put a stop to over-development or try to control tourism-based economies which are slowly destroying our islands & their ecosystems, infrastructure & resources. Time to reduce their unneeded meddling in the 'island lifestyle' with a cut to their budgets/spending & reduction in property taxes to us poor struggling islanders
2022/01/14 3:11:28 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	The IT means well, but don't represent the residents-just their own ideas. They hurt residents by making life difficult and expensive.
2022/01/14 4:48:28 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I do not trust the islands trust.
2022/01/14 6:08:52 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/14 2:47:23 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	It is absurd to think that some individuals will be able to afford to keep properties with the increase in evaluations and then proposed tax increase
2022/01/14 3:50:41 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	No increase [REDACTED]
2022/01/14 3:58:16 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Shrink the trust. Jurisdictional govts cover most requirements now
2022/01/14 4:06:34 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	If the Trust asks for input into their budgeting (which they do), they should take it. It seems they only do it as a reluctant requirement of their strategic plan.

2022/01/14 4:45:05 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/14 6:32:38 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	checking that login to Google is not necessary.
2022/01/14 8:27:01 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	Decrease taxes through efficiencies. Learn to do more with less, as all levels of government have been forcing taxpayers to do for years!
2022/01/14 10:22:30 pm GMT	South Pender	DECREASE taxes by reducing services and programs from current levels	Remove the consultant and expected "survey", engage the communities through meetings instead as requested. Communities want discussion and engagement in the changes and process. Stop getting involved with programs that already have government agencies in place to deal with them, stick to the mandate.
2022/01/15 12:52:18 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 1:27:37 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Islands Trust has become a bloated, bureaucratic mess, disconnected from the people it serves. Despite constantly increasing staff (and payroll) it remains unable to accomplish its required functions, while striving to seize yet more power for itself. It is past time to abolish the Trust.
2022/01/15 2:03:58 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	It provides poor value for the money spent. Often overstep its mandate and intent.
2022/01/15 4:33:18 am GMT	South Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 6:53:49 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	reduce funding for the bylaw department.
2022/01/15 7:51:54 am GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	completely unacceptable-increase of 5.16% is a false number due to money being stolen from the reserve fund. If there is a reserve caused by collecting more money than needed then give it back to us and not cook the books.

2022/01/15 2:09:52 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	Seemed more efficient with smaller staff.
2022/01/15 4:10:36 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	Island Trust tax increase is too high. Our tax burden includes Island Trust, CVRD, and Thetis Island parcel taxes.
2022/01/15 4:17:08 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	We have little to no services on Thetis yet we pay nearly \$1800.00 per year in taxes. Where does all of this money get spent? A cost breakdown needs to be provided to the citizens to show where the money is spent. The outrageous amount we are being taxed for nothing in return is highway robbery and needs to be stopped.
2022/01/15 5:15:42 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	Decrease taxes, keep the services and reduce advocacy
2022/01/15 5:55:09 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 6:03:36 pm GMT	The entire Islands Trust Area	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 6:39:27 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 7:40:41 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 7:52:26 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Decrease taxes but keep the services; cut the programs & advocacy.
2022/01/15 8:09:25 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	Too much is spent on matters outside the basic principle of "preserve and protect" the Gulf Islands. The Islands Trust has become another self justifying organization which constantly looks for ways to Tax and spend more to justify its existence and meddling in property owners and taxpayers lives where it has no business to be involved.
2022/01/16 12:22:52 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Flagrant usage of public funds for the express purpose of maintaining the bloated organization and it's agenda to perpetuate itself.

2022/01/16 12:33:07 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	reduce or eliminate some activities to reduce taxes
2022/01/16 12:34:48 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	we need to review what we are doing as we see programs expanding
2022/01/16 1:07:24 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 1:14:13 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 1:24:30 am GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	Both budget and expenditures need to be severely reined in or, better yet, get rid of IT entirely.
2022/01/16 2:08:00 am GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 2:25:23 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	I do not agree with the trajectory of the Islands Trust. It is not democratic and is trying to expand what it does and centralize control while diminishing local control. The Ministry in charge of the Trust needs to take a hard look at what is going on. Local Trust meeting presentations have been cut off mid presentation by the Chair after a certain amount of time was earlier allocated. The Chair knows nothing about Denman Island and doesn't live here. This burgeoning bureaucracy needs to be stopped in its attempt to grow even bigger.
2022/01/16 2:41:58 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 2:42:25 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 4:31:11 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Every government in Canada is living beyond its means. We are already overtaxed and government programs such as Medicare are staggering under democratic and other misdirection of funds. Mamma do with what you have, I have to.

2022/01/16 12:18:19 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 3:22:34 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 3:52:44 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Island Trust Provides very few services of any real value their main purpose being governmental oversight and control. The cost of living on the islands is increasing while income earning opportunities are being driven away by your "programs". We need to be spending less on government telling us how to live, not more.
2022/01/16 4:42:20 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I am opposed to the constant rise in taxes for Islands Trust when I have seen a decrease in service and positive results.
2022/01/16 5:01:07 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Islands trust is nothing but a waste of money!
2022/01/16 5:07:48 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	The Islands Trust appears to be in an "Empire Building" mode. They are continually adding levels of control to their portfolio, such as the new requirement of taking plans to the Islands Trust before they go to the Building department, instead of relying on the community plan or other organizational structure. Additionally, they are relying on small lobby groups to make decisions which affect the entire island population on certain issues, while abrogating responsibilities on other issues already within their control, such as single family areas with 5 or 6 owners all "camped out" with their own small buildings or areas where fill is being dumped to change a small valley into level ground, something which has not been allowed in Saanich for almost 40 years.

2022/01/16 5:32:35 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 5:34:49 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Taxes keep going up without any improvement of services and infrastructure . It is really hard to find evidence of the viability of the Islands Trust . Tax increases should mean improved services. This years ridiculous tax increase is not justified unless the object of the exercise is to force long term residence off the island.
2022/01/16 5:45:02 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	As people have been dismissed from positions in the CRD for not complying to mandates, and peoples rights have been take away to go into certain venues I wonder why we should be paying taxes at all. Equal rights to all people wether they are v or not. This country and globe is being run by globalists with a extreme agenda.
2022/01/16 5:55:27 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Planning obviously inefficient, perhaps because of self-styled NGOs who challenge everything.
2022/01/16 5:56:48 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 6:00:23 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 6:40:59 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	Stop sticking you noes in areas that are already looked after by the feds and province. Forestry oceans water. Stick to land use planning. Housing

2022/01/16 7:05:52 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	The Islands Trust should not be spending money on housing, as this is neither their mandate nor their responsibility. It is on public record that a Trustee from the Northern office had requested a tax requisition to fund further staffing to organize a special interest group. Without consultation of the rate payers and island residents the requisition would have added to our ever increasing tax burden for the duration of at least ten years. The assumptions that are being made that every home owner has limitless wealth is simply not true. Many residents in the gulf islands are on fixed incomes and are finding it hard enough to make ends meet as is.
2022/01/16 8:04:13 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Really a tax increase? What do I as an old retired guy get for the tax I pay now? Go across to Crofton or Maple Bay and check out their garbage collection ,sewer ,water services just to name a few and compare them with ours . I live on a road that most folks think is a goat track and is usually impassable for days after a snowfall . My assessment is 44percent UP this year which means an increase to taxes I get nothing for . Way to much government doing way to little . Sorry folks time to see if the house is really worth what big brother says it is . Off to a dream Land of no ferries ,mystical governments , timed out best before dates or redundant chain saws .
2022/01/16 10:06:41 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Stop spending money on advocacy. Spend money where it is needed - especially on infrastructure development and improvement.

2022/01/16 11:18:21 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	Reduce the tax load. Do not increase the taxes. Keep to your mandate within your jurisdiction. Get off our backs.
2022/01/16 11:19:15 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 11:20:07 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 12:49:39 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I am amazed by the way I find that the staff of IT are reaching beyond the limits of IT responsibility. There are seemingly attempts to increase powers over matters which are under the control of other Regional, Provincial or Federal Governments, apparently to build empires at the IT level. For instance, the Coastal Douglas Fir is not actually a threatened species, either locally or in the north west coast of North America, so I don't understand why the IT is wasting time and energy in this regard. If it is determined that clear cutting is not wanted, there is no reason to have rules over cutting individual trees. What is needed from the IT is that it acts according to its Land Use principles, trimming the reaches beyond its purview.
2022/01/17 12:55:45 am GMT	DeCourcy	DECREASE taxes by reducing services and programs from current levels	Too much spending for projects and incentives that are important to Island Trust employees not island residents. We are not heard.
2022/01/17 1:15:54 am GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	I would prefer less from the islands trust, and by that measure I™d prefer they receive less.
2022/01/17 1:21:26 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	I feel that the Islands Trust budget is out of control and look forward to seeing the results of the IT Governance Review Study.

2022/01/17 1:21:46 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 1:23:51 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 2:09:47 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 2:14:19 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	Though you are proposing a relatively small increase, these yearly increases are cumulative as they apply to previous percentage increases. The islands have basically been subdivided to the maximum, applications to subdivide should be decreasing, rather than increasing, as the primary purpose of the Trust is "œland use planning" the budget should be decreasing each year. Increases proposed, therefor, can only be attributed to Trust initiated actions beyond the primary mandate. All of these extraneous actions are already being delivered by higher levels of government. Please stop taking on more than you are mandated. Remember its always the same tax payer, regardless of which level of government is acting.
2022/01/17 2:57:42 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Transparency is lacking and too little money goes back to the islands themselves.
2022/01/17 4:08:53 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Islands Trust is way over budget for what they actually do for Salt Spring Island
2022/01/17 4:31:22 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 2:56:15 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I don't see the value in the Islands trust anymore. It's a very hypocritical organization which keeps asking and never gives in return.
2022/01/17 3:27:47 pm GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	

2022/01/17 4:09:06 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Each area is part of a municipality or local government, they oversee developmentâ€¦Island Trust needs to get of of the back to basics and leave this part aloneâ€¦.too much government
2022/01/17 4:42:35 pm GMT	Gambier	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 5:03:42 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	The IT overextends itâ€™s authority regularly. The services should be cut back to get back to bylaw writing, subdivision and land use issues without going into reconciliation, water regulation and wastewater regulation.
2022/01/17 5:08:35 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	My impression is that the Islands Trust has become too top heavy with administrators.
2022/01/17 5:25:06 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 5:44:38 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Bloated and Slow

2022/01/17 7:04:52 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Funds seem to be spent to listen to expert and do surveys on areas there is no expertise within the trust. Then individuals that have no expertise are making decisions where they have none costing the taxpayers over and over. STVR' s have been discussed and reviewed for over 20 years including many meetings, including APC involvement. Results have been the community at large not heard because of inflexibility of planning structure. Nobody seems to recognize comments that are emotional and self centered versus fact. So it goes on and on costing too much for no results. Affordable housing problem is a creation of governments inability to weigh between actual financial viable solutions and no suites, no RV's and no tiny homes. Affordable housing on this island came via cottages, older homes, suites and ability for people to put something mobile on a property. This is directly a result of planning for future run the government's current way. Who is going to pay \$549,000(median price in Gulf Islands) and rent it at a price considered affordable by renters. I could go on but we keep paying for this and you keep adding layers because no solutions can be found doing things the way you do. Stop doing that please. Get creative without spending more money.
2022/01/17 7:49:34 pm GMT	Bowen	DECREASE taxes by reducing services and programs from current levels	Lobby the government for a review of the tax req. for Bowen Island. Whatever we get (and who really knows what that is?!) for the \$300k we pay a year is not enough.
2022/01/17 7:52:16 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	There is no real need for the Island Trust. Please disband. We have enough taxes.

2022/01/17 8:33:24 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Encouraging Planning Staff to work collaboratively with residents and landholders in the interests of good planning (rather than splitting hairs and putting up roadblocks) would go a long way to increasing efficiency. Consulting those impacted prior to drafting bylaws and resolutions would ensure that the rules are intelligent and effective. This approach would be far more efficient than writing troublesome laws which the public then have to either rally against or ignore. Replacing Bylaw Enforcement with a restorative model that works with people for the good of all, rather than against people, would significantly reduce the bylaw enforcement budget, and contribute to the Gross Happiness of our islands, rather than fostering fear and suspicion.
2022/01/17 10:11:23 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	Eliminate the Islands Trust altogether - reduce taxes to zero for the Islands Trust

2022/01/17 10:19:45 pm GMT	South Pender	DECREASE taxes by reducing services and programs from current levels	We are leaving with rapidly increasing value of real estate. Average age of people on Pender's is over 60yrs old, majority living on a fixed income. New assessments for property values increased about 200K (my property) which will result in higher taxes. We see little value in increasing budget of Island Trust. After seeing poor communication, inadequate organization of transfer of information to people living on the islands, listening in meetings with trustees, overfocused on property easements and esthetic values of homes, we fail to see how an increased budget will improve anything. It seems Island Trust is a bureaucracy with its own life and little benefit to island community. How about Island Trust actually asks residents of the islands what is important to us? We are residents of South Pender and here is the issue critical to us Water! a. Drinking water shortages are becoming a problem. We run out of water during the heat wave. b. Fire suppression . There is only one road to leave South Pender. There is no fire suppression along and
2022/01/17 11:36:33 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	It is a bloated self serving bureaucracy that has no useful purpose and should be disbanded.
2022/01/18 1:00:55 am GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	

2022/01/18 2:19:51 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	When the majority of residents want something, even proving so with taxpayer funded study after study, the island trust goes out of its way to do the opposite or ignore the request. It's become a joke [REDACTED] [REDACTED] Do better or quit.
2022/01/18 3:11:36 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	
2022/01/18 3:56:47 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	
2022/01/18 7:17:34 pm GMT	Bowen	DECREASE taxes by reducing services and programs from current levels	The budget in draft form as currently presented shows very clearly the reason why the Islands Trust needs the independent management review, with the hope to prevent the present disarray proceeding any further.
2022/01/04 10:32:19 pm GMT	North Pender	Don't know	
2022/01/08 9:29:22 pm GMT	Salt Spring	Don't know	We can't pay any more taxes. We are maxed out. Plus, we're not quite clear what we're paying for. New roads? Yellow lines and white fog lines that will be visible during the winter and not wash away in the first spring/summer rain? I don't mean to be adversarial. We just don't know where the money goes. For the record, we have always and will continue to do so, support a new fire hall and anything they need.
2022/01/17 2:20:09 am GMT	Salt Spring	Don't know	How do we deregulate the islands trust?

2022/01/17 2:27:18 am GMT	Denman	Don't know	You better figure out a way to respond to communities' concerns about provision of affordable housing. Bylaw enforcement (ie kicking people out on the street) is not appropriate, particularly in times of climate change and covid. In fact it is mean spirited and overly bureaucratic. Many people call for the dissolution of the Trust. I don't agree with that, because it will not be long before the floodgates are open to development and foreign ownership. The huge increases property assessment this year is the thin edge of the wedge. Inevitable trickle of people taking advantage of profit from property sales that can then only be afforded by the rich. Beginning of the end.
2022/01/17 1:55:09 pm GMT	Salt Spring	Don't know	
2022/01/17 3:47:05 pm GMT	North Pender	Don't know	The islands Trust appears top heavy in management expenses and low and slow in service provided. Way out of line.
2022/01/04 6:18:01 pm GMT	Saturna	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/04 10:03:12 pm GMT	South Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/05 12:45:54 am GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	

2022/01/05 1:26:46 am GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	We are willing to pay more for improved walking/cycling paths/facilities on Pender. The current roads are too narrow to safely walk or cycle, the current painted yellow lines worn out/invisible, and there are very little roadside reflectors at curves for safety. Driving in the evening in the rain is very unsafe. Even if roads are a provincial responsibility, there must be some things that can be done at the Islands Trust level AND/OR pressure put on Provincial government.
2022/01/05 11:57:43 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	Get the bike trail built please.
2022/01/06 12:14:47 am GMT	Saturna	INCREASE taxes to add new programs/services or to improve existing services or programs	Yes. My observation is of inefficiently applied bylaws whose intent is good, but whose articulation and data are poor. This leads to wasting of staff time, and poor decision-making. I am, though, in favour of services & programs, and would happily pay more to enhance them. I just object to wasted staff time enacting poorly articulated (and sometimes contradictory) bylaws based on (often) shoddy data.
2022/01/06 2:34:13 am GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	My concerns are with the wording of the survey. Firstly "taxes are proposed to increase again" reads like an alarming headline complaining about a proposed increase. This will surely bias the results against the increase. Secondly, it seems very unlikely that services could be maintained if taxes stay the same in this climate of high inflation. Goods and services will invariably cost more next year.
2022/01/06 6:35:39 am GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	Yes to Incorporation

2022/01/07 4:38:30 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/07 6:10:09 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	Please push for an ice arena
2022/01/07 6:54:22 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	Roads on salt spring are in dire need of repair and widening of FullFord Ganges road from Ganges to Beddis with pedestrian and bike lane is well overdue
2022/01/07 11:05:09 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	I am supportive of the taxes and efforts of the Islands Trust though I do wish to see continued improvement to efficiency and effectiveness in the use of their budget
2022/01/08 4:18:11 pm GMT	Denman	INCREASE taxes to add new programs/services or to improve existing services or programs	Genuine, tangible action on climate change resilience, Indigenous reconciliation and environmental conservation are top priorities for me.
2022/01/08 7:44:45 pm GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	Islands trust needs to focus their time and budget in their original mandate: preserving the environment. They should not spend time or budget dollars on getting into the social and housing plucky issues that are not their mandate.
2022/01/08 10:06:12 pm GMT	Galiano	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/09 1:26:06 am GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/09 3:12:27 am GMT	Hornby	INCREASE taxes to add new programs/services or to improve existing services or programs	

2022/01/09 4:37:02 am GMT	Galiano	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/09 4:36:34 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/09 6:31:32 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/10 5:50:33 am GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/10 6:57:10 am GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/10 3:57:26 pm GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	Increase funding and action for preserving and protecting green space. No clear cutting
2022/01/10 5:10:36 pm GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	No
2022/01/11 12:30:33 am GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	Lakes and roads need improved maintenance. The lakes are out drinking water and are filled with invasive weeds and algae. Soon there will be no flora or fauna supported by them. This must be addressed fast. The mill foil has gone from the edges of magic lake to the Center in 4 years! Help
2022/01/13 12:18:10 am GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/13 5:59:57 am GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	

2022/01/13 3:19:30 pm GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	Increased taxes happen at all local governments. The cost of everything is going up. Makes sense.
2022/01/13 8:39:35 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	Change the approach to staffing services
2022/01/13 11:24:52 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/13 11:38:25 pm GMT	Saturna	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/14 1:20:40 am GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	Bylaw staff are overworked, meaning that an attitude of "Do what you like, you will never be caught" has evolved on Pender. More staff are urgently needed.
2022/01/14 3:55:12 pm GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/15 1:11:17 am GMT	Saturna	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/15 3:42:13 pm GMT	Thetis	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/15 9:02:38 pm GMT	Thetis	INCREASE taxes to add new programs/services or to improve existing services or programs	There's more to be done, it costs money. We moved here 40 years ago because we loved the natural surroundings the island. We want that to be preserved while we continue farming and living our lives here for the long term.
2022/01/16 6:21:13 pm GMT	South Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	Let's protect our environment as much as we can, in this increasing climate crisis.

2022/01/16 6:52:55 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	We have extremely limited services. They need to allocate funds to improve and develop our community in a thoughtful way to benefit local taxpayers instead of just blocking any attempts to make any improvements. It seems Island's Trust primary focus seems to be to block any kind of development whether or not it improves life for the citizens or provides critical needs.
2022/01/17 3:25:19 am GMT	Galiano	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/17 9:18:05 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/17 10:44:05 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	As the island increases in population we need an increase in services to serve it.
2022/01/18 12:33:46 am GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/18 5:00:06 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/18 9:12:17 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/04 8:34:48 pm GMT	Saturna	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Assessment increases should cover budget increases. I do not support property tax increase!

2022/01/04 9:02:56 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	There should be no increases until the following are completed: 1. Results of the Governance review stating that there are no major issues with governance, management and administration of the IT is published. 2. The governance review is presented to the provincial government and public and is agreed by both. 3. Proof is provided that the proposed budget is in line with regional organizations of similar size and complexity. 4. Proof that the budget is meant to fund only those activities within the IT jurisdiction.
2022/01/04 10:53:01 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	With COVID-19 still raging it's likely a good idea to maintain the status quo until more certainty is in place. Increasing taxes to increase services won't generate additional income to the Island, it will however increase uncertainty with prices for everything else rising (due to inflation, additional pandemic related costs, etc.) Assurances that at least one aspect of peoples lives will stay the same (e.g. taxes) will provide more peace of mind than any additional services ever would. Thank you.
2022/01/05 1:03:48 am GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	

2022/01/05 1:29:25 am GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Yes. There are always competing interests for any funds, and there are a number of areas that could use more support and others that require review. The Trust appears to have taken 'preserve and protect' beyond its originally intended context. This trend has reached a point where the Object's mandate to 'benefit the residents' is being negatively impacted in a material manner. IT initiatives should not put the residents at a disadvantage. There are plenty of win-win scenarios for residents and the environment, but we are apparently being pushed towards win-lose, where everything can and will ultimately lose. Primary to this is our local economy. We need both a robust and a circular economy. We need a robust economy so that our relatively low income levels compared to the rest of the province are not further impacted by our more isolated island existence. And we need a circular economy so that we can benefit locally as well as reduce our footprint, and even help with things like moderating commercial ferry traffic so that residents can actually use them when they need to. Excuse the hyperbole, but IT policies cannot ultimately eliminate all residents and private landowners and there appears to be at least a desire entirely in that direction. Private landowners are not
2022/01/05 4:19:38 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	More community consultation is required to ensure the community understands the rational for the proposed tax increases.
2022/01/05 5:40:23 pm GMT	Gambier	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	

2022/01/05 5:44:30 pm GMT	Gabriola	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/05 6:56:18 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	High cost for minimum return on value. Where is the money going? Core services are being neglected over pet projects and advocacy that is already funded by federal government is wasteful spending! Very disappointed with Islands Trust's ability to management. F fir failure.
2022/01/05 9:19:09 pm GMT	Saturna	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/06 12:06:56 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/06 1:35:53 am GMT	Saturna	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/06 3:13:09 am GMT	Saturna	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/06 10:27:00 pm GMT	Saturna	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	The IT has not made a compelling case for expanding its mission to include new programs that require additional tax revenues. Those who support this move should put it before the voters at the next election.
2022/01/07 4:10:24 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Keep taxes the same as the 2020 tax year increasing services in some areas and decreasing in other areas.
2022/01/07 7:25:51 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	All expenditures should be on Island related projects. No spending on things covered by provincial and federal governments.
2022/01/07 8:10:27 pm GMT	Mayne	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/08 1:11:32 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/08 2:22:42 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	The question was far too general to answer intelligently!

2022/01/08 4:21:20 am GMT	Mayne	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/08 3:33:51 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/08 4:13:11 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	No
2022/01/08 5:32:53 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	There is a real need to create affordable, sustainable housing for those who work on Salt Spring Island. As a way to help this, allow property owners to build second dwellings/laneway style residences or ADUs that can only be rented to those who provide services on Salt Spring Island i.e. teachers, nurses, doctors, trades, retail staff, restaurant staff, ferry workers etc. There should also be a focus on creating housing opportunities for families to ensue we have a vibrant, inclusive community. Another desperate need on Salt Spring Island are medical services. Many physicians have retired and closed practices. Those few that remain are at capacity, forcing residents to use the hospital ER as a clinic. The lack of doctors on the island creates real medical risks, especially for the elderly, those with conditions or families with kids. The island needs a community medical center or walk in clinic for residents only. To support both of these initiatives, I would be willing to have our property taxes increased.
2022/01/08 6:29:25 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/08 7:09:04 pm GMT	Gabriola	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	No

2022/01/08 7:11:21 pm GMT	Gabriola	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Stick to providing services to residents rather than to expanding your activities - scope creep.
2022/01/08 7:25:55 pm GMT	Galiano	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	With property assessments going up so much and do much public health uncertainty now is the time to keep things on an even steady path and not to take risks with resources or staff livelihoods
2022/01/08 9:16:38 pm GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	No
2022/01/08 10:52:32 pm GMT	Gabriola	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/09 6:54:10 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/10 5:10:02 pm GMT	Mayne	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/10 6:42:24 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/11 12:30:13 am GMT	Hornby	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/12 6:46:17 am GMT	Thetis	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/12 6:09:07 pm GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Our taxes sure are high compared to the level of service we receive on Denman. I live on a dirt road with no side walk, street light, or hydrants. There is no municipal garbage collection nor public library. We have a volunteer fire department. Our parks receive minimal maintenance and services. It seems we are a cash cow for the regional district as we pay more in taxes than we get back in services.
2022/01/12 6:50:52 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	

2022/01/12 7:53:11 pm GMT	Hornby	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	I see the property assessment increase as just a tax grab by Courtenay Regional District. I think that Hornby should become it's own incorporated entity.
2022/01/12 8:39:29 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/13 12:36:18 am GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/13 7:43:06 am GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	I do not support an increase in taxes for Islands Trust.
2022/01/13 2:49:18 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	If IT enforced illegal dwellings bylaws, our population wouldn't be larger then our tax base could support.
2022/01/13 4:15:18 pm GMT	South Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/13 6:12:19 pm GMT	Gabriola	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	The survey is less helpful when people may be uniformed about what "services" would be proposed under IT jurisdiction. An expanding IT budget is likely to impinge on my experience as a rural acreage owner. I would happily pay more taxes for parkland and ecosystem acquisition and preservation. I am vehemently opposed to initiatives that would limit my right to control trees around my buildings and harvest wood from my property. Expensive bureaucratic oversight of landowner affairs is my chief fear of an expanding Islands Trust. "Preserving and protecting " is still a worthy goal, however.
2022/01/13 11:45:35 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	

2022/01/14 5:33:17 am GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Stop increasing our taxes for services that most residents are not able to access! I.e: the medical clinic. Those of us who cannot access, have to pay out of pocket to access other medical services in other areas???
2022/01/14 6:00:19 am GMT	Galiano	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/14 6:01:16 am GMT	Galiano	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/14 5:08:34 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	I would have selected option 4 but it is too open ended without any idea provided about where shifts in spending might occur.
2022/01/14 10:54:16 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/15 3:14:53 pm GMT	Thetis	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/15 7:24:51 pm GMT	Thetis	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/15 11:09:06 pm GMT	Thetis	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	So much of what they do is not necessary
2022/01/16 5:16:49 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/17 4:24:02 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	I am concerned about the home assessments
2022/01/17 5:31:37 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/17 7:41:54 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Taxes should never increase more than the rate of inflation.
2022/01/17 8:45:17 am GMT	Mayne	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	

2022/01/17 3:50:47 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	The goal should not be to just increase taxes every year, that's too easy. Every good business should try and streamline operations which in turn will reduce expenses and lesson the burden on tax payers. Please make an effort to at least try and do this.
2022/01/17 4:46:20 pm GMT	Mayne	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Almost everything done here is by volunteers and fundraising already yet taxes are high for little to no services provided. Raising taxes seems inappropriate.
2022/01/17 10:48:26 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/17 11:37:48 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/18 2:59:25 am GMT	Thetis	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Tax increases should NEVER exceed the cost of living, unless capital construction is involved. That should NOT occur with the Islands Trust. SHOULD IT ??? Your job is NOT to spend money. Your job is to provide services without WASTE.
2022/01/18 5:41:02 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/04 5:24:08 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Both MUST be more directly based upon residents' wishes, and be accountable to the residents/taxpayers.
2022/01/04 5:43:02 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Decrease administration costs, stop advocating, accommodate lower cost housing
2022/01/04 5:44:23 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/04 5:56:13 pm GMT	The entire Islands Trust Area	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	shift to providing services via items such as tax shifting for nature-based solutions to climate risks and desires; use of amenity density transfer to both provide housing and conserve forested and agricultural lands, etc.
2022/01/04 6:06:54 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Keep taxes the same but be more efficient with the use of our money. As a former General Manager for a Municipality, I can see a number of ways in which to do so.
2022/01/04 6:12:51 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/04 6:41:46 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Streamline applications so they take a lot less staff hours/money. downsize bylaw enforcement. assigne more staff time to new and creative solutions for housing, local businesses, and a thriving community.
2022/01/04 7:01:13 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Too high a proportion spent on unnecessary studies and reports compared to actual services.
2022/01/04 7:34:25 pm GMT	The entire Islands Trust Area	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Reduce reports , contracting consultants and meetings- focus on Land use OCP planning instead of reconciliation and climate change issues
2022/01/04 8:27:38 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	You are attempting massive over reach of your mandate and I strongly object to this. You are neglecting housing for anyone at a low income and do not fund winter supports. Shame on you.
2022/01/04 9:08:54 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/04 11:44:55 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I am finding it more concerning all of the time....especially comparing it to the CVRD budget... for eg "the CVRD, with a population of 26,000 and three towns to run, has a planning budget of \$1.8 million, They have 6 planners, 4 bylaw enforcement officers, and two building inspectors. The Islandsâ€™ Trust, with a similar population, has a Planning budget of over \$6.8 million with 13 planners, 3 planning managers, and 3 planning assistants. There are also 4 administrative assistants in the Planning Department and 3 legislative clerks." I am feeling more alienated from the Islands Trust all the time and the majority of people I speak with are feeling the same way. There are many things that are not making sense to me at this time, and the increasing control that the trust is trying to establish over islanders is adding to my frustration levels.
2022/01/05 12:14:05 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Too much is spent on bylaw enforcement and make-work protocols. The bylaw officers are spending their time with ridiculous enforcement activities that are not only disrespectful but a waste of our tax dollars. They issues tickets without evidence and then we have to prove that the ticket was issued in error. They need to spend their time learning respectful ways to interact with people in a humane and dignified way.
2022/01/05 12:49:24 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 1:19:19 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/05 1:25:26 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 1:48:06 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 2:23:25 am GMT	The entire Islands Trust Area	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I think the island trust should be abolished just another bloated government program that does nothing and wastes money except for the chairman and trustees that have their noses in the tough
2022/01/05 2:40:44 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 8:41:43 am GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Decrease enforcement while ensuring rules are simple and clear. Focus on balanced supports for both the communities and environments.
2022/01/05 2:40:03 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 3:42:49 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Shift spending from planning and administration to operationally orientated areas
2022/01/05 5:39:01 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 6:09:46 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Let your guiding principle be to preserve and protect. Do not bury us in rhetoric and paperwork.
2022/01/05 7:13:04 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	expenses / taxes need to be closely controlled

2022/01/05 7:14:52 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	control expenditures
2022/01/05 8:26:08 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Thereâ€™s a need for more fiscal restraint !
2022/01/05 10:52:13 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 11:32:01 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/06 12:01:40 am GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/06 12:35:38 am GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/06 4:36:40 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Increasing the taxes seems to benefit the bureaucratic machine much more than the average property owner. Many of us live on a fixed income and are struggling to be able to continue living on this island given the increased cost of living here.
2022/01/06 5:05:47 am GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/06 7:13:39 am GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/06 10:25:32 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Increased budgets occur with each new set of trustees having an agenda of Projects they want to initiate. These Projects which are rarely initiated by the community are what increase spending.

2022/01/07 1:48:07 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/07 2:37:48 am GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/07 2:35:49 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	No
2022/01/07 4:50:15 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/07 8:56:27 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	It would be nice to have the option to vote on how much of our tax dollars we would like to see allocated to the Island Trust, and how much could be allocated to each individual island for their own needs and wants.
2022/01/07 9:03:01 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/07 9:58:34 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Taxes need to be adjusted downward in line with the increased assessments so that tax burden is not increased or decreased
2022/01/08 12:25:55 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	We want to see our tax money spent wisely but make sure we are funding a good level of service.
2022/01/08 2:48:47 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/08 3:56:10 am GMT	South Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Utterly excessive for little benefit.

2022/01/08 4:17:19 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Having a clear mandate and staying within it should allow focused spending and reduce the need for ongoing increases in Taxes
2022/01/08 12:17:04 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Our road is a mess.
2022/01/08 12:49:10 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Increasing the budget to expand an inefficient dictatorial bureaucracy is not in the public interest.
2022/01/08 1:48:51 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	questionable use of budget reserves . . . creative accounting?
2022/01/08 5:25:15 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/08 5:52:05 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Iâ€™m still going through the budget, thinking about it, trying to be intelligent and fair with my observations. My impression so far is that too much money is allocated to Planners, Consultants, By-Law Enforcement, administration and not enough into positive and proactive policies/initiatives that would better achieve the objectives of the Trust. Support for water catchment/containment, gray water management, composting toilets, progressive, instead of punitive, bylaws that allow for innovative housing solutions across all of the zoning designations, etc, would be a much better and more exciting approach. I think a full review of the Trust mandate and how to holistically achieve associated objectives is needed. The mind set and culture of the Trust seems to have moved away from communities and lodged itself in heavy handed bureaucracy.

2022/01/08 6:56:47 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I am opposed to the Trust moves to increase administrative intrusion into non-Trust mandated areas ie planning to preserve and protect. We dont get enough core services for our money. Seriously!
2022/01/08 7:05:27 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	It appears unjustly bloated.
2022/01/08 7:31:09 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Like things as they are.
2022/01/08 7:58:10 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Better roads
2022/01/08 8:01:01 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/08 9:25:28 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Not enough money is spent on CONSERVING our environment. Protection should be a priority. Over-tourism is an ecological problem that needs resources assigned to it.
2022/01/08 9:45:57 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/08 11:02:35 pm GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The Islands Trust is spending too much on duplicating services provided by other agencies or levels of government. The IT is a glorified referral agency. Please stop trying to pretend it is more than that. The Southern Planning Department has lost its way with scope creep, moving of goal posts, bureaucratic indifference, empire building, and covering [REDACTED] Often the best way to show competence is to get out of the way. The bureaucratic fumbling of affordable housing is a perfect example of the failure of the Islands Trust to deal with a local crisis. Re-zonings are unnecessarily dragged out for years. Time to reset a pious, arrogant organization that continuously fails its constituents.
2022/01/08 11:24:19 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/08 11:27:50 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I strongly oppose the Islands Trust pursuing greater powers. The IT should respect its "Preserve and Protect" mandate on Gabriola, and keep that central to everything it does.
2022/01/09 4:01:04 am GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/09 4:39:46 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Way too much spent on Islands Trust.
2022/01/09 5:45:01 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/09 5:51:30 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/09 6:13:03 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/09 6:20:34 pm GMT	Gambier	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	We are spending too much on planners for the population of our islands.
2022/01/09 8:35:00 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/10 4:18:50 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	lâ€™m principal do not agree with recent referendum since I cannot access medical on pender even though I live here
2022/01/10 4:44:34 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	We are facing new challenges and austerity and revisions to current structure and expenditures must be adhered to.
2022/01/10 3:19:18 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	These questions are too broad to determine which direction is best for the Gulf Islands. More information required!
2022/01/10 3:58:05 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	CRD is too enmired in bureaucracy. We need action, not rhetoric.
2022/01/10 4:17:09 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/10 11:06:28 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/11 1:05:49 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Who gets a 5 % increase?...Especialy after a 3% increase last year..with no increase in services!..I certainly didn't get an increase in my pension.
2022/01/11 2:38:03 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/11 2:42:03 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I do not support the increase in taxes to allow for the increase in staff required by your current visioning process. I do support an increase in taxes to improve infrastructure and services that are offered in the trust area. I think that you guys are out of line in the way that you are reimagining your mandate though.
2022/01/11 8:45:55 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Island Trust should minimize its bureaucracy and scope and concentrate on major issues concerning the environment and climate change
2022/01/12 5:31:22 pm GMT	Keats	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	If it isn't broken don't feel inclined to fix it
2022/01/12 5:36:07 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/12 5:54:26 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/12 6:15:04 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Affordable housing needs more focus.
2022/01/12 6:34:03 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Salt Spring's tax contributions to the Trust outweigh what they should be by population and by Trustee representation. There should be zero tax increases for Salt Springers until this is rectified.
2022/01/12 7:13:25 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/12 7:16:43 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/12 7:38:32 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I would like to see more meaningfully spent on protecting the environment, and less on the "development" of the islands. We move here because we want what exists, not because we want to change it.
2022/01/12 7:45:16 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I would like to see more resources going into affordable housing and and update to Bylaws allowing people to live in trailers and out buildings
2022/01/12 8:28:00 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/12 8:55:53 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Decrease the role and activity of the planning department. Either have the Trust or the CRD control the planning and building permit process, so as to cut costs, time, document preparation, etc for public applicants.
2022/01/12 9:29:23 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Don't set up an IT wide Housing Authority - get out of the way of the various municipalities and work with their existent Housing Authorities, Strategies, plans and infrastructures. Significantly more locally appropriate than IT wide decisions being made.
2022/01/12 10:21:21 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Needs to be clarity about jurisdiction with farms and non-farmed ALR lands within the Trust.
2022/01/13 12:13:44 am GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	What programs and services ? Pretty important information.
2022/01/13 12:34:37 am GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/13 1:25:31 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	So many resources are spent on compliance to the bylaws, that don't reflect the changing times and changing demographics. There should be an overhaul of the bylaws to simplify them and reduce the amount of time, energy and resources that are dedicated to make people conform.
2022/01/13 3:11:04 am GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/13 4:39:22 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/13 5:19:45 am GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/13 8:45:56 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Our roads need a lot of work.
2022/01/13 8:09:22 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The Bloat and Fiefdom The Islands Trust Council has created is staggering.! No New Taxes!
2022/01/13 8:42:05 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/13 9:40:52 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/13 10:17:20 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/13 10:21:58 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	It's no time for a tax hike, many families are struggling in this pandemic with income and rising food/fuel prices. Tighten your collective belt until after 2024 when the experts are saying we will be back ahead after Covid is controlled.
2022/01/14 12:04:10 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/14 11:21:17 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/14 4:19:31 pm GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The IT should maintain its focus on landuse planning & zoning, rather than attempting to control issues that are the jurisdiction of other levels of government.
2022/01/14 5:39:33 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/14 6:47:09 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/14 7:18:39 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	If these numbers are accurate I'm appalled at the CVRD, with a population of 26,000 and three towns to run, has a planning budget of \$1.8 million, They have 6 planners, 4 bylaw enforcement officers, and two building inspectors. The Islands' TM Trust, with a similar population, has a Planning budget of over \$6.8 million with 13 planners, 3 planning managers, and 3 planning assistants. There are also 4 administrative assistants in the Planning Department. I would know the accuracy of these comparisons with other jurisdictions .

2022/01/14 11:34:49 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 2:42:51 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	More road maintenance
2022/01/15 2:43:39 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 7:07:10 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 4:12:08 pm GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Taxes should not exceed the rate of inflation unless for exceptional circumstances.
2022/01/15 7:51:52 pm GMT	Bowen	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 8:21:38 pm GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 8:34:42 pm GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Too top heavy!
2022/01/15 9:16:00 pm GMT	South Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 9:49:11 pm GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/15 10:07:52 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Quit catering to minority groups and look after the working family needs of this Island. Do we really need more hiking paths? Do we really need cycle lanes when they aren't maintained and therefore aren't used properly? Can we move towards a Little League ball park that this Island was stripped of more than 40 years ago and have been promised a new field ever since. Some of those 11 and 12 year olds are now grandfathers !!
2022/01/15 11:47:22 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Stop wasting our money. Ridiculous overhead cost with the majority of administration not even living in the Trust. This spending on admin has to be reduced now.
2022/01/15 11:59:52 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Taxes Taxes Taxes!!! Due to Covid spending by ALL levels of govt (in addition to all previous decades of spending our future) we WILL be getting ever more increases in govt taxes never mind the Islands' Trust wanting more!!! Why do we need four levels of govt when the rest of Canada only has three??????????
2022/01/16 12:24:57 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Too much island trust red tape and staffing. I'd get rid of the lot of them. They need to address water and housing first.
2022/01/16 12:30:05 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	How do we ensure value for money? What are they key performance indicators that are used to monitor performance of the CAO and the trust organization?
2022/01/16 12:30:46 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 1:06:44 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/16 1:12:32 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 4:49:33 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 5:37:02 am GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 6:13:46 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Stick to your original mandate
2022/01/16 8:24:52 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The trust is no longer needed.
2022/01/16 1:26:00 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	listen to the people you serve and conduct surveys WELL IN ADVANCE of planning the budget
2022/01/16 2:44:37 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Island Trust seems out of control and needs to be reined in.
2022/01/16 3:57:03 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 4:41:34 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	They should work with current levels of funding.
2022/01/16 4:44:56 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I support desalination. Cut the fire department budget.
2022/01/16 7:07:35 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/16 7:52:33 pm GMT	The entire Islands Trust Area	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 8:43:45 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Islands Trust are just a bunch of criminals masquerading as politicians. Everything they do is questionable at best and they should be removed entirely. They have repeatedly done things that they have no right to do. This is a failed experiment being abused by people given a position of power.
2022/01/16 9:09:12 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 9:56:31 pm GMT	Gambier	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Way too many consultants and planners.
2022/01/17 12:05:44 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/17 1:17:19 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Yes, lots and lots of questions!!!!
2022/01/17 1:42:17 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Dedicate more towards affordable housing resources and development. Do not put the burden of the housing crisis on current homeowners. Simplify the bylaws which will reduce unnecessary bylaw enforcement activities.
2022/01/17 1:47:41 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Stop trying to take over responsibility from other government
2022/01/17 2:00:18 am GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/17 2:10:00 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Keep expenditures to the island as much as possible and curb the growing CRD presence before they become the governance, use the experience of retired residents as much as possible and change policy where only property owners can vote or be on boards (e.g. Fire Hall) is 100 years dated, full time residency should be the only qualification.
2022/01/17 3:00:11 am GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Too much office and staffing expenditures
2022/01/17 3:44:28 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/17 4:24:08 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The Islands Trust seems to be run by small interest groups who push their agendas without caring how the majority of the property owners and residents feel. Please return to the original mandate of the Islands Trust as it operated in the "old days".
2022/01/17 5:43:24 am GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Budgets and expenditures are excessively HIGH, in comparison to SERVICES PROVIDED. IT services are so far behind and out of date on Islands compared to other municipalities, yet staffing and taxation exceed other municipalities. IT budgets need to be Balanced based on residential/community needs based on populations, now and in future.
2022/01/17 6:19:52 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/17 12:39:14 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Why an increase of 68 percent!

2022/01/17 1:57:49 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	We don't need to spend any additional \$ on Islands Trust!
2022/01/17 3:32:36 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	No
2022/01/17 4:02:10 pm GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	It seems to me from attending LTC meetings that much staff and Trustee time could be saved by having a clear federalist Trust Policy Statement with natural environmental protection as the priority as was intended in 1974 by the Act. All land use applications must first demonstrate to the LTC that they are consistent with the Directives, without the kind of mis-interpretation that has occurred and the manipulation and amending of OCPs. Trustees need to be clear that their primary mandate is environmental protection. It has become a very muddy, divisive and consequently costly process with the introduction of "community needs". The faulty Professional Reliance system needs to be addressed I would like to see budget money re-directed if possible or more provincial money dedicated to have an independent panel of environmental experts who would assess applications and the proponents' reports (water, wastewater, ecological assessment, etc.) to ensure that the real facts on environmental impact of any land use application requiring rezoning or variances are known.
2022/01/17 4:07:18 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/17 5:01:26 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	No tax increases
2022/01/17 5:02:53 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	There are only so many tax dollars. It is NOT a bottomless pit. NEVER forget that !!
2022/01/17 5:32:01 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	IT needs to cut expenses
2022/01/17 5:46:00 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/17 5:58:57 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Taxes Taxes Taxes!!! Due to Covid spending by ALL levels of govt (in addition to all previous decades of spending our future) we WILL be getting ever more increases in govt taxes never mind the Islandsâ€™ Trust wanting more!!! Why do we need four levels of govt when the rest of Canada only has three??????????
2022/01/17 6:07:49 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Stop spending on hiring bylaw officers that treat people like prison inmates. Stop wasting peopleâ€™s time , get something accomplished for all that money?
2022/01/17 6:08:05 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I appreciate the principles of Islands Trust and want to see the services improved.
2022/01/17 6:10:00 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Our island roads are horrible condition. It is embarrassing and dangerous to travel along our main connecting road (Fulford-Ganges) with all the half-assed patches, potholes, lack of shoulder, varying blacktop thicknesses, and little-to-no lines. Maybe some reflective markers in the road? Rural character does not have to mean disrepair.

2022/01/17 6:34:48 pm GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	To decrease spending , all land use applications must first demonstrate to the LTC that they are consistent with the Directives, without amending the OCPs. Increase spending for the Islands Trust to have their own environmental experts (wastewater, ecological assessment, etc.) and not to rely on the experts from the applicants as is done now,
2022/01/17 7:44:29 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Our services have, if anything, diminished over the last 18 months. Hence there should be no tax increases.
2022/01/17 9:00:38 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I believe it is critical that the Island Trust keep its activities (and expenditures) within the defined scope of its mandate and not move into areas where the Trustees might like to meddle but is actually outside its legislative mandate and scope of operations.

2022/01/17 10:53:35 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Over the past 45 years, Islands Trust has consumed approximately \$200 Million. While there have likely been some positive contributions to their legislated mandate, the concept of Community Planning has missed the point of recognizing community changes and needs such as housing diversity. That has always been rejected or disallowed. It is easy to expect that people do get older and their needs change, but they have completely missed that reality. The forthcoming practical solution will likely be more "development", an unintended consequence of ideology vs pragmatism! Rather than budgeting for increasing bureaucracy and virtuous intentions that cannot ever be resolved by this level of government, I propose adopting goals and strategies what they can accomplish and measured by merit. As long as there is oxygen, organizations like Islands Trust will continue to grow, often unchecked by any sense of fiscal responsibility and objectively measured achievements.
2022/01/18 1:35:29 am GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/18 6:08:52 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/18 7:19:21 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The questions above are not granular enough. I would be comfortable with budget increases subject to a cap of trailing 12 month CPI failing which I would not be comfortable. There needs to be a control on government spending so that the property owners, who are under significant financial pressures themselves, don't become the bank account for unabated spending increases by local governments.
2022/01/18 8:02:16 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

13. From: Art Curtis [REDACTED]
Sent: Wednesday, January 19, 2022 9:47 AM
To: Budget <budget@islandstrust.bc.ca>
Subject: Islands Trust Budget

I do not support the proposed 2022 Islands Trust budget. As there is a Governance Review underway as well as controversial proposed Policy Changes and the fact that it is election year for the Islands Trust, I suggest a moratorium on any budget increases for 2022.

Art Curtis [REDACTED] Pender Island

14. From: gavincoford [REDACTED]
Sent: Friday, January 21, 2022 10:52 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Marine Ecosystem protection

Increase Bylaw enforcement budget of the WG AREA, the ocean is for all to enjoy not just selfish boaters and live aboards hijacking and using the ocean as a storage area, destroying the marine environment for decades to come!!

15. From: vconnors dahlconnors [REDACTED]
Sent: Saturday, January 22, 2022 12:06 PM
To: Budget <budget@islandstrust.bc.ca>
Cc: [REDACTED]
Subject: Proposed Budget 2021/2022

Thank you for providing an opportunity to provide our comments on the budget. I am a property owner on Pender Island.

I am absolutely opposed to any increase in the budget for the Islands Trust, and am opposed to the Island's Trust expanding its programs and organization beyond current levels. We on the Gulf Islands are burdened already with 4 levels of Governance including the Islands Trust. Your proposed expansion of programs to include such things as marine management, housing, climate change and endangered species are not only beyond the mandate of the Trust, but are already covered and within the mandate of the other three levels of government for which we pay taxes.

It goes without saying that on the Gulf Islands, we are over taxed and under serviced. While I appreciate that the Islands Trust mandate is to preserve the rural nature of the gulf islands, I believe that the Islands Trust is already operating beyond the scope of its mandate and unnecessarily interferes in the good governance of the gulf islands without contributing a proportional amount of benefit period, but certainly given the cost to the taxpayers.

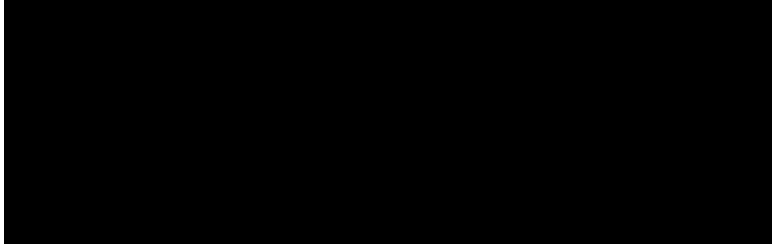
We receive so little as tax payers in the gulf islands – I don't even have a decent road to get to an from my property let alone any other infrastructure usually covered by property taxes – the road to and in front of my property it is literally the only piece of infrastructure that is covered by my property taxes and its falling apart and has been in complete disrepair for many years (there is no infrastructure whatsoever such as curb and gutter, light, garbage, water, sewer, recreational facilities etc. etc. etc.) Yet

our property taxes are disproportionately more than just about anywhere else in British Columbia..... and the Islands Trust now wants to add to that burden..... Absolutely Not.

Thank you for taking the time to consider my comments.

Vince Connors

Vincent M.E. Connors



16. From: Marc Herrmann [REDACTED]
Sent: Monday, January 24, 2022 1:22 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Island Trust Budget 2022/23 Questions

Hello;

Fundamentally I support Island Trust and what they stand for based on their “original” objectives and initiatives in sustainable stewardship of all Islands.

However, it has come to my attention that over the past few years, Island Trust appears to delve into areas that in some instances overlap with municipal directives when it comes to building, bylaws and regional codes. However, this is subject matter that is best left for another day.

I have reviewed your proposed budget for 2022/23 and sourced corresponding details on your website in order to determine how IT derived at the proposed \$9.283M budget.

As you will see in my corresponding attachments, I have a few questions that require clarification regarding allocation of budget, number of employees (especially within Planning) and corresponding remuneration.

One issue is the approximately \$6.6M budget for Planning (Assuming this is correct since Bylaw 181 is not updated to reflect current \$9.283M). Based on attached org chart of personnel there appear to be too many planning functions based on geographical areas in question.

A separate budget is identified for IT Conservancy of \$1.143M. I see that 3 of 5 Conservancy Board Members form part of this board. Are they double dipping when it comes to remuneration since they form part of the Trust Council?

According to IT’s website, what is published and posted are the “latest” and “approved” bylaws. If that is the case then Bylaw 181 has not been updated since the last adoption of this bylaw was in May 2021.

Enough time to update existing categories and add categories as required. This would proof a far clearer picture to the public as to the succinct breakdown of each category in a spreadsheet manner as opposed fragmented News Release of the 21 January.

The same goes for Bylaw 153 pertaining to the remuneration calculation by region. This too would be helpful to the public to get a clear picture as to allocation of funds.

I believe other questions are self explanatory within the document.

During my working life I have been involved in Project and Construction Management for major infrastructure projects ranging from \$10M to \$500M from large scale mining operations, Hydro Substations and Transmission lines. I have put together hundreds of budgets and I believe I have a reasonable understanding of what a clear succinct budget should look like.

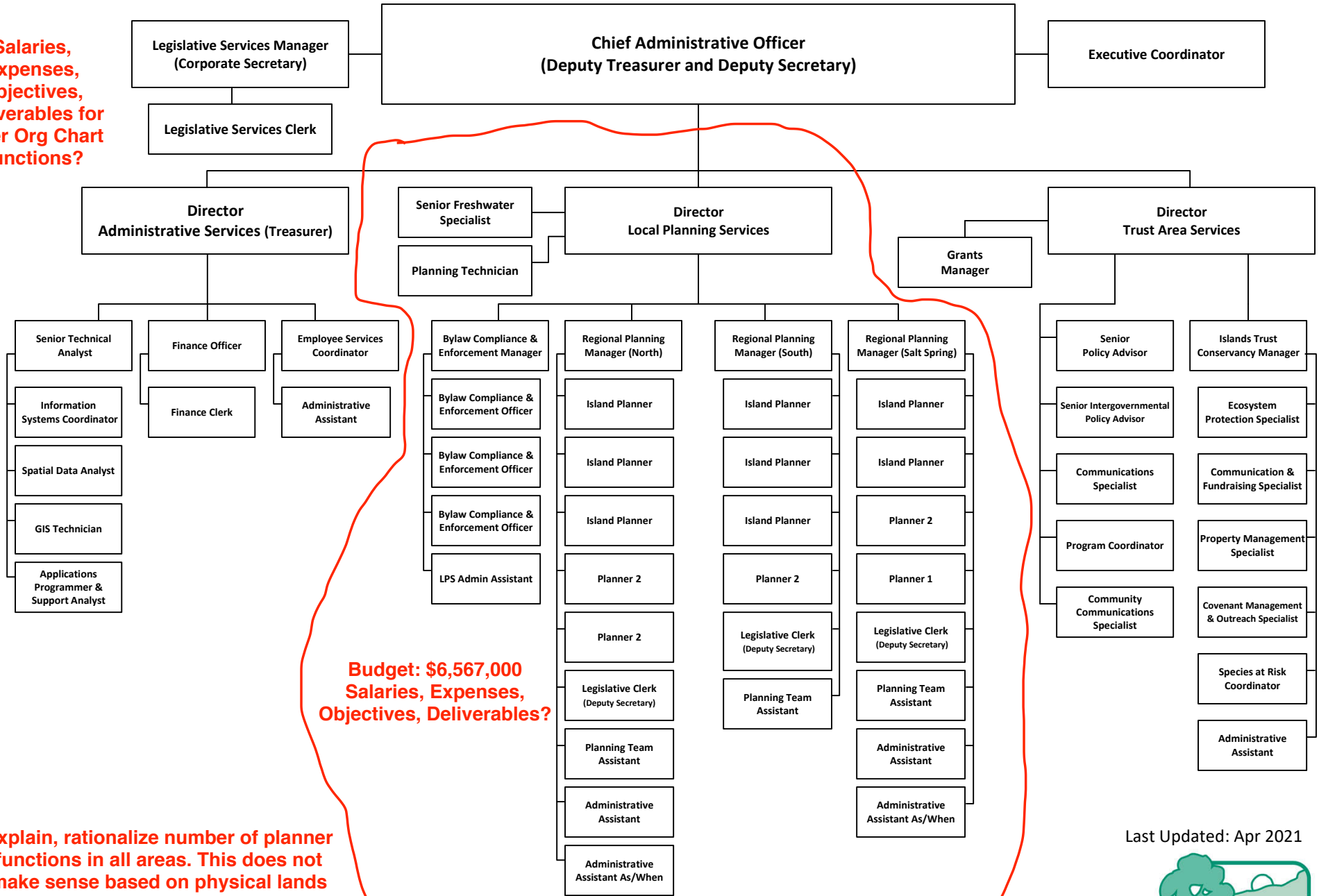
Since taxpayers essentially fund approximately 80% of IT's operating budget, it only makes sense to be as transparent as possible in order to gain the public's trust and confidence.

Respectfully,

Marc Herrmann
Gabriola, BC

Islands Trust Staff Organization Chart

Salaries,
Expenses,
Objectives,
Deliverables for
other Org Chart
Functions?



Explain, rationalize number of planner functions in all areas. This does not make sense based on physical lands

Last Updated: Apr 2021



Islands Trust

January 21, 2022 – for immediate release

2022-01-IT

Islands Trust seeks input on its proposed 2022/23 budget

Lək'wəḡən, METULIYE/Victoria, B.C. – Islands Trust Council welcomes public comments on its proposed 2022/23 budget, through Sunday, February 6.

The proposed cash budget for 2022/23 of \$9,283,000 assumes that the Islands Trust will maintain existing service levels, and will undertake the following projects:

- Official Community Plan update for the Hornby Island Local Trust Area
- Official Community Plan update for the Gambier Island Local Trust Area
- Housing project for the Denman Island Local Trust Area
- Ganges Village planning project, Coastal Douglas-fir zone and associated ecosystems protection project for the Salt Spring Island Local Trust Area and a housing action program for the Salt Spring Island Local Trust
- Improvements to development application processing services
- Affordable housing model bylaws project for use by local trust committees and Bowen Island Municipality
- Groundwater science and mapping program focused in 2022/23 on Bowen Island and the Gambier Island Local Trust Area as well as select smaller islands in the Trust Area
- Heritage preservation overlay mapping and model bylaws project for use by local trust committees, Bowen Island Municipality and Islands Trust Conservancy
- Climate change indicators program, specific to the Trust Area
- Stewardship education program
- Administrative support to regional coordination groups program (e.g. Howe Sound Community Forum, Southern Gulf Islands Forum)
- Species-at-risk protection program through Islands Trust Conservancy
- Administration of trustee elections

In addition, funds are budgeted to allocate to other local trust committee projects that arise through the year. Trust Council will also continue to implement its Reconciliation Action Plan and has budgeted funds to improve communication services.

“The proposed 2022/23 budget supports work we have heard is important to communities such as land use policies and regulations that support affordable housing, increased knowledge of groundwater, and protection of species at risk,” said Peter Luckham, Islands Trust Council Chair. “We hope the public will participate in our budget consultation by completing our online survey, sending us an email, or presenting to Trust Council to let us know how they feel about what we’re proposing. For the first time, this year we are offering an online information session to explain the proposed budget and answer questions. Please join us January 27, 2022 at 7:00 p.m.”

Preserving and protecting over 450 islands and surrounding waters in the Salish Sea

Bowen, Denman, Gabriola, Galiano, Gambier, Hornby, Lasqueti, Mayne, N. Pender, Salt Spring, Saturna, S. Pender, Thetis

Highlights of the proposed 2022/23 budget:

- 6.1% property tax increase: comprised of 4.88% increase to the existing local trust area tax base plus an additional 1.25% tax revenue expected from new construction and development in local trust areas
- \$324,000 Bowen Island Municipal tax levy. This is a 4.0% (\$12,497) increase comprised of 3.07% increase to be levied against the existing tax base plus an additional 0.95% tax levy expected from new development and construction in the Municipality.
- 2.1% (\$190,000) increase in total planned spending for operations, projects, and capital purchases (excludes non-cash amortization expense)
- 8.1% (\$768,000) of overall budget funded by approved grants
- \$311,000 in application fee revenue (160% increase from 2021/22)
- \$259,000 budgeted for transfers from Island Trust surplus and reserve funds (61% reduction from 2021/22)
- \$75,500 Salt Spring Island Local Trust Area special tax levy (no change from 2021/22)

Islands Trust will hold an information session January 27, 2022 at 7:00 p.m. via Zoom. To receive a zoom invite please visit www.islandstrust.bc.ca/budget and complete the online form. Participants are encouraged to submit questions in advance.

The public is invited to complete a Budget 2022/23 online survey, send input via email, or present to Trust Council in March. The budget details and ways to comment, including a link to the online survey, are available at www.islandstrust.bc.ca/budget. Questions can be directed to budget@islandstrust.bc.ca or 250.405.5151. **The budget survey is open from January 21 to February 6, 2022.** Trust Council will review budget input, consider changes, and approve the final budget at its quarterly meeting, March 8-10, 2022.

- 30 -

About Islands Trust

Islands Trust is a special-purpose government representing 26,000 people living within the Islands Trust Area and 10,000 non-resident property owners. The Islands Trust Area is located within Coast Salish territory and is the homeland to over 28,000 Coast Salish Peoples who have called this place home since time immemorial. Islands Trust is responsible for preserving and protecting the Islands Trust Area's unique environment and amenities through conservation-oriented land use planning and regulation, education, advocacy, and cooperation with First Nations and other agencies. The area covers the islands and waters between the British Columbia mainland and southern Vancouver Island. It includes 13 major islands and more than 450 smaller islands covering 5,200 square kilometres.

Contact:

Peter Luckham, Chair, Islands Trust Council 250.210.2553

Russ Hotsenpiller, Chief Administrative Officer, Islands Trust, via Clare Frater, Director, Trust Area Services 250.405.5192

ISLANDS TRUST COUNCIL

BYLAW NO. 181

A Bylaw Respecting the Financial Plan of the Islands Trust for Fiscal Years 2021/22 through 2026/27

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

1. Schedule "A" attached hereto, and made part of this Bylaw is hereby adopted and is the Financial Plan of the Islands Trust for the fiscal year commencing April 1, 2021 and ending March 31, 2022, and for the subsequent four fiscal years, and further that;
2. This Bylaw may be cited for all purposes as the "Islands Trust Financial Plan Bylaw, 2021-2022".

READ A FIRST TIME THIS 11TH DAY OF MARCH , 2021

READ A SECOND TIME THIS 11TH DAY OF MARCH , 2021

READ A THIRD TIME THIS 11TH DAY OF MARCH , 2021

APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS
THIS 4TH DAY OF MAY , 2021

ADOPTED THIS 27TH DAY OF MAY , 2021

SECRETARY

CHAIR

ISLANDS TRUST
Bylaw 181
Schedule A

This budget should be updated to reflect
IT News Release dated 21 January 2022

Revenue

	2021/22	2022/23	2023/2024	2024/25	2025/26
Provincial Funding	358,000	180,000	180,000	180,000	180,000
Federal Funding	205,000	205,000	-	-	-
General Property Taxes *	7,390,960	7,801,000	8,107,000	8,270,000	8,343,000
Special Tax Levy - Local Trust Committees	75,500	76,000	-	-	-
Fees	120,000	240,000	245,000	250,000	255,000
Interest and Other	68,000	68,000	68,000	68,000	68,000
Transfer from General Revenue Surplus Fund	373,660	105,000	15,000	-	-
Transfer from LTC Specific Fund	204,000	75,000	75,000	-	-
Transfer from Special Tax Requisition Fund	80,000	-	-	-	-
Net interfund transfers**	-	-	-	-	-

\$9,283,000 as per News Release. Difference \$533K?

Why is there a decrease forecast
in salaries for 22/23 of 4.4% followed
by a 9.8% increase in 23/24?

Total Revenue	8,875,120	8,750,000	8,690,000	8,768,000	8,846,000
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Expenditures

Trust Council	1,316,898	1,258,000	1,382,000	1,399,000	1,432,000
Local Planning	6,667,158	6,567,000	6,629,000	6,579,000	6,603,000
Islands Trust Conservancy	1,109,063	1,143,000	897,000	908,000	929,000
Less non-cash items - amortization	(218,000)	(218,000)	(218,000)	(118,000)	(118,000)

How does this line up with Bylaw #153
updated Schedule 'A' including Objectives, Deliverables?

What is this?

Total Expenditures	8,875,120	8,750,000	8,690,000	8,768,000	8,846,000
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Contribution to (Draw from) Accumulated Surpluses/Reserves	(657,660)	(180,000)	(90,000)		
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In conjunction with Org Chart, how does this line up
and what are the Salaries, Expenses, Objectives &
Deliverables? I noticed 3 of 5 Conservancy Board Members
are Trustees?

* Estimated Property Taxes by Source:

Trust Area Property Tax Levy	7,079,772	7,492,000	7,761,000	7,918,000	7,981,000
Bowen Island Municipality Property Tax Levy	311,188	309,000	346,000	352,000	362,000
Total	7,390,960	7,801,000	8,107,000	8,270,000	8,343,000

Should be \$324,000

** Net interfund transfers:

Transfer from GRSF to LTC Specific Fund	125,000	75,000	75,000	-	-
(Contribution to) LTC Specific Fund from GRSF	(125,000)	(75,000)	(75,000)	-	-
Net interfund transfers	-	-	-	-	-

4.88% tax increase does not match up with numbers provided. Please explain?
Where under Revenue are the \$768K of overall budget funded approved grants?

ISLANDS TRUST COUNCIL BYLAW NO. 153

THIS BYLAW IS CONSOLIDATED FOR CONVENIENCE ONLY AND IS
NOT TO BE CONSTRUED AS A LEGAL DOCUMENT

This copy is consolidated for convenience only and is amended by the
following:

Bylaw No.	Amendment No.	Adoption Date
Bylaw No. 160	Amendment No. 1/15	March 31, 2015

ISLANDS TRUST COUNCIL

BYLAW NO. 153

A Bylaw to Provide for Remuneration of Trustees

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

1. This Bylaw may be cited for all purposes as the "Islands Trust Council Trustee Remuneration 2013-14".
2. Effective April 1, 2013, trustees and appointed members of the Trust Fund Board will receive remuneration as described in Schedule "A" attached hereto and forming part of this Bylaw.
3. Remuneration will be paid to trustees on a monthly basis. In the case where a trustee is not duly appointed for an entire month, remuneration payment amounts will be adjusted on a pro rata basis.
4. The Islands Trust Council Bylaw No. 142, cited as "Islands Trust Council Trustee Remuneration 2011-12", is repealed upon adoption of this Bylaw.

READ A FIRST TIME THIS 6TH DAY OF MARCH , 2013

READ A SECOND TIME THIS 6TH DAY OF MARCH , 2013

READ A THIRD TIME THIS 6TH DAY OF MARCH , 2013

ADOPTED THIS 12TH DAY OF APRIL , 2013

SECRETARY

CHAIR

**ISLANDS TRUST COUNCIL
BYLAW NO. 153**

SCHEDULE "A"

Remuneration effective April 1, 2013 **Update to 2022/23**

Local and Municipal Trustee Remuneration

How does this reflect current remuneration for 2022/23?



Local Trustees	Remuneration \$ per Year	Remuneration \$ per Month
Denman	\$ 9,900.00	\$ 824.99
Gabriola	\$ 17,636.00	\$ 1,469.68
Galiano	\$ 10,780.00	\$ 898.33
Gambier	\$ 9,860.00	\$ 821.63
Hornby	\$ 10,074.00	\$ 839.51
Lasqueti	\$ 8,583.00	\$ 715.25
Mayne	\$ 10,943.00	\$ 911.88
North Pender	\$ 13,002.00	\$ 1,083.48
Salt Spring	\$ 29,145.00	\$ 2,428.76
Saturna	\$ 8,648.00	\$ 720.67
South Pender	\$ 8,097.00	\$ 674.73
Thetis	\$ 8,857.00	\$ 738.11
Municipal Trustees		
Bowen	\$ 3,200.00	\$ 266.67

Executive Committee Remuneration

Position	Remuneration \$ per Year	Remuneration \$ per Month
Chair	\$ 40,074.51	\$ 3,339.54
Vice-chairs	\$ 32,059.61	\$ 2,671.63

Payment to Local Trustees who do not register for health/dental benefits through Islands Trust

- Local Trustees who do not register for any health or dental benefits through Islands Trust shall be paid \$1,000.00 per annum, paid monthly at a rate of \$83.33 per month

Honoraria for Board Members Attending Trust Fund Board Meetings

- The Chair of the Trust Fund Board shall be paid an honorarium of \$250.00 per meeting (or less in accordance with Trust Fund Board policy)
- The remaining members of the Trust Fund Board shall be paid \$150.00 per meeting (or less in accordance with Trust Fund Board policy)

Calculation of Trustee Remuneration

a) Base calculation of Trustee Remuneration

The annual amount of Local and Municipal Trustee Remuneration is defined as the sum of four amounts calculated annually as follows:

Title	Purpose	Annual Amount
Trust Council Base Amount	To reflect the workload of all trustees, including Municipal Trustees, due to their membership in the Islands Trust Council	\$3200
Local Trust Committee Base Amount	To reflect the workload of trustees due to their participation in local trust committee business and meetings	\$4200
Population Amount	To reflect the workload of trustees that is related to the population within a local trust area, as determined by the most recent census conducted by Statistics Canada	\$1.30 per person resident in the local trust area
Folio Amount	To reflect the workload of trustees that is related to the number of property folios within a local trust area, as determined by the BC Assessment Authority	\$1.30 per property folio within the local trust area

b) Adjustment of Trustee Remuneration due to changes in population or property folios

Trustee Remuneration amounts that were defined for April 1, 2013 will be reviewed when the population results are available from the most recent federal census. Any adjustments based on changes in local trust area population or property folios at that time will be implemented on April 1st of the following year.

c) Adjustment of Trustee Remuneration due to changes in the Victoria Consumer Price Index

In fiscal years where census results are not available, the previous year's remuneration will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December. Any adjustments to Trustee Remuneration that result from inflation will be implemented on April 1st of the following year."

17. **From:** Jeffrey Green [REDACTED]

Sent: Monday, January 24, 2022 4:50 PM

To: Budget <budget@islandstrust.bc.ca>

Cc: Benjamin McConchie <bemcconchie@islandstrust.bc.ca>; Deb Morrison <dmorrison@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>

Subject: Proposed Budget for 2022/23 - Opposed to Proposed Increase to Tax Levy

I have been a property owner on North Pender Island for over 25 years. While I support the core functions of the Island Trust, I do not support the increased budget proposed for 2022/23. The budget and scope of work by the Trust needs to decrease substantially.

I have reviewed and considered the recently posted proposed budget for 2022/23, as well as the summary of tax levies from 1994/95 to present. I also have reviewed the detailed budgets (which provide specific details on salaries, benefits and expenses) for the past three years. Of note, information is lacking to explain the \$2.1 million spent on staff with salaries under \$75,000/year.

I have several points of concern regarding the proposed increases in taxes. I also think that the survey on the budget needs improvement.

Comments on the Budget

In the 25+ years I have paid property taxes, the Trust tax levy has increased substantially. In contrast, the "services" provided by the Trust have changed little in how they benefit land owners and residents. The Trust needs to revisit its core mandate and focus on that mandate. Trustees and senior Trust staff seem set on ever expanding their area of authority, while providing little if any benefit to the residents of the Trust Area. Some specific areas of concern are:

- The Trust lists 13 additional areas for expenditures over and above their existing services on the budget web page:
 - Four of these are planning related; as land use planning is a core function of the Trust and with multiple planning staff (eight listed in the detailed financial report), this should be part of your normal operations; not an additional expense.
 - The "Improvements to development application processing services" should also be part of your core mandate. Development applicants should pay for any additional costs — not the general tax base.
 - Administrative support to regional coordination groups. You are already paying over \$2.0 million for "other employees" (no detail on what they do or how many). Why can't existing employees do this work.
 - The remaining areas cover an array of projects which are of questionable need — especially given the Trust's core mandate. Further, we are already paying for several individuals to conduct "mapping projects". Why can't these individuals do the mapping work as part of their existing job?
 - The Trust needs to focus on its core mandate of land use planning, develop permitting and enforcement and conservation areas. Tax payers within the Trust Area should not be paying for special projects, expanded mandates and special interests that are being put forward by Trustees and senior staff and which are outside the core mandate of the Trust as per their Act.

- The Trust has increased its tax levy to property owners by over 300% since 1994/95 (<https://islandstrust.bc.ca/document/islands-trust-budget-history-1994-95-to-2021-22/>). Much of this increase has been associated with the hiring of a large number of permanent and part time staff (I.e., as of 2021, 18 permanent staff with salaries over \$75,000). The Trust needs to justify these huge increase in costs and continual hiring of employees (e.g., the Endangered Species Specialist and the Administrative Assistants proposed in this budget). Property taxes in other jurisdictions have not increased to a similar degree, yet those municipal governments offer a full suite of infrastructure and services to their constituents; these are real infrastructure projects and services that benefit our communities and residents, not just planning and development permitting. The Trust needs to assess their efficiency and efficacy in delivering their core mandate and return to those core responsibilities.
- **Salaries for Permanent Staff.** I was quite stunned to see the salary ranges for the 18 staff who are paid over \$75,000/year. How does the Trust justify 18 salaries in this range, with several in the \$110-120K range and the highest being \$180K (plus benefits). The Trust needs to carefully review the need for each of these employees and the associated costs (salary + benefits+ cost) for each employee verses their roles and responsibilities.
- **Number of Trustees.** While the number of Trustees was originally set by the Act, why do we need two Trustees per island. In provincial and federal governments that deal with much more than the Trust, one representative per area (with areas defined on a per capita basis) is the norm. Cutting the number of Trustees in half and reducing costs for the various committees would help reduce the overall costs of the Trust.

Comments on the Public Survey in 2022/23 Budget

- The survey requests information on who the respondent is. The survey does not specify how this information is used by the Trust. As an example, the survey begins by asking my “connection” to the islands. It offer “full time resident, part-time resident,” etc. But no where in the survey does it ask if I am a property owner and tax payer. As a tax payer who pays the tax levy the Trust issues, this is a key question. Your interest in differentiating between full-time and part-time residents suggests an inherent bias in the way this survey information will be used. Property owners, regardless of whether they are full-time or part-time residents, pay the same amount of tax.
- The survey was issued with just two weeks before the closing date for responses on February 6, 2022. The public meeting on the 27th January leaves only 10 days for a response. Further, only individuals with computers, tablets or cell phones can complete this survey. What about elderly and other residents and property owners who are not computer literate?
- The Trust needs to make sure it constituents — the residents of the Trust Area — clearly understand the primary functions of the Islands Trust (land use planning, development permitting, bylaw enforcement, conservation areas). People often think the Trust is a local government providing mutiple services (e.g., schools, police, fire, hospitals, parks, recreation, roads) when the Trust actually provides no physical infrastructure or direct public services. Respondents to the survey need to understand the limited scope of the Islands Trust to be able to meaningfully respond to questions on decreasing, increasing or holding the budget relative to the services provided.
- The questions on whether the Trust should decrease, leave the funding the same or increase funding are vague in relation to what we are comparing this to. Are you referring to what the core mandate of the Trust is as per the Islands Trust Act as the base? Or are you referring to the existing conditions 2021/22? I already believe the Trust has overstepped its mandate and has

created an inefficient bureaucracy that is disproportionate in size and complexity, compared to other similar-sized municipal governments in southwestern BC. I, as do other on the Islands, question the efficiency and effectiveness of the Trust government and its paid employees.

The Trust budget and its reach needs to decrease not increase. The Trust needs to stay within the intended bounds of the Island Trust Act.

Jeffrey E. Green



18. **From:** David Greene [REDACTED]
Sent: Tuesday, January 25, 2022 1:37 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Questions

To Whomever:

Finding information that is specific to the different islands within the trust is virtually impossible unless one is quite skilled in computer use; one has oodles of time to dance around the various sites; one is familiar with the scope of the various IT services and their concomitant actual effectiveness.

So the questions:

Is there not a better way to communicate from Island Trust to those who should be able to use the services (but do not have the aforementioned computer savvy, tons of time, and/or understanding of IT's available services)?

Is there not a better way to communicate what **each island** entity gets out of a 9 million dollar plus budget in actual services (not just administrative fees and the like). How much "bang for the buck" accrues to each Island?

I am on Thetis Island. The biggest concern by far for us is these freighters that surround us— bringing us unwanted noise and night lights, incrementally more polluted waters, and lower property values by their very presence. What is Island Trust doing about this biggest of all problems (no buck-passing please, we've heard "solutions" too often over too long a period of time, and still nothing happens)?

Doesn't Island Trust's mission statement (or is it aim? or is it raison d'être?) mention protecting the unique marine and land environment? That certainly seems disingenuous given the aforementioned marine situation as well as the minimally visible IT services supposedly meant to keep land assets clean and environmentally sensitive.

How does one initiate a process to leave the Islands Trust? There seem to be few reasons for Thetis Island to stay within the Trust. Help me understand what I/we get out of it.

Thank you for your attention to these questions.

David Greene

19. From: John Speirs [REDACTED]
Sent: Sunday, January 30, 2022 10:02 AM
To: Budget <budget@islandstrust.bc.ca>
Cc: Laura Patrick <lpatrick@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>
Subject: Draft Budget

I am writing to express my opposition to the draft budget.

The budget continues a ongoing trend of spending beyond the means of the trust. Over the past 25years the trust budget has nearly tripled. I would support an increase if I could be sure the money was well spent on improving the local infrastructure rather than another study that gets filed away. Rather the increases seem to be spent on more studies, more advocacy, more staff and expanding into areas that fall outside of the trust mandate such as marine management, housing and climate change.

The trust needs to get its own house in order. Leave housing, climate change, marine management to higher levels of government which have the expertise, resources and authority to handle these areas. Duplication of effort by the trust in areas they have no expertise our authority in is wasteful and unproductive.

My sense is the that the planning and development review functions that the trust perform are done poorly and very inefficiently. Someone (ie the trustees) needs to drive change in the bureaucracy so that it is able to do more with less. The CAO should be held responsible for improving performance with clear metrics/kpi's which are reported annually. Many in the community are struggling due to the pandemic and making do with less, the trust should be no different.

There needs to be analysis of what impact not doing or delaying some of the budget proposals. For example, what harm would come from delaying or shelving the Coastal Douglas fir study, or heritage inventories?

Regards,

Jack Speirs

20. From: HANS TAMMEMAGI [REDACTED]
Sent: Monday, January 31, 2022 7:57 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Future budgets & survey

Hello,

I'm writing to express my concern about the rising budget of Islands Trust, which is already excessive. It's worrisome that the Trust is expanding into areas where it should not tread, and is growing its bureaucracy unnecessarily. I have spoken with many of my acquaintances on Pender Island and, almost

unanimously, they feel as I do, that is, that Islands Trust does not offer good value for the money it costs. Yet, you are proposing to expand!

Please do not increase your budget.
Best regards ... Hans

Hans Tammemagi [REDACTED]

Pender Island, BC [REDACTED]

21. **From:** Gerry Kristianson [REDACTED]
Sent: Tuesday, February 1, 2022 11:27 AM
To: Budget <budget@islandstrust.bc.ca>
Cc: Laura Patrick <lpatrick@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>
Subject: Proposed Special Property Tax Requisition

As a property owner and permanent resident on Piers Island, I wish to lodge a formal protest against the proposal to continue a Special Property Tax Requisition to fund the entity known as the Salt Spring Island Watershed Protection Alliance (SSIWPA).

Under the heading "Water Sustainability", the Trust budget documents state that the purpose of the requisition is **"to coordinate freshwater sustainability work on Salt Spring Island."** This is reinforced by details that make clear the work of the Alliance is restricted to activities on Salt Spring Island.

Past correspondence with elected trustees and staff of the Local Trust Area has resulted in repeated refusals either to exempt Piers Island property from the requisition or to apply an appropriate portion of the resulting funds to activity consistent with Bylaw 154 which states that the purpose of the tax is **"protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area"**.

Limiting use of the funds to an entity whose purpose is **"to coordinate freshwater sustainability work on Salt Spring Island"** not only contradicts Bylaw 154's reference to the local trust area but also paragraph 7 of the bylaw which states that "for certainty, the SS LTA may not further delegate any power that has been delegated by the bylaw". There is an obvious substantive difference between freshwater activity "on Salt Spring Island" as distinct from activity "within the Salt Spring Local Trust Area". In other words, at present properties on Piers Island are to be taxed for an activity and series of projects from whose benefits they are excluded.

One of the first interactions between Piers Islanders and the Trust came when some of your predecessors attempted without success to force us to sever our well-established water connection with Greater Victoria. Without any help from the Trust, property owners on Piers provide through our improvement district the reliable distribution of potable water as well as a fresh water reservoir system for firefighting. If the Trust insists on continuing to impose the special levy, then surely it has an obligation to make an appropriate share of the funds available to the Piers Island Improvement District which can put the money to good use "protecting the quality and quantity" of our island's fresh water resources consistent with the terms of Bylaw 154.

Gerald Kristianson

[REDACTED]

[REDACTED]

Piers Island

22. **From:** Bryan Anderson [REDACTED]

Sent: Friday, February 4, 2022 8:44 AM

To: Budget <budget@islandstrust.bc.ca>

Cc: Benjamin McConchie <bemcconchie@islandstrust.bc.ca>; Deb Morrison <dmorrison@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>

Subject: Proposed Budget for 2022/23 - Opposed to Proposed Increase to Tax Levy

I have been a property owner on North Pender Island for over 19 years. While I support the core functions of the Island Trust, I do not support the increased budget proposed for 2022/23. The budget and scope of work by the Trust needs to decrease substantially.

I have reviewed and considered the recently posted proposed budget for 2022/23, as well as the summary of tax levies from 1994/95 to present. I also have reviewed the detailed budgets (which provide specific details on salaries, benefits and expenses) for the past three years. Of note, information is lacking to explain the \$2.1 million spent on staff with salaries under \$75,000/year.

I have several points of concern regarding the proposed increases in taxes. I also think that the survey on the budget needs improvement.

Comments on the Budget

In the 19 years I have paid property taxes, the Trust tax levy has increased substantially. In contrast, the “services” provided by the Trust have changed little in how they benefit land owners and residents. The Trust needs to revisit its core mandate and focus on that mandate. Trustees and senior Trust staff seem set on ever expanding their area of authority, while providing little if any benefit to the residents of the Trust Area. Some specific areas of concern are:

- The Trust lists 13 additional areas for expenditures over and above their existing services on the budget web page:
 - Four of these are planning related; as land use planning is a core function of the Trust and with multiple planning staff (eight listed in the detailed financial report), this should be part of your normal operations; not an additional expense.
 - The “Improvements to development application processing services” should also be part of your core mandate. Development applicants should pay for any additional costs — not the general tax base.
 - Administrative support to regional coordination groups. You are already paying over \$2.0 million for “other employees” (no detail on what they do or how many). Why can’t existing employees do this work.
 - The remaining areas cover an array of projects which are of questionable need — especially given the Trust’s core mandate. Further, we are already paying for several

individuals to conduct “mapping projects”. Why can’t these individuals do the mapping work as part of their existing job?

- The Trust needs to focus on its core mandate of land use planning, development permitting and enforcement and conservation areas. Tax payers within the Trust Area should not be paying for special projects, expanded mandates and special interests that are being put forward by Trustees and senior staff and which are outside the core mandate of the Trust as per their Act.
- The Trust has increased its tax levy to property owners by over 300% since 1994/95 (<https://islandstrust.bc.ca/document/islands-trust-budget-history-1994-95-to-2021-22/>). Much of this increase has been associated with the hiring of a large number of permanent and part time staff (I.e., as of 2021, 18 permanent staff with salaries over \$75,000). The Trust needs to justify these huge increase in costs and continual hiring of employees (e.g., the Endangered Species Specialist and the Administrative Assistants proposed in this budget). Property taxes in other jurisdictions have not increased to a similar degree, yet those municipal governments offer a full suite of infrastructure and services to their constituents; these are real infrastructure projects and services that benefit our communities and residents, not just planning and development permitting. The Trust needs to assess their efficiency and efficacy in delivering their core mandate and return to those core responsibilities.
- **Salaries for Permanent Staff.** I was quite stunned to see the salary ranges for the 18 staff who are paid over \$75,000/year. How does the Trust justify 18 salaries in this range, with several in the \$110-120K range and the highest being \$180K (plus benefits). The Trust needs to carefully review the need for each of these employees and the associated costs (salary + benefits+ cost) for each employee verses their roles and responsibilities.
- **Number of Trustees.** While the number of Trustees was originally set by the Act, why do we need two Trustees per island. In provincial and federal governments that deal with much more than the Trust, one representative per area (with areas defined on a per capita basis) is the norm. Cutting the number of Trustees in half and reducing costs for the various committees would help reduce the overall costs of the Trust.

Comments on the Public Survey in 2022/23 Budget

- The survey requests information on who the respondent is. The survey does not specify how this information is used by the Trust. As an example, the survey begins by asking my “connection” to the islands. It offer “full time resident, part-time resident,” etc. But no where in the survey does it ask if I am a property owner and tax payer. As a tax payer who pays the tax levy the Trust issues, this is a key question. Your interest in differentiating between full-time and part-time residents suggests an inherent bias in the way this survey information will be used. Property owners, regardless of whether they are full-time or part-time residents, pay the same amount of tax.
- The survey was issued with just two weeks before the closing date for responses on February 6, 2022. The public meeting on the 27th January leaves only 10 days for a response. Further, only individuals with computers, tablets or cell phones can complete this survey. What about elderly and other residents and property owners who are not computer literate?
- The Trust needs to make sure it constituents — the residents of the Trust Area — clearly understand the primary functions of the Islands Trust (land use planning, development permitting, bylaw enforcement, conservation areas). People often think the Trust is a local government providing mutiple services (e.g., schools, police, fire, hospitals, parks, recreation, roads) when the Trust actually provides no physical infrastructure or direct public services.

Respondents to the survey need to understand the limited scope of the Islands Trust to be able to meaningfully respond to questions on decreasing, increasing or holding the budget relative to the services provided.

- The questions on whether the Trust should decrease, leave the funding the same or increase funding are vague in relation to what we are comparing this to. Are you referring to what the core mandate of the Trust is as per the Islands Trust Act as the base? Or are you referring to the existing conditions 2021/22? I already believe the Trust has overstepped its mandate and has created an inefficient bureaucracy that is disproportionate in size and complexity, compared to other similar-sized municipal governments in southwestern BC. I, as do other on the Islands, question the efficiency and effectiveness of the Trust government and its paid employees.

The Trust budget and its reach needs to decrease, not increase. The Trust needs to stay within the intended bounds of the Island Trust Act.

Bryan Anderson

23. From: Ken P Gurr [REDACTED]
Sent: Friday, February 4, 2022 12:59 PM
To: Budget <budget@islandstrust.bc.ca>; Executive Admin <execadmin@islandstrust.bc.ca>; Scott Colbourne <scolbourne@islandstrust.bc.ca>; Kees Langereis <klangereis@islandstrust.bc.ca>
Subject: Attached Submission for Budget feedback 2022-23

Dear Islands Trust senior staff and Trustees;

I am respectfully submitting my suggestions on an amendment to 2022-23 Trust Area budget. It is attached as a 3-page PDF document.

Thank you for your consideration and attention.

Sincerely, Ken

Ken P Gurr

[REDACTED] Gabriola
[REDACTED]
[REDACTED]

Submission to Islands Trust 2022-23 Budget -- Request for Public Input

Submitted by: Ken P Gurr, resident
[REDACTED] Gabriola

Re: Leveraging your existing budget and working to accelerate and be more effective in the Preserve and Protect Stewardship mandate by reallocating budget dollars to create a small, annual Grants-in-Aid fund available for Trust Area NGO conservancies, land trusts and Indigenous land stewardship programs.

Synopsis

We all know this is a challenging time. Climate change acceleration, population growth and intensifying habitat fragmentation in the Trust Area, eroding trust in governance, and the pandemic have shown that all levels of government must do more with less, and must be more proactive, innovative, and nimble. Things are changing very quickly and the IT, as an institution, cannot hope to aspire to its Preserve and Protect mission without innovating to overcome budget and administrative constraints.

Most local island conservancies/land trusts are well-established as charitable and proven organizations in the Trust Area. They have demonstrated organizational strengths, flexibility to leverage funds many times over with a diversity of grant options, individual donations, volunteers, and an exceptionally high level of community trust and positive regard. These are organizational advantages that the Islands Trust would do very well to lean on and further collaborate with to “help them to help the IT in delivering its mandate.”

Over the years, support and collaboration has strengthened from IT and ITC staff to island conservancies and trusts. But the missing piece, and long a source of island community frustration is the IT/ITC not finding the organizational will to easily expand their scope and reach of program delivery through creative financial tools (as the regional district governments have done).

Budget Amendment Suggestions

- 1) To repurpose/reallocate approximately \$35,000 of current proposed budget dollars from within your overall budget or ITC budget to offer annual small grants-in-aid to island-wide conservancies, as IT has precedent already with its “History and Heritage Grants” program.

For years now, the Regional District of Nanaimo and other regional districts are leading the way in this model of community organizational partnerships for leveraging their program delivery with excellent outcomes relating to culture, recreation, environmental conservation and drinking water/watersheds. These are very transferrable “plug-and-play” templates for the IT to easily implement.

- 2) Specifically, this new “grants-in-aid for conservation education and outreach” could be sourced within the proposed 2022-23 budget details for the ITC that cites creating a part-time FTE for the position of Fundraising/Grantwriting staff person at \$55,000.

- 3) Instead, this could be re-allocated to \$35,000 for new the “NGO grants-in-aid for conservation education and outreach” and \$20,000 for freelance grant-writing services to assist the ITC in its applications. (Full disclosure: I *was* a freelance grant-writer after a career in charities, but I am retired and do not seek or offer that service! Though many other talented grant-writers exist on these islands and would welcome the chance to lend their expertise to help the ITC apply for government eligible grants.)
- 4) To request staff to creatively explore other cost-efficiencies for increased reach of the IT and ITC mandate via greater direct collaboration and support of island conservation organizations. This could include: directives for LTCs to allocate a prescribed amount of time to support local conservation organizations with mapping and promotion of conservation programs; denote other in-kind services available; and, to explore the possibility of rotating partial-time secondments of ITC conservation specialists to work directly alongside NGO conservancies staff/volunteers to achieve mutually beneficial outcomes on-the-ground.

Justifying Points

- An IT Conservation Grants-in-Aid program will leverage Trust budget dollars many times over by way of the power of local conservation organizations to extend and match via NGO grants, individual donations and deep well-established networks of volunteers and interpersonal relations to achieve on-the-ground results. (I know these from my professional background as the strongest success factors in effective conservation outreach.)
- This initiative would be a clear demonstration to island communities and opinion-leaders that the IT/ITC is getting more done by stretching existing tax-dollars with community partnerships. (The IT can’t buy or print booklets to generate that kind of positive, reputation-saving publicity!)
- Annual small grants of \$1,000-\$5,000 would be awarded to qualifying local and Indigenous organizations with land stewardship conservation/education/outreach programs and the variety of tools and resources needed that encourage conserving habitat/biodiversity, e.g.) to help personally visit land-holders, to expand promotions, educational materials, and other resources promoting habitat conservation and private land stewardship, NAPTEP, field days, small incentives like free seedlings, native plants, contract outreach staff support, etc. This should not be too prescriptive. (Again, regional districts’ grants-in-aid programs should be referenced.)

Backgrounder

I have direct professional experience and historical insight into the current budget allocation for the proposed ITC Fundraising staff position and stewardship education actions for the 2022-23 budget. I believe strongly this is the wrong approach and perhaps with no awareness of past errors in judgement. I think it remains an unhealthy organizational blindspot.

To explain:

Over two decades ago, in 2000, I was hired as the Islands Trust Fund (ITF) Communications and Fundraising Specialist. The main assignment was to develop a Trust Area fundraising plan to seek donations and grants for the ITF (now ITC). An advisory board was setup to review this plan; Trustee Louise Bell was chair.

I resigned from this position after 6-months for two reasons: one being the IT AO at the time was not amenable to me working remotely more often (commuting from Gabriola with pre-school aged children); the other, being I agonized (as both an islander and a professional with years of fundraising and conservation education experience) over the misguided plan of the ITF as a government-established agency essentially competing with conservation NGOs in the gulf islands for donations and grants! I cautioned it was not the right path, that “we” should be supporting these organizations at the grassroots where the community buy-in and leverage of funding is greatest. Ken Millard (the late co-founder of the Galiano Conservancy) also spoke of his concerns with this initiative. Thankfully, enough members of the ITF Advisory Board agreed and cancelled the plan. I was not popular with the Chair after this, and so left the ITF soon after and became the development director of the marine conservation charity, Georgia Strait Alliance.

When it comes to delivering on the mandate of the IT/ITC with stewardship education outreach and conservation programs, I also believe strongly that the level of community trust and positive interpersonal reputation is far higher in grassroots community organizations than with the IT/ITC as a government institution. (I am sure an unbiased survey of beliefs and attitudes of Trust Area residents would overwhelmingly bear out what is bluntly true to anyone who has lived on these islands for more than a few years.)

So, if the IT/ITC earnestly cares about most effectively achieving its mandate (and I know it does), it should focus *not* on building costly bureaucratic capacity, but on further *intensifying* and *expanding* delivering its objectives with increased collaborations and funding support of the community-based conservancies, land trusts and Indigenous organizations operating in the Trust Area. And that means less talk and more putting money on the table. It will pay dividends. And may even result in future IT Budget Survey results where respondents say “yes” to increasing taxes to support Trust Area programs!

My expertise and perspective in all of the above: lived on Gabriola since 2000; currently the part-time/semi-retired [Nature Stewards Program](#) Coordinator for Gabriola Land & Trails Trust (\$8,000 contract over 12 months); was on the co-founding board of the [Gabriola Commons](#); was co-founder and director of community education programs for the NGO the [Land Stewardship Centre](#) in Alberta (which recently celebrated 25 years); was provincial communications specialist for the largest multi-partner habitat conservation program on the continent: [North American Waterfowl Management Plan](#).

My profile on [LinkedIn](#) (and the underlined in paragraph above are also weblinks).

Yours sincerely, Ken P Gurr



Follow-up addendum to original Budget Submission

Dear Trust Executive – Budget Review:

Following up on my submission from Friday, February 4th, 2022, I would like to clarify the most important point as follows below.

Please add this to my submission for the Trustees and Public Record:

Main Point of My Submission is:

To repurpose/reallocate approximately \$35,000 of current proposed budget dollars from within your overall IT budget to create a new “Stewardship Education/Conservation Outreach Grants-in-Aid program for island conservancies/trusts and Indigenous organizations

I do not at all wish to see money reduced or eliminated in any way from the Islands Trust Conservancy Budget to continue doing their vitally important work for the Trust Area! I was merely trying to illustrate that somewhere in the approx. \$9 million operating budget the IT must be able to find \$35,000 for such an endeavor for the three *Justifying Points* I emphasized.

Yours sincerely,
Ken Gurr

[REDACTED]
Gabriola, BC, V0R 1X6

24. From: Susan Yates [REDACTED]
Sent: Friday, February 4, 2022 7:41 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Draft Budget public input

Dear Financial Planning Committee,

Please accept this brief submission to the Islands Trust 2022/23 Draft Budget, on behalf of Directors for the Gulf Islands Alliance

Thank you, with best regards,
Susan Yates (Gabriola Island) and Ian Peace (Salt Spring Island)

To Financial Planning Committee (budget@islandstrust.bc.ca)

From: Gulf Islands Alliance

February 3, 2022

Dear FPC members and Trustees,

Directors of the Gulf Islands Alliance, the grass-roots non-profit group with members throughout the Trust Area, supporting the mandate of the Islands Trust, would like to give our full support to Budget proposals that specifically aim to preserve the natural ecology of the Trust Area.

We also give our full support to the following highlights in the proposed 2022/23 Budget:

- Any and all work done by or on behalf of the Islands Trust Conservancy
- Climate change indicators specific to the Trust Area project
- Groundwater research and mapping for the Trust Area
- Heritage preservation overlay mapping and Model Bylaws project
- Ganges Village Planning Project, and the CDF Protection Project for Salt Spring
- Gambier LTA OCP update
- Hornby Island OCP update

With sincere appreciation for your deliberations and decisions regarding the 2022/23 Budget,

Susan Yates and Ian Peace, on behalf of the Gulf Islands Alliance

25. **From:** Philip Macoun [REDACTED]
Sent: Sunday, February 6, 2022 8:46 AM
To: Budget <budget@islandstrust.bc.ca>; Laura Patrick <lpatrick@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>
Subject: Islands Trust budget exercise

As a property owner and permanent resident on Piers Island, I wish to lodge a formal protest against the proposal to continue a Special Property Tax Requisition to fund the entity known as the Salt Spring Island Watershed Protection Alliance (SSIWPA).

Under the heading "Water Sustainability", the Trust budget documents state that the purpose of the requisition is "**to coordinate freshwater sustainability work on Salt Spring Island.**" This is reinforced by details that make clear the work of the Alliance is restricted to activities on Salt Spring Island.

It is totally unreasonable that this special tax requisition that is raised solely for the benefit of Salt Spring Island should be applied to Piers Island residents. It is also unreasonable to dismiss these objections because of procedural difficulties.

Yours sincerely

Philip Macoun
[REDACTED]

Piers Island

26. **From:** Anthony Law [REDACTED]
Sent: Sunday, February 6, 2022 12:06 PM
To: Budget <budget@islandstrust.bc.ca>

Cc: Alex Allen <aallen@islandstrust.bc.ca>; Grant Scott <gscott@islandstrust.bc.ca>
Subject: Letter re Budget 2022/23

Please receive and consider the **attached** letter.

Thank you.

Tony Law

I respectfully acknowledge I am living on unceded traditional territory of K'òmoks First Nation.

Tony Law

Hornby Island, BC

Tony Law

Hornby Island, BC

To: Islands Trust Council

6 February 2022

re: Budget 2022-32

Dear Council Members:

I am a strong supporter of the object of the Islands Trust – as evidenced by having served as a trustee for more than a quarter of my life. I fully empathize with you as you consider the difficult decisions for establishing the budget and tax requisitions.

But I would also like to challenge you by suggesting that, before you finalize the budget, you consider adopting the following policy:

In any year, any increases in Islands Trust expenditures and property taxes should not exceed the increase in the Consumer Price Index.

This needs some explanation!

1. The Islands Trust has already grown and grown and grown

If the draft budget is adopted, expenditures will have increased by over 300% since 1994/95.

Expenditures have increased faster than population, folios and inflation:

Population

From 1997 to 2016, the resident population in the Trust Area increased by 18%
In the same period, the Islands Trust budget increased by 75%

Folios

From 2005 to 2016, the number of folios in the Trust Area increased by 18%
In the same period, the Islands Trust budget increased by 69%

Inflation

From 1994 to 2021, the Consumer Price Index increased by 67%
In the same period, the Islands Trust budget increased by 174%

The Islands Trust budget has not just kept up with inflation. It has contributed to inflation.

I was a trustee for most of his period and have to accept my share of responsibility.

As I see it, two things were happening:

Firstly, there was a need to establish the Islands Trust as a robust organization capable of doing what was expected of it.

When I was first elected in 1996:

- The planning department was a handful of planners in Victoria with the director taking on the four or five most challenging applications in the trust area
- Trust Area Services was essentially just the director.
- The Conservancy staff consisted of only a part-time manager

Secondly, we trustees continued to have new ideas about what the trust should be doing and the issues it should be trying to address – from housing to herring, from ferries to farming.

As often as not, staff would say this requires more resources, more staff.

We would agonize over draft budget increases to enable this.

Sometimes we would approve them.

Sometimes we wouldn't.

But we did so often enough to keep nudging the budget upwards.

And here you are today, agonizing yet again.....

2. The Islands Trust's work is important – but how essential?

When we trustees got too carried away with inflated ideas about the importance of what we were doing, former Chair David Essig would gently say: "Let's remember, all we produce is paper."
(Today, not so much of that in this electronic age!).

The Islands Trust does not supply water, treat sewage, handle recycling – it does not provide health, education and emergency services – doesn't build hospitals, schools and housing – doesn't maintain roads, bridges and ferries – doesn't fight wildfires and floods.

All it can do is encourage, discourage, and tell landowners what they can and can't do on their land.

This is important – but how essential is it for endless budget increases when.....

3. These are different, difficult and uncertain times

For most of the Islands Trust's 48 years, things have been fairly "normal", with a couple of economic downturns followed by recoveries.

Now that has changed. And expectations of doing things as normal need to change.

A good number of Islands Trust residents are on fixed incomes and facing increased costs for essentials like food, fuel and housing. Many more are dealing with decreased incomes, due to reduced earning ability during the pandemic.

There is uncertainty about when the pandemic will end or what it will be followed by. There is the reality that a climate emergency is upon us, but uncertainty about how it will play out.

Governments have vital and costly work to do in these "non-normal" times,: dealing with wildfires and

floods, managing the pandemic, responding to the overdose crisis, housing the homeless, providing restitution to First Nations, restructuring forestry...this list goes on....

The Islands Trust does not have the authority to take substantive action on these challenges. This is not the time for an organization doing non-essential work to be seeking an increased slice of the economic pie when other levels of government are going to need significant resources to take essential actions.

3. Eliciting co-operation

The way to implement the object of the Islands Trust is implicit in the object itself: “....in co-operation with...”. Eliciting co-operation requires good relationships.

When I was a trustee, over and over I would hear islanders refer to the Islands Trust as a distant “bureaucracy in Victoria”. Now the characterization has become: a “bloated bureaucracy in Victoria”.

It is not so easy to elicit co-operation in limiting the impact of growth when the organization advocating this is itself continually growing!

Halting this growth could be an important element in establishing the necessary cooperative relationship between the Islands Trust and those living in the trust area.

4. An opportunity for leadership

Growth has been an intrinsic part of the culture we all grew up in. Households, workers, businesses communities, governments have all had expectations of more and more. Any entity that was not growing has been considered “stagnant”.

Perpetual growth on a finite planet is the root cause of the disruptions of natural systems that are facing us with climate and ecological crises. We need to not only deal with these crises but address the root cause.

That means replacing our unthinking expectations of growth with a conscious effort to achieve a sustainable steady state with respect to human activities. In fact, those of us at the more privileged end of the spectrum need to make do with less to enable some degree of equity between haves or have-nots on the planet..

Making such fundamental change is not easy. It needs leadership and exemplars.

While the Islands Trust cannot make a big difference in terms of consumption of resources, it can make a significant difference by taking on a leadership role and being an exemplar in eschewing growth. The Islands Trust is in a good position to do this having an environmental mandate and, unlike other levels of government, not having to respond to this crisis situation with needed practical measures.

I believe this would have a significant impact on how the organization is perceived and would help restore its relationship with island communities where too many members see it as a bloated bureaucracy.

5. Focusing on areas of authority

A community member once accused me of suffering from Stockholm Syndrome (whereby hostages take on the interests of their captors). A bit unkind, but there was a wee bit of truth there. As a trustee, I was totally captivated by the institution. I was ambitious to make it relevant by encouraging responses to all the issues of concern I was hearing about in our communities.

But now, with some time and space away, I am seeing that these issues can be more usefully tackled by on-the-ground community organizations and other levels of government with appropriate authority.

I am thinking that the Islands Trust should pursue the “preserve and protect” object by focusing resources upon where it has authority to act:

- “preserving”, through the authority of the Islands Trust Conservancy to hold and manage land and interests in land;
- “protecting”, through the authority of local trust committees to plan and regulate land use.

I believe the Islands Trust could provide an additional useful and non-expensive function by maintaining an easily accessible data base of resources that can be used by communities and others to support actions and advocacy that serve the object of the Islands Trust.

6. Last words

I believe that limiting budget increases to the level of inflation would enable the Islands Trust to continue to pursue its object effectively by focusing upon using its authority. It would provide necessary leadership in times where we all need to embrace change. It would help establish co-operative relationships with island communities.

In saying this, I realize I am speaking from having been a trustee in easier times and with understanding of the challenges involved.

But I do hope this can be given your consideration.

Thank you, sincerely,

Tony Law

PS: See table on next page

Year	Approved Expenditures	% Change in Expenditures	% Change in Property Taxes	CPI Victoria B.C	Expenditure/ Tax Increase More than CPI
1994/95	\$2,906,360				
1995/96	\$3,287,035	+13.1%	+10.1%	n/a	n/a
1996/97	\$3,550,325	+8.0%	+5.1%	+2.1%	✓/✓
1997/98	\$3,534,025	-0.5%	+3.9%	+0.9%	-/✓
1998/99	\$3,539,590	+0.2%	+1.0%	+0.8%	-/✓
1999/00	\$3,546,515	+0.2%	0.0%	+0.2%	-/-
2000/01	\$3,790,880	+6.9%	-9.2%	+1.3%	-/-
2001/02	\$3,925,460	+3.6%	+4.1%	+1.5%	✓/✓
2002/03	\$3,997,175	+1.8%	-0.2%	+1.6%	✓/-
2003/04	\$3,946,725	-1.3%	+5.7%	+2.9%	-/✓
2004/05	\$4,152,025	+5.2%	+5.2%	+1.8%	✓/✓
2005/06	\$4,330,410	+4.3%	+6.2%	+2.5%	✓/✓
2006/07	\$4,785,792	+10.5%	+12.4%	+2.0%	✓/✓
2007/08	\$5,502,454	+15.0%	+15.3%	+1.6%	✓/✓
2008/09	\$6,161,949	+12.0%	+6.0%	+0.8%	✓/✓
2009/10	\$6,313,036	+2.5%	+0.9%	+0.4%	✓/✓
2010/11	\$6,452,974	+2.2%	+4.7%	+2.0%	✓/✓
2011/12	\$6,853,325	+6.2%	+1.0%	+2.1%	✓/-
2012/13	\$6,832,473	-0.3%	0.0%	+2.1%	-/-
2013/14	\$6,952,192	+1.8%	+1.3%	+1.3%	-/-
2014/15	\$7,059,080	+1.5%	0.0%	0.0%	-/-
2015/16	\$7,189,445	+1.8%	0.0%	+1.0%	✓/-
2016/17	\$7,292,009	+1.4%	0.0%	+1.1%	✓/-
2017/18	\$7,703,512	+5.6%	0.0%	+1.8%	✓/-
2018/19	\$8,061,134	+4.6%	+2.0%	+1.9%	✓/✓
2019/20	\$7,939,886	-1.5%	+2.0%	+2.3%	-/-
2020/21	\$8,194,811	+3.2%	+0.3%	+3.1%	✓/-
2021/22	\$8,217,459	+0.3%	+3.2%	+2.8%	-/✓
2022/23	\$9,024,917	+9.8%	+4.4%	+3.4%?	(✓/✓)

27. **From:** Rick Taylor [REDACTED]
Sent: Sunday, February 6, 2022 3:14 PM
To: Budget <budget@islandstrust.bc.ca>; MUNI.Minister@gov.bc.ca; Russ Hotsenpiller <rhotsenpiller@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>; Benjamin McConchie <bemconchie@islandstrust.bc.ca>; Deb Morrison <dmorrison@islandstrust.bc.ca>
Subject: Islands Trust's Proposed Fiscal 2022-2023 Budget Input

February 6, 2022

I am writing to express my adamant disagreement with the Islands Trust's fiscal 2022-2023 budget as follows;

1. The proposed budget results in a 10.1% increase over the previous year which is outrageous for several reasons;
 1. The annual BC CPI has been 2.6% for the previous year (average % Lower Mainland & Victoria). The IT budget is 261% higher than the Provincial CPI. Not acceptable. Reduce the proposed budget to a 2.6% increase. Live within your means and the means of the islanders whom you serve.
 2. The revenue segment of the proposed budget increased 9.8% year over year, mostly derived from an increase of 158% in fees and sales, from \$120,000 to \$311,442.
 1. If the increase in fees is disproportionate to development value, the Islands Trust is contributing to the cost of already unaffordable housing. Did you know the average home has ~\$150,000 in development and building permitting fees, levies and associated taxes. How can anyone save this much to fund their first home? They are paying these mortgaged fees over 25 years from their after income tax earnings. Don't pile on!
 2. If sales increase dramatically in the new fiscal year, those revenues are unsustainable in future years. The results will be the IT seeking ever higher property taxes in future years to cover sales revenue shortfall.
 3. We islanders know that the islands' housing market rises, stagnates and falls repeatedly over time, with a long time gradual increase. IT funding should reflect this reality and not look at particularly active years as a guarantee of future sales returns.
 4. The overall revenue segment increase is projected to be \$807,000, a 9.8% assumed revenue increase. I doubt the IT has considered the approval process for fees considering approval timing does not (typically) match the fiscal year. The numbers both exaggerated and sales revenues likely will not match reality in a rising interest rate environment.
 3. The expenses segment of the budget, notably, Council Services is proposed to increase by \$220,000 or 27.3 % of the projected increase in revenues. This is outrageous. Typically, these segments of a budget increase minimally. Why the large increase and why do they need an increase of administrative services from 14% to 16% of the overall expenditure segment of the budget?
2. The budget contemplates completing 13 projects in fiscal 2022-2023. They are sufficiently complex and, I believe, will not all be completed in that the completion rate would be 1 project every 4 (work assignment) weeks. Make choices (legislated first) and prioritize others over future years.

Thank you and I look forward to seeing a much improved and affordable budget and property tax increase.

Rick Taylor

[REDACTED] Pender Island, BC [REDACTED]
[REDACTED]

28. **From:** Lawrie Dignan [REDACTED]

Sent: Sunday, February 6, 2022 3:23 PM

To: Web Comments <webcomments@islandstrust.bc.ca>

Subject: RE: NEWS RELEASE - Islands Trust Council Meeting Program Announced

<https://c2cjournal.ca/about/>

In order to make an informed decision to either approve or disapprove the upcoming budget for IT, I would need to be brought along at each step of the way with actual interaction with trust meetings all along, and I mean for several years now. I have not been.

For you to present a new budget, the biggest ever, everyone in the trust areas needs to have more involvement in IT goings on.

I have said this before and am saying it again, I would like to see an audit of Islands Trust practices, policies and procedures done by an independent group of auditors. This will tell everyone just where the money goes and how it is spent.

I was made aware of C2C today, which I had never heard about in the past and am grateful They seem to be a bit of a Public Watchdog on the Trust. Good on them.

I have my own story with having IT involved in a project of mine, where thin skin determined the involvement and the resolve to the issue. There was none that can accept. In fact, I have been waiting two years to find out what the H** happened.

For you to ask me, or others like me without prior or previous involvement or understanding for a decision that will affect our lives and our pocketbooks for ever, with regard to this new budget is unfair.

I will do whatever I can do to get some changes made to the IT structure.

Sincerely

Lawrie Dignan
[REDACTED]

Pender Island, BC

29. From: Rowena Dixon [REDACTED]
Sent: Friday, February 4, 2022 4:49 PM
To: Islands2050 <Islands2050@islandstrust.bc.ca>
Subject: Budget expenditures

My opinion is that we have already spent far too much on advocacy, and surely we cannot go on studying and studying and bringing on board even more advice as to how best to preserve and protect. We have so many planners and let's face it, this Island has taken a backward turn in the 55 years I have lived here. Businesses closed down and even moved off Island before COVID or Climate change or Global warming raised their frightening heads. Do you not understand yet that Climate change is absolutely normal? Compare to 100 years or more ago. There were always wild fires on the prairies and elsewhere, long before we started to build and develop towns and cities in unsuitable locations. Here on S.S.I. People cannot afford to buy homes any more. Many children born and raised here do not stand a chance, and even if the family own a suitably sized property that could be multi-family; forget that sensible notion. Planners do not think that way.

This brings us to the part where we consider employing even more people! To what end? We surely have enough employees by this time that can put their heads together and use common sense to draw on their own talent and experience. This is why we voted these trustees in in the first place, because we expected them to be able to make important decisions without wanting to involve every Tom, Dick and Harry.

Find some land; there is still plenty here and put up some affordable. Could say so much more but this will do for now. We old Islanders are upset.

Sent from my iPad

30. From: Dave Paton [REDACTED]
Sent: Sunday, February 6, 2022 1:02 PM
To: Sue Ellen Fast <sfast@islandstrust.bc.ca>; Michael Kaile <mkaile@islandstrust.bc.ca>; Laura Busheikin <lbusheikin@islandstrust.bc.ca>; David Critchley <dcritchley@islandstrust.bc.ca>; David Critchley <dcritchley@islandstrust.bc.ca>; Kees Langereis <klangereis@islandstrust.bc.ca>; Dan Rogers <drogers@islandstrust.bc.ca>; Tahirih Rockafella <trockafella@islandstrust.bc.ca>; Jane Wolverton <jwolverton@islandstrust.bc.ca>; Kate-Louise Stamford <kstamford@islandstrust.bc.ca>; Alex Allen <aallen@islandstrust.bc.ca>; Grant Scott <gscott@islandstrust.bc.ca>; Peter Johnston <pjohnston@islandstrust.bc.ca>; Timothy Peterson <tpeterson@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>; Jeanine Dodds <jdodds@islandstrust.bc.ca>; David Maude <dmaude@islandstrust.bc.ca>; Benjamin McConchie <bemconchie@islandstrust.bc.ca>; Deb Morrison <dmorrison@islandstrust.bc.ca>; Laura Patrick <lpatrick@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>; Paul Brent <pbrent@islandstrust.bc.ca>; Lee Middleton <lmiddleton@islandstrust.bc.ca>; Cameron Thorn <cthorn@islandstrust.bc.ca>; Steve Wright <stwright@islandstrust.bc.ca>; Doug Fenton <dfenton@islandstrust.bc.ca>
Cc: Executive Admin <execadmin@islandstrust.bc.ca>
Subject: Trust Freshwater Sustainability Strategy

Dear Trustees,

It is apparent that the IT is allocating ever increasing funding towards studies on groundwater (GW) sustainability, often duplicating work already done by the Province – the body actually responsible for the issue. Apologies for the level of detail in this email but I found the sources of information difficult to navigate and the budget history opaque. In addition the topic has economic significance as it's been my

experience that GW availability is often cited as a reason against development in the Trust area. In particular some of the GW study assumptions and findings may have the potential to exaggerate the issue of GW abstraction criticality.

Recently the IT posted 3 GW reports in the IT document library These were commissioned from GW Solutions in 2019. While actually issued last year they were mistakenly assigned the date of posting so are not easy to find – The url for the report listing is:

https://islandstrust.bc.ca/mapping-resources/document-library/?_sft_type=scientific#grid

and the urls for the 3 reports are:

<https://islandstrust.bc.ca/document/islands-trust-area-aquifer-conceptualization-report-ver-2021/>

<https://islandstrust.bc.ca/document/islands-trust-groundwater-recharge-mapping-potential-project-report-ver-2021/>

<https://islandstrust.bc.ca/document/southern-gulf-islands-groundwater-availability-assessment-report-ver-2021/>

Two of them have separate appendices also posted in the document library:

In parallel, preparation of a separate strategy document on freshwater sustainability was outsourced to an external consultancy “Econics Consulting” early 2021. For some reason the latter has not been posted standalone in the electronic library – instead it is embedded in the EC November 17th 2021 agenda package – I’ve attached the pdf above for your convenience. I see the document being in parallel as it recommends the IT outsource work already done by GW Solutions a year earlier. It appears that this study received a \$90k grant from the BC Healthy Watersheds Initiative and the IT committed a further \$20k from its RPC budget.

Econics produced a 10 year programme with an order of magnitude cost table which I’ve attached as a pdf above. Horrifically if one adds up the \$ in the table it doesn’t take much imagination to see an outlay north of \$1m! Perhaps some of the work will attract further external grants but in a post-Covid Provincial budget challenged world – I doubt it. Anyhow as a Provincial tax payer I’d rather see that external funding put to better use. All of the SGI LTCs approved the expenditure. It seems that the IT commits to this further study expenditure in roughly \$50k chunks without proper consideration to work already done – even within its own structure. I’d also question if study reports get subjected to detail review.

Why has the IT committed to spending vast sums duplicating the work and responsibility of a much more experienced and better funded senior level of government?

Next to the **GW Solutions reports**. It’s likely that the reports’ conclusions will be included in LUBs potentially imposing significant economic costs to island communities – property development, businesses and even agriculture. Thus they are important.

The **first report** details the creation of three dimensional (3D) geological models encapsulating the geology, groundwater and structured well data for the Islands.

The **second report** assesses the spatial variability of groundwater recharge potential across the chosen islands. This is designed to provide the IT with the means to assess the recharge potential of different areas with a view to protecting water resources. It states “It is anticipated that this research and mapping will support TC staff with assessment of the potential impacts of density or intensity of land use (e.g., at build-out) on aquifer recharge. Ultimately, this work has potential to support the TC to deliver on their mandate to ensure the sustainability of water resources”.

I found the **third report** the most interesting. The Groundwater Availability Assessment is a water balance determination for areas of the islands designed to identify the percentage of groundwater use relative to aquifer recharge. The data is presented in map form for the scenarios of normal and dry years, coloured for 3 levels of abstraction as a percentage of recharge – 0-5%, 5-10% and over 10%.

I’m most familiar with Saturna so I could assess GW Solutions’ assumptions and data in relation to Saturna. I appreciate given funding limitations the study would necessarily be “desk top” without detailed site visits. In general in my opinion and as the report admits, the assumptions lean towards pessimism. **Some comments:**

Use is based on property tax zoning records which raises several anomalies for Saturna. This leads to errors in land use that would significantly inflate estimates water abstraction. We live on Saturna’s East Point – the core of the peninsula is over 100 acres and zoned residential for around 3 SFD and currently has none – it’s mostly a swamp – the report has it marked as commercial with a corresponding level of water consumption.

The report’s water use assumptions seem more in line with a large metro area than our quite unique islands – e.g. irrigated city parks, larger family domestic consumption with waste water flowing to a treatment plant rather than returning to groundwater via septic. We live in the land of “if it’s yellow let it mellow” and small family units, so the 625L/d residential figure seems high – our family uses around 200 and all that water returns to GW – we collect rainwater for gardening. I couldn’t see if the report considered septic return in its water balance.

GINPR makes up almost half of the island and is forested. Further it retains a legal structure of several individual parcels – probably each designated by the study as a park. The map shows it in the irrigation category. The report admits “It is expected parcels within the irrigation category will overestimate water demand. The method assumes 50% of the land is actively irrigated with volumes assigned in Table 2 of the report.” GINPR is so massive, if this is so the results are totally skewed. Parks Canada doesn’t even supply potable water to its campsite much less engage in irrigation. Neither do any of our own parks – there are several.

A large private managed forest on the south side of the island is considered industrial!

Many lots on Saturna, even though they might have a well, use rainwater harvesting for domestic supply – this is particularly the case in areas with poorer recharge so distorting the reports view of the areas’ criticality. Pretty much all use captured rainwater for gardening. On East Point we mandated a degree of rainwater storage. I can’t see how the authors would have access to this data.

Similarly vast numbers of the residences are seasonal or even weekends only – I can’t see that this is considered in the report or even how it could be – for Saturna this would result in significant over-

estimation of consumption. Even in summer a large number of the houses are empty most of the time. The report does however consider seasonality of agriculture and commercial use.

Most areas of Saturna fall into the least concern (less than 5% of recharge capacity) green category – our only area in the medium range (5% to 10%) orange category is Boot Cove/Old Point Farm which is 7.5% in a dry year. From a knowledge of the area the conclusion doesn't make sense. The east side of Boot Cove is on a CRD community water system fed remotely from a lake and some associated wells - as is Lyall harbour. The report shows Lyall harbour in the green category – both locations run off the same water system so there is no logic for them being different. Furthermore the west side of Boot Cove is part of the Old Point Farm community which has 3 wells feeding a community system serving just 20 houses on one acre lots – the land area is 270 acres – intuitively it would be one of Saturna's least stressed areas.

Given this experience in relation to Saturna, Trustees should review the report's conclusions for their island using local knowledge before considering GW LUB restrictions. Also they should consider if it will be cost effective to continue with large scale expenditure on further studies – perhaps the Province's FLNRORD would be willing to assist with this decision.

I've sat through countless Saturna LTC meetings listening to people citing GW as an excuse for blocking affordable housing development, business projects and subdivisions – often in areas that one wouldn't expect there to be a problem – even with its potentially pessimistic slant this report pretty much says there isn't a problem anywhere on Saturna.

Dave Paton
Saturna Island.

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 16, 2022
From: Director, Administrative Services **Date Prepared:** February 9, 2022
SUBJECT: March 2022 Trust Council Budget Session

PURPOSE:

To seek suggestions and/or direction from Financial Planning Committee (FPC) on suggested format and delivery of the March 2022 Trust Council budget session.

BACKGROUND:

The Trust Council budget session in March is an important debate amongst trustees to achieve an approved budget for the coming fiscal year. Staff observed that the budget session in December 2021 involved a staff presentation centered on the finer details of the operating and capital budget, with less time directed towards presenting in-depth business cases associated with projects. However, trustee discussion and debate was focused mainly on projects. This trend has been observed in previous years as well.

As most of the operational budget items were reviewed in detail at the December Trust Council and many of these items will remain unchanged for the March review, staff are contemplating revising the amount of time spent reviewing these operational items, in favour of allowing more time to present project information given this seems to be where Trustees focus most of their attention for addition/deletion of budget items.

Staff are seeking feedback and suggestions from the FPC on this thought, and general feedback and suggestions on how best to present the budget for the March Trust Council.

ATTACHMENT(S):

1. None.

FOLLOW-UP: As directed by FPC.

Prepared By: Director, Administrative Services
Reviewed By/Date: Chief Administrative Officer/February 9, 2022



March 2022 Islands Trust Council Proposed 2022/23 Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's recommended 2022/23 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive direction for amendments as needed;
- To provide an opportunity for questions, comments and recommendations and amendments from Trustees in advance of Trust Council's budget approval on Thursday, March 10, 2022.

Resources:

Peter Grove, Financial Planning Committee (FPC)
 Julia Mobbs, Director, Administrative Services (DAS)
 Russ Hotsenpiller, Chief Administrative Officer (CAO)
 Clare Frater, Director, Trust Area Services (DTAS)
 David Marlor, Director, Local Planning Services (DPLS)

Introduction Comments 2022/23 Proposed Budget Overview • Budget Assumptions and Principles • Draft Budget Overview • Draft Budget Detail • Funding Requests Summary ○ Strategic Plan Initiatives ○ Operational Initiatives ○ Local Trust Committee Projects ○ SSI LTC special requisition Trustee Questions/Debate	Chair, FPC Chief Administrative Officer Director, Administrative Services – general overview Trustees
NEXT STEPS: • Trust Council approves final budget and Financial Plan Bylaw 2022/23 No.185 on Thursday, March 10, 2022 • Approved Financial Plan Bylaw 2022/23 No.185 sent to the Minister for consideration and approval. • Adoption of Ministry-approved Financial Plan Bylaw No.185 via resolution without meeting (RWM).	

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 16, 2022

From: Director, Administrative Services **Date Prepared:** February 14, 2022

SUBJECT: Changes to the Draft 2022/23 Budget

PURPOSE:

To inform the Financial Planning Committee (FPC) of changes made to the draft 2022/23 budget since it was last reviewed by the Committee.

BACKGROUND:

Since FPC met in January and reviewed the draft 2022/23 budget, the following activities and budget amendments have taken place:

Salt Spring Island (SSI) Local Trust Committee (LTC):

- SSIPWA: The SSI LTC will be passing a resolution at their February 15 meeting to confirm the amount they wish to request as special property tax requisition for the ongoing work of SSIWPA. The draft budget retains the amount at \$75,500 same as the previous fiscal year. The Chair of SSI LTC may provide an update at the FPC meeting.
- Project carryover funds:
 1. Watershed Stewardship & Protection Plan: Unspent monies from the current fiscal year of \$30,000 has been carried over into fiscal 2022/23 and added to the budget as a new draw from the SSIWPA reserve fund.
 2. Westin Lake Water Study: Unspent monies from the current fiscal year of \$30,000 has been carried over into fiscal 2022/23 and added to the budget as a new draw from the SSIWPA reserve fund.

Staffing Levels:

- There has been no changes in staffing levels in the draft budget. However, a report requesting funds to support acquiring additional human resources (short-term hires, contractors, as-and-when staff) is included in the FPC agenda package. This \$100,000 request is not included in the draft budget as staff await recommendations from FPC.

Hardware:

The former version of the budget included \$51,800 for hardware costs. The current version includes \$67,000. This increase is due to the inclusion of a host server replacement of \$18,000 which was incorrectly budgeted for \$1,800 in the former budget version.

Carry Forward of Unspent Project Funds:

- See carryovers related to SSIWPA projects in the earlier section of this report.
- Policy Statement Amendment - As part of third quarter forecasting, staff have determined that \$50,000 of monies in the current year Policy Statement (PS) Amendment budget will remain unspent at the end of the

fiscal year. The previous draft of the budget included \$5,000 in new funding. As such, the new total funding in the budget for the PS project is \$55,000. All of this work is funded by surplus funds.

- FWSS – Groundwater Recharge Mapping - This projects will be underspent in the current year by \$36,800. This same amount is included in the revised draft budget as a draw from surplus to finish the work. This brings the total funding for this project in the 2022/23 budget to \$86,800.

Trustee Remuneration

- Trustee remuneration has been updated to reflect the 2021 census information recently released, which has resulted in an increase to total trustee remuneration and benefits of approximately \$20,000. The former version was already updated for December folios figures and CPI at 2.5%.

BIM Levy:

- Changes to the budget have increased overall expenditures in the budget which impact general taxation as well as the BIM tax levy.
- The departmental allocation of expenses impacts the municipal pool allocation rate which informs the calculation of the BIM levy. Changes to the budget have resulted in a municipal pool allocation rate of 27.5% versus the previous budget draft rate of 27.2% which contributes to an increase in the BIM levy.
- The BIM levy is calculated at \$326,541 in the current draft budget, which is higher than the previous draft budget amount which was \$315,149. The current budget figure represents an increase over the prior year levy of 4.93%. Of this percentage, about 1.0% is expected to be collected from factors associated with NMC in the taxable property base.

Local Trust Area Taxes:

- The former budget reflected a LTA taxes were reflected at a 4.88% increase, plus a 1.25% additional increase coming from non-market factors.
- The current budget reflects a LTA tax increase of 2.3%, plus a 1.25% additional increase coming from non-market factors.

This reduction in taxation is due primarily to an increase draw from surplus funds to offset expenses in the current draft.

Draw from Surplus changes:

The total draw from all surplus and reserve funds is \$601,600 in the current draft budget, compared to \$318,989 in the previous version of the draft budget.

Staff caution FPC and TC that funding this level of the annual budget from surplus puts pressure on tax increases in future years if reductions in budgeted expenses is not made and the policy minimum remains at current levels, as a contribution to surplus will be required to rebuild the balance. A breakdown of the total surplus draw is as follows:

- General Surplus: The previous version of the draft budget included a draw from general surplus of \$242,000. The current draft of the budget includes a draw from general surplus of \$353,700.
- LTC-Project Specific Reserve: The previous version of the draft budget included a draw from LTC-specific reserve funds of \$36,089. The current draft draws \$179,500.
- SSIWPA Reserve Fund: The previous version of the draft budget included a draw from SSIWPA-specific reserve funds of \$40,900. The current draft draws \$68,400

Public Consultation completed:

The communications team has conducted the budget public consultation and has consolidated results for FPC's review as a separate agenda item.

Summary of Budget Changes:

Revenues

- Investment income has been reduced from \$30,000 to \$20,000 to account for low interest rates and increased draws from surplus reducing volume of monies invested.

- Changes to the BIM Levy and LTA taxes have been discussed earlier in this report.
- Draws from surplus and reserves have increased from \$259,000 to \$601,600.

Expenses

The current draft budget totals \$9.43M (excluding amortization expense) compared to the previous version of \$9.28M (excluding amortization expense) due to:

Surplus

The projected balance in surplus at the end of fiscal 2022/23 based on the current version of the draft budget is approximately 110% of the (new, lower) recommended minimum balance per [Policy 6.5.1 Reserves and Surplus](#), or approximately \$1.80M versus the \$1.63M minimum balance requirement. This calculation takes into consideration anticipated results from the current fiscal year plus the draft budget for next fiscal year. If actual results from the current year vary significantly from projections, this estimate of surplus balance may change significantly as well.

ATTACHMENT(S):

1. None.

FOLLOW-UP:

- As directed by FPC.

Prepared By: Director, Administrative Services
Prepared By: Russ Hotsenpillier, Chief Administrative Officer/February 15, 2021



BRIEFING

To: Trust Council

For the Meeting of: March 9, 2022

From: Financial Planning Committee

Date prepared: February 4, 2022

SUBJECT: 2022/23 DRAFT BUDGET ASSUMPTIONS AND PRINCIPLES (BAP)

PURPOSE:

To review the assumptions and principles upon which the Islands Trust draft 2022/23 budget was developed.

BACKGROUND:

Policy 6.3.i Budget Process Policy, section C.2.d states that *"Budget Principles and Assumptions shall be addressed in December of each year"*.

Initial review of the BAP by Trust Council (TC) takes place in September each year, to inform Trustees of the preliminary assumptions and principles that staff and Financial Planning Committee (FPC) will use in developing the first draft of the next fiscal year budget. Subsequent review by TC takes place in December to address any significant changes and support TC's review of the first budget draft.

FPC includes the BAP document with their final budget recommendation to TC in March of each year as a reference point to remind TC of the assumptions and principles built into the draft budget. Staff have updated the BAP since TC's last review to ensure changes to key concepts have been appropriately reflected.

ATTACHMENT(S):

1. 2022/23 Budget Assumptions and Principles (BAP)

FOLLOW-UP: None.

Prepared By: Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/February 16, 2022

ISLANDS TRUST

2022/23 Draft Budget Assumptions and Principles

March 2022

Draft Budget Development Process:

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

REVENUES			
	ITEM	ASSUMPTION/PRINCIPLE	DATA SOURCE
1	Fees and Sales	Budgeted fees revenue has historically been based on an average of previous years' actual revenues, adjusted for trends identified by the Director, Local Planning Services. In June 2021, Trust Council amended their Application Processing Services Policy 5.6.1 which includes a revised Model Fees Bylaw for consideration by LTCs. This is likely to impact budgeted fees revenue for the fiscal 2022/23 year. Budgeted fees revenue for 2022/23 will be based on the following: - Estimated application volumes, by type and by LTA, based on fiscal 2020/21 and Q1 annualised 2021/22 application volumes, as a representation of what volumes might look like in another pandemic-impacted fiscal year. - Estimated application fees by type and by LTA, as determined by Trust Council's revised model bylaw approved in June 2021. Estimated fees will be based on the assumption that all LTCs will adopt local fees amounts at the maximum allowable 20% reduction from the model bylaw, to keep revenue estimates conservative. - The estimates assume that all LTCs will have adopted and implemented new fees by April 1, 2022.	Historical application volume levels seen in pandemic-impacted fiscal years. Model Fees Bylaw as approved in Trust Council's Application Processing Services Policy 5.6.1. Estimated will be adjusted if/as LTCs adopt new application processing fees in advance of the final budget draft.
2	Provincial Grant Funding - Unrestricted	Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds	Prior year funding levels.

		received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received. Assumed that unrestricted grant funding from the Province will be received, and that the value will remain consistent with prior years. Although there is a Trust Council resolution to request more funds from the Province, no work has progressed on this task and likely will remain the case due to the ongoing pandemic. As such, no increase in funds is anticipated at this time.	
3	Provincial Grant Funding – Restricted	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. 1. ITC was awarded a grant of \$25,000 from the Habitat Conservation Trust Foundation in fiscal 2020/21 which was unspent in that year. Assumed the following spending schedule associated with this grant: - FY2020/21: \$25,000 received, nil spent - FY2021/22: Planned spending \$23,000 - FY2022/23: Planned spending \$2,000 The planned \$2,000 spending in FY2022/23 will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for, which are included in their respective areas. 2. IT was awarded \$190,000 from the Healthy Watersheds Initiative in FY2021/22. It is assumed the full amount will be spent in the current fiscal year with no carry over funds in next year's budget.	Signed grant agreements between: - ITCB and Habitat Conservation Trust Foundation (HCTF) Other grants as identified and approved.
4	Federal Grant Funding – Restricted	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. ITC has been awarded a multi-year grant totaling \$597,000 for work related to Species at Risk in the Trust Area. This grant was signed in October 2020. Of the total funding awarded, \$205,000 relates to work to be performed 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.	Signed grant agreement between ITCB and Environment and Climate Change Canada.
5	Property Taxes - General	Assumed property tax revenue will be required to balance the Islands Trust budget. Assumed the full balance requisitioned will be received by Islands Trust under normal timelines.	Draft budget expenditures less amortization expense, less other revenue sources.

		It is assumed that there will be increased pressures on taxation in the coming budget year as a result of: - Reduced minimum balance surplus levels, meaning less funds available to draw from to balance the budget as has been historical practice of the Trust. - Anticipated increases in the operating budget - Anticipated increases in project budgets	
6	Property Taxes - Non-Market Change (NMC) in Tax Base	The property tax base within the Islands Trust Area will grow due to new development activity and changes in use. Assumed that jurisdictions 763 and 764 remain an appropriate representation of the NMC within the total Trust Area.	Draft 2, Version 2 of the budget includes NMC information as of December 2021 which is the most current information available.
7	Property Taxes – Special Requisitions	the SSI LTC has requested by way of resolution, a special levy to continue the SSIWPA work. They have also included a request to fund specific water projects from the SSIWPA reserve funds.	Trust Council Policy 6.3.2 Special Property Tax Requisitions SSI LTC resolutions
8	Property Taxes – Bowen Island Municipality	Assumed relevant policy regarding this requisition will remain unchanged.	Trust Council Policy 7.2.6 Municipal Property Tax Requisition Calculation
9	Investment Income	Assumed interest income will be lower than older historical levels, but higher than the fiscal 2020/21 year where rates were significantly impacted by the COVID-19 pandemic. Assumed Islands Trust will continue to invest in conservative investments in line with legislation. Assumed sustainable investment vehicles will be secured for a portion of invested funds to align with Trust values.	Islands Trust Act , Community Charter , current interest rate trends and investment advisor information.
10	Other Grant Funding	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source over and above what is reflected in the draft budget. Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same amount, to ensure appropriate conservatism in the budget.	Current grant programs available to Islands Trust and historical inflows of grant funding, adjusted for change in staff hours dedicated to the grants function in light of job description revamp associated with this position.
EXPENSES			
	ITEM	ASSUMPTION/PRINCIPLE	DATA SOURCE
11	Inflation	The cost of goods and services will rise in line with inflation. Application of this assumption is not applied in a direct manner whereby all expenses are increased by a percentage. Rather, where real spending trends are analysed for purposes of generating a budget figure, historical averages are most frequently rounded upwards, with special considerations given to expenditure types experiencing higher than typical increases, including	Consumer Price Index (CPI) for Victoria, as reported for the month of December by Statistics Canada, to assess if current inflation accommodations are appropriate.

		standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	Incorporated into Trustee remuneration per policy.
12	Staffing Levels	Assumed Island Trust management will bring forward funding requests for additional staff positions if desired, or revised staffing complements that result in budget increases. Decreased staffing levels may result in a reduced level of services, functions, or quality of work. New functions or services may require either additional staffing or the deletion of some existing functions or service levels.	Current staffing levels, plus potential forthcoming new staff requests. New ITC staff member, funded by grant funds. 2018 Local Planning Services Review (LPS staffing levels).
13	Staffing Salaries and Benefits	Assumed that staff will continue to be appointed subject to the <i>Public Services Act</i> and the <i>Public Service Labour Relations Act</i>, in accordance with the <i>Islands Trust Act</i>. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements.	Public Service Labour Relations Act (all staff). Public Services Act and PSA Policy on salary administration for management employees (exempt staff). BCGEU union agreement (union staff). Public Service Agency (benefits costs/rate, all staff) – based on prior year benefit rate in the absence of information from PSA whose timing is delayed due to provincial budget delays.
14	Trustee Remuneration	Assumed that no changes will be made to the guiding policy for Trustee Remuneration. Assumed that the number of meetings requiring payment to trustees will remain similar to fiscal 2021/22 figures. It is assumed the current planned release schedule of the 2021 census information will be realised, making 2021 census information available in February 2022, in time to update trustee remuneration for Trust Council's budget approval in March 2022.	TC Policy 7.2 Trustee Remuneration. (census information 2016, stats Canada CPI information, Folio information from BC Assessment)
15	Office Facilities	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Islands Trust management is exploring opportunities to share office space with other Provincial agencies in Nanaimo, BC in future years. With the adoption of a more remote workforce at the Trust, real estate needs on Gabriola Island may shift, providing an opportunity to re-evaluate our needs in the current climate. Consideration of	TC Policy 7.4.4 On-Island Trustee Offices. Existing multi-year office leases.

		retaining a presence in Gabriola Island in a smaller capacity is part of the ongoing assessment. Assumed that Islands Trust will continue to lease office space for trustees on Denman Island, Galiano Island, North Pender Island, Mayne Island, and Saturna Island subject to trustee needs.	
16	Local Planning Services	Assumed that Islands Trust Council will continue to provide sufficient funding for LTCs to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the <i>Islands Trust Act</i>. OCP and LTC project budgets are distributed between LTCs as they seek funding for various projects. Smaller projects with estimated costs less than \$5,000 continue to be funded by the lump sum budget for LTC project work which LTCs can draw from throughout the year. OCP and LTC projects with estimated costs greater than \$5,000 will require a funding request from the LTC, for consideration by Trust Council.	Local Planning Services Review 2018 TC's Strategic Plan 2018-2022 TC Policy 5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees
17	Planner Resource Allocation	The current work program system which determines the allocation of planner time to LTCs and projects will change during the implementation of the LPS review. In 2021/22 resources will continue to aim for fair distribution of time between the three planning regions (North, South, Salt Spring) as LPS transitions to the new system. Policy amendment recommendations are expected in the 2021 year to better prioritise planning resource allocation.	LPS Review 2018 TC's Strategic Plan 2018-2022 implementation
18	Strategic Plan Projects	Assumed projects underway as part of the current strategic plan will be seen through to completion.	TC's Strategic Plan 2018-2022
19	Elections Cost	Trustee elections will take place in October 2022. It is assumed Islands Trust will secure outside parties to conduct trustee elections (usually regional districts) as has been past practice. As such, it is assumed that elections costs will be incurred at similar rates as previous elections, with adjustments for inflation. Historically elections were funded by a draw from surplus funds. With the reduction in the general revenue surplus fund balance due to the current fiscal year planned spending, considerations may be made during the budget cycle to fund this expense via other means.	Historical elections costs adjusted for inflation.

	ITEM	ASSUMPTION/PRINCIPLE	DATA SOURCE
20	General Surplus	Assumed the current review of surplus funds being undertaken by FPC will be complete and any revisions to minimum balances or how surplus is used will be incorporated in time for the approval of the 2022/23 budget.	TC policy 6.5.1 Reserves and Surplus , section D.6, amended, recommends a minimum level of General Revenue Surplus as “2.4 months (or 20%) of expenses net of 2.4 months of revenue, excluding revenue from property taxes or the provincial grant”.
21	LTC-Specific Reserve Fund	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund where any balance remains at the end of the fiscal year.	Estimate from Director, LPS based on known and anticipated projects.
22	Special Property Tax (SSIWPA) Surplus Fund	Draw from Special requisition fund for ongoing SSIWPA projects included in the budget.	TC resolution #2020-086 SSI LTC resolutions
23	Significant Unusual Circumstances	The COVID-19 pandemic is ongoing. The ramifications of this are likely to continue in some capacity into fiscal 2022/23, impacting the way in which we do business. Many of the new processes that have been adopted during the pandemic will continue permanently in some capacity in the future. Significant new processes expected to continue into fiscal 2022/23 include: - Hybrid meeting models for public meetings and some internal staff meetings - Vaccine mandates for IT staff and contractors may impact the ability of Islands Trust to complete all planned work, should staffing levels be reduced and contractor options be significantly limited. The impacts of these factors will be captured in the budget as much as is possible to estimate.	Provincial Health Officer restrictions , Islands Trust CAO policies, Trust Council and Council Committee resolutions

Resolutions Referenced, in order of mention:

TC 2020-086

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

BRIEFING

To: Trust Council **For the Meeting of:** March 9, 2022
From: Financial Planning Committee **Date Prepared:** February 12, 2022
SUBJECT: FPC-Recommended 2022/23 Budget – Overview and Highlights

PURPOSE:

To review the Financial Planning Committee (FPC)-recommended 2022/23 budget with Trust Council, to facilitate discussion and receive direction on changes if needed or desired.

BACKGROUND:

The current draft budget represents the financial plan that FPC recommends to Trust Council for approval and adoption for the fiscal 2022/23 year.

This FPC-recommended budget is compiled based on:

- The Budget Assumptions and Principles document reviewed by Financial Planning Committee (FPC) at their August, November, and February meetings, and presented to Trust Council at their September and December meetings.
- The Timelines for 2022/23 Budget Process reviewed by Financial Planning Committee at their August meeting.
- The Islands Trust Strategic Plan 2018 - 2022 approved by Trust Council in December 2019 and amended in December 2020.
- Budget funding requests brought forward by Council Committees (EC, RPC, TPC) and Local Trust Committees (SSI LTC) that are recommended by FPC to receive funding in the fiscal 2022/23 budget. Individual staff take responsibility for updating funding request cases through the budget cycle for new information that may come forward. Where there are changes of significance such as revised project scope or increases in funding asks, these cases are re-reviewed by the appropriate Committee.

To date, the following stakeholder groups have provided input into the draft 2022/23 budget:

Stakeholder Group	Budget Responsibilities	Actions Taken to Date
Trust Council	Trust Council owns the Islands Trust budget and has ultimate responsibility for its approval along with the five-year-financial plan bylaw.	September - Budget Assumptions and Principles reviewed. December – First draft of the budget reviewed and debated. The following resolutions were passed: <i>That the Climate Indicators Project for \$25,000 be included in the Islands Trust 2022/2023 draft budget.</i>

		<i>That the \$15,000 for the Hornby Island Official Community Plan Review be put back into the 2022/2023 draft budget.</i>
Financial Planning Committee	- Develops and recommends the annual budget to Trust Council. - Presents the recommended budget to Trust Council and provides guidance into the decision-making process. - Reviews all budget funding requests prior to inclusion in the budget recommendation for Trust Council. - Recommends the appropriate balance to be maintained in the General Revenue Surplus Fund. - Reviews and approves current year financial reporting to Trust Council.	August – Budget Assumptions and Principles reviewed. October – Draft 1, Version 1 of the budget reviewed. November – Budget Assumptions and Principles reviewed along with Draft 1, Version 2 of the budget. Budget reduction exercise undertaken by staff and reviewed by FPC. January – Draft 2, Version 1 of the budget reviewed. February - Budget Assumptions and Principles reviewed again along with Draft 2, Version 2 of the budget. Draft budget forwarded to Trust Council with recommendation to approve.
Local Trust Committees	Consider the provisions of Policy 6.3.ii <i>Special Property Tax Requisitions</i> that permits an individual Local Trust Committee to request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees.	A request from the Salt Spring Island LTC has been received to continue funding the work of SSIWPA. The LTC is also requesting continued funds from the SSIWPA reserve fund for SSIWPA projects.
Trust Area Municipalities (Bowen Island Municipality (BIM))	As per <i>Policy 7.2.vi Municipal Tax Requisition Calculation</i>, all documents used to estimate the municipal tax requisition will be forwarded to the Treasurer of an island municipality for review with a request that the island municipality Treasurer submit any concerns about the accuracy and completeness of the municipal tax requisition to Islands Trust.	The proposed tax requisition has been communicated to BIM and staff have responded to BIM trustees on questions related to the planned 2022/23 budget as they have been requested.
Islands Trust Conservancy (ITC)	- Discuss budget requests and work programs with Trust Area Services staff. - Endorse all budget requests for the Trust Conservancy's Board and Program operations.	The ITC Board has submitted their funding request to support continued ITC operations. The ITC budget reflects new programming for species at risk work which will be largely funded by grant monies received from the Federal government.
Management Staff	Coordinate the review of budget requirements for their respective departments in order to meet current Trust	Managers have reviewed their individual budget areas and work programs and submitted budget requests where needed.

	Council objectives and service levels. Look for opportunities to incorporate efficiencies and savings in the Organization.	The Management team has reviewed the draft budget and provided estimates of Strategic Plan project funding.
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Public Consultation:

In order to meet Trust Council's continued commitment to transparency and dialogue with the community, a public consultation on the 2022/23 draft budget has been completed with results reported to FPC in February for their consideration in forming the final budget recommendation for Trust Council. Trust Area Services staff are responsible for developing and implementing the consultation strategy and related materials, with financial data supplied by finance staff for inclusion.

Role of Trust Council:

The role of the Trust Council at its March meeting is to review the recommended draft budget, to discuss individual items and the budget as a whole, and to provide direction to staff for changes as desired. Trust Council will then approve the annual budget and the five-year financial plan bylaw, after considering the public input received and the recommendations of the Financial Planning Committee.

A formal resolution to direct the preparation of a five-year financial plan bylaw must be made. This bylaw will be presented for consideration during the Trust Council regular business meeting the day following the draft budget debate.

HIGH LEVEL 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.

The current draft 2022/23 budget presents an overall increase of 6% (\$559,564) over the approved budget for fiscal 2021/22 (excluding amortization). The largest contributing factors to the increase are as follows:

- An increase of \$21,000 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 \$18,000 in office lease costs, due to rising operational costs as part of the lease for the Victoria office space.
- An increase of \$130,000 in salaries expense due mainly to staff increases governed by collective agreements and the Public Service Agency.
- An increase of \$10,000 in training, acknowledging the staff training gap that has been seen due to workloads and the pandemic.
- An increase of \$32,000 in trustees remuneration, per policy.
- An increase of \$144,500 in project budget requests, including strategic projects, LTC projects, and operational projects.

Comparison to current year forecast (estimated actuals) - 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.

The FPC-recommended fiscal 2022/23 budget presents an overall budget increase of 11%, \$953,000 from the current year forecasted results. Removing the impact of amortization expense brings this figure to 11.4%, \$990,000. This difference is largely due to following most significant contributing factors:

- Increase of \$250,000 for projects overall
- Increase of \$361,000 in salaries and benefits to account for six new staff positions, and standard annual union and excluded staff salary increases
- Increase of \$17,000 for rising insurance costs.
- Increase of \$38,000 for increase in Trustee remunerations
- Increase of \$55,000 for Staff training and travel
- Increase of \$10,000 for Stationery and Supplies
- Increase of \$6,000 in Office Leases
- Increase of \$10,000 in meeting expense
- Increase of \$25,000 in legal costs
- Increase of \$8,000 in LTC meeting costs
- Increase of \$16,000 in communications
- Increase of \$8,000 in technical support
- Increase of \$8,000 in contingency
- Increase of \$141,000 where election costs are included in the F2022/23 budget but not in the 2021/22 forecast

FPC-RECOMMENDED 2022/23 BUDGET - OVERVIEW & HIGHLIGHTS

Planned Revenues:

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

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total \$7.33M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 3.6% (\$251,332). This amount is comprised of:

- A proposed average tax increase of 2.3%, (\$162,835) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 1.25% (\$88,497) 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 2021.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at \$326,541 in the draft budget. This is a total increase over last year's budget of 4.9% (\$15,353). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 3.98% (\$12,397) from the tax base; plus
- An estimated 0.95% generated from new tax base associated with NMC factors.

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 \$768,500, 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 provincial grant for LG Development Applications Processing Improvements of \$367,000 is included as an approved grant to support improvements to LPS applications processing.
- A restricted multi-year federal grant has been awarded to ITC totaling \$597,000 for work related to Species at Risk in the Trust Area. This grant was signed in October 2020. Of the total funding awarded, \$213,500 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.
- Contingent grant income is estimated at \$8,000 (2021/22 - \$8,000) for Islands Trust. 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 \$311,400 (2021/22 - \$120,000) based on current year application trends, as determined by the Director of Local Planning Services and newly adopted application fees by LTCs across the Trust.
- Interest and other income is budgeted at \$20,000 (2021/22 - \$60,000) based on known investment returns from existing investments, plus estimated returns on the investment of next fiscal property tax funds, and assumes increased, but still low, interest rates for the year.

Surplus Funding:

Expected revenues from external sources noted above are not adequate to cover all cash expenditures in the draft 2022/23 budget. As such, taxation must be increased or a draw from surplus and reserve funds must be made to balance the budget. The FPC-recommended budget includes a total planned draw from accumulated surplus funds of \$601,600 (2021/22 budget - \$657,660) which comes from three separate surplus/reserve funds:

- A transfer of \$353,700 (2021/22 - \$429,650) from the General Revenue Surplus Fund, all of which is allocated to strategic plan initiatives.
- A transfer of \$176,500 (2021/22 - \$204,000) from the LTC-Project Specific Reserve Fund to fund ongoing LTC projects and anticipated new projects that may arise in the fiscal year.
- A transfer of \$68,400 from the SSIWPA Special Requisition Reserve Fund to fund SSI LTC projects to develop a strategic watershed protection plan for SSI, and to develop a study on Weston Lake water availability and fund Watershed Protection Strategic planning.

Please refer to attachments for a numerical breakdown of surplus fund allocations by project.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at \$5.63M in the 2022/23 draft budget (2021/22 - \$5.52M), representing 60% of the overall draft budget. This is an increase of \$108,000 over the prior year budget for salaries and benefits expense.

Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

**areas with a 0.3FTE co-op student included, one star per student*

- Executive and Legislative Services – 2.8 FTE
 - Trust Area Services – 4.75 FTE
 - Islands Trust Conservancy – 8.3 FTE*
 - Local Planning Services – 30.45FTE*
 - Bylaw Enforcement – 4.6 FTE
 - Administrative Services – 9.0 FTE
- TOTAL = 59.9FTE

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements:
 - 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/TC for consideration as part of their overall budget request of Trust Council. FPC/TC may request additional information of the ITCB on this new staff position if desired.
- Staff salaries and benefits have been adjusted from the previous year to account for the following factors:
 - A 2.0% wage increase for all 50 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 the 41 BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% on average per step per person).
 - An effective up-to 1.5% (actual 2.0%) wage increase for eight excluded management staff members to anticipate potential increases from PSA received in the fiscal year.
 - A parental leave top-up cost of approximately \$5,000.
 - 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 \$51,186(2021/22- \$48,272) of the total salaries and benefits expense.
 - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at \$1,131,867 (2021/22- \$1,110,856). 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 draft budget, consistent with prior years, 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](#) and amounts to \$627,317 in the 2022/23 draft budget (2021/22 - \$589,877). Factors influencing this figure include the following:

- An anticipated 2.5% increase to base remuneration to adjust for CPI changes, based on recently reported annual inflation figures for the Victoria area.
- An update to population figures for recently released Census data for 2021.
- 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. The formula to estimate this expense has been updated to include exemptions and yearly maximums which has reduced the budgeted figure to more closely align with actual costs associated with this expense.
- Extended benefit premiums have been reduced slightly per UBCM correspondence received in October 2020.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for standing Council Committee members at a rate of \$150/meeting for Committee Chairs and \$100/meeting for Committee members. Additional Committee meetings have been added to the budget for RPC who intends to increase the frequency of their meeting schedule.

Trust Council meeting expenses have been budgeted at a total of \$54,000 (2021/22 - \$54,000). under the assumption that Trust Council will continue to meet quarterly with two meetings held electronically and two meetings held in-person, which is in line with TC resolution #2020-101. The known locations of the in-person meetings allow for more precise budgeting, and each in-person meeting is budgeted at \$25,000 and \$27,000 respectively. Electronic meetings have budgets of \$1,000 each to allow for travel and accommodation of the Council Chair and a Vice-Chair travelling to Victoria to manage the e-meetings from the Victoria office boardroom.

Executive Committee meeting expenses are budgeted at \$5,000 (2021/22 - \$3,000). This follows the assumption that most meetings will be conducted at least partially electronically resulting in reduced costs from historical norms, but increased costs from last year. This assumption is in line with current EC practice.

Council Committee meeting expenses (FPC, TPC, RPC) are budgeted at \$1,000 each in total for next fiscal year. This reduced budget over previous years acknowledges the continued effort for meetings to be held electronically, but provides minimal funding for the occasional in-person meeting.

All Staff Meeting costs (line 'training – staff recognition & meetings) have increased to more historical spending norms, acknowledging a desire for staff to get together in person once again, as permitted under the shifting COVID landscape. In addition there has been an increased awareness that training for staff has been lacking in recent years which requires remedy. These funds will allow for organization-wide training sessions.

LPS Pro-D day meeting expenses (included in line 'meeting expenses) is budgeted at \$6,000 for quarterly LPS pro-D day meetings, and assumes meetings will be held both in person and virtually.

LTC-direct expenses amount to \$68,400 (2021/22 - \$68,400). This figure is higher than the current year forecast to acknowledge anticipated greater in-person LTC activity next fiscal. Minute-taker costs make up the bulk of LTC meeting costs and are not expected to see a reduction with a change in meeting format. LTC Communications and Funds for Special Projects remain consistent with actual historical spending and budget at \$5,000 for each area. Review of historical LTC spending in totality show that overspending has not been occurring (on an overall basis), providing good rationale to support similar totals moving forward.

LTC-specific project expenses are budgeted at \$179,500 (2021/22 - \$204,000) for known larger-dollar LTC projects (see list), plus an allowance for upcoming, currently unknown LTC projects (\$26,000). All LTC projects will continue to be funded from monies in the Special Purpose LTC Project Reserve fund unless directed otherwise by Trust Council.

Islands Trust Conservancy expenses, excluding ITC staff salaries and benefits of \$656,368, amount to \$256,790 in the 2022/23 draft budget (2021/22- \$253,155). Significant changes in this amount include:

- An increase to property management costs to reflect new nature 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. 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 \$467,700 (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 a one-year lease. The appropriateness of this office location will be reviewed in coming months to determine if relocation is sensible.

Insurance costs have once again risen and are budgeted at \$192,000 (2021/22- \$185,000), based on 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.

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of \$265,127, consistent with prior years. 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. 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.

Contingency funding is included in the budget every year, providing a line item against which unanticipated necessary spending can be allocated. A review of the last four years of actual spending shows contingency funds largely unspent, with two of the four years recording contingency spending at \$2,500 and \$2,700 each related to Trustee training. Contingency funding can be reduced or eliminated in the budget with the understanding that any significant contingencies in the year be funded from surplus funds. There are no negative implications to this change. Contingencies can still be funded at the discretion of the CAO, and would be reported in the area that they relate to. The draft budget includes contingency funding at \$13,000, an increase over the previous year of \$8,000.

Software Support and Licensing expenses are budgeted at \$85,000 (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.

Internet Costs have remained fairly stable over the years and are budgeted at \$47,800 (2021/22- \$48,000).

Technical Support costs are budgeted at \$99,700 (2021/22- \$88,000), which pays for contracted tech support that is deemed above the level of expertise that in-house staff can provide (Tier 2 support and above). The breakdown of this total is as follows: \$43,000 relates to a general tech support contract; \$15,700 for support on special projects (Microsoft server upgrade/host server replacement/autoloader update/new trustee hardware); \$6,000 for phone support; \$10,000 for website support; and \$25,000 for the purchase of updated GIS mapping data.

Computer Hardware and Software expenses have been budgeted at \$67,000 (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 considered 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 – Trust Council voted against delay at their December meeting.

Furniture and Equipment costs are included in the budget at \$4,000 consistent with the previous budget and current year forecast.

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.

Communications and ITC Fundraising costs are budgeted at \$69,780 for the fiscal 2022/23 year, which includes \$50,000 for Communications work under TAS, \$14,780 for ITC communications work, and \$5,000 for communications associated with LTCs and LPS.

Recruitment costs are budgeted at \$6,000, which is the same as prior year. Recruitment costs may be reduced in coming years as a more flexible work environment may retain more staff, and relocation costs may be reduced if new hires are not required to reside in particular locations for their job.

Memberships costs are budgeted at \$13,900, which is a reduction of \$1,310 from previous budget versions. This budgeted figure more closely aligns with actual historical averages and known new membership costs for the coming year.

Notices costs are budgeted at \$21,000, which is the same as prior year. This budgeted figure aligns with actual historical averages and known new membership costs for the coming year.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to \$321,300 (2021/22- \$469,400), broken down in the following list.

- Reconciliation Action Plan implementation (no business case) \$17,000 (EC)
- Policy Statement amendment \$ 55,000 (EC)
- Website Design/Functionality updates \$15,000 (EC)
- Develop Model Density Bonus Bylaws (Affordable Housing) \$10,000 (RPC)
- FWSS - Freshwater FN Report Formatting \$6,000 (RPC)
- FWSS - Groundwater Sustainability Science Program \$86,800 (RPC)
- Heritage Overlay Mapping & Model Bylaws (Phase 2) \$74,000 (RPC)
- Climate Change Indicators \$25,000 (TPC)
- Stewardship Education Program \$17,500 (TPC)
- Secretariat Services \$15,000 (TPC)

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

- The TPC meeting agenda, minutes, and video recording where budget items were discussed can be viewed on the Trust website [here](#) and [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](#) and [here](#).
- The EC meeting agenda, minutes, and video recording where budget items were discussed can be viewed on the Trust website [here](#) and [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 (paid by grant funds)
- 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 are expected to remain healthy due to savings in the current fiscal year which are likely to result in a significantly lower draw from surplus in the current fiscal year than planned. The projected balance in surplus at the end of fiscal 2022/23 based on the current version of the draft budget is approximately 110% of the (new, lower) recommended minimum balance per [Policy 6.5.1 Reserves and Surplus](#), or approximately \$1.80M versus the \$1.63M minimum balance requirement. This calculation takes into consideration anticipated results from the current fiscal year plus the draft budget for next fiscal year. If actual results from the current year vary significantly from projections, this estimate of surplus balance may change significantly as well.

ATTACHMENT(S):

1. **Appendix A: Recommended 2022/23 Budget Detail**
2. **Appendix B: Allocation of Funds Transferred from Surplus**
3. **Appendix C: Summary of Strategic Plan Projects and New Staff Requests**

FOLLOW-UP: As directed.

Prepared By: Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/February 16,2022

Amt to balance budget, excluding amort =

- - - (0)

(0)

		2018/19	2019/20	2020/21	2021/22			2022/23	Budget-Budget Comparisons	
		ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Q3 actuals	Q3 Forecast	Draft BUDGET	Budget Change \$	Budget Change %
REVENUE										
40300	Fees & Sales	166,154	102,051	168,378	120,000	81,576	120,000	311,440	191,440	160%
45000	Provincial Grant - Unrestricted	180,000	180,000	180,000	180,000	180,000	180,000	180,000	-	0%
	Provincial Grant - LG Development Applications				-			367,000	367,000	#DIV/0!
	Provincial Grant - Restricted (HWI)				156,000	104,475	245,000	-	(156,000)	-100%
	Provincial Grant - Restricted (ITC Conserv. Stimulus)				22,000	42,654	61,750	-	(22,000)	-100%
	Federal Grant - Restricted (ITC SAR)			187,001	205,000	174,200	243,748	213,500	8,500	4.1%
49001	Contingent Grants - Projects	8,329	13,201	32,579	8,000	15,300	15,300	8,000	-	0%
46000	Property Tax Levy - LTA	6,312,331	6,696,752	6,783,141	7,079,770	7,079,772	7,079,771	7,079,770	251,332	3.6%
2.30%	Property Tax Levy - LTA General Increase	126,247						162,835		
1.25%	Property Tax Levy - LTA NMC Increase	63,123						88,497		
	Special Tax Requisition - SSI LTA (SSIWPA)	98,500	98,500	75,500	75,500	75,500	75,500	75,500	-	0%
	Property Tax Levy - Bowen	293,933	329,634	303,026	311,188	311,188	311,188	311,188	15,353	4.9%
3.98%	Property Tax Levy - Bowen General Increase							12,397		
0.95%	Property Tax Levy - NMC Increase							2,956		
48000	Interest Income	104,385	102,281	22,054	60,000	8,149	14,451	20,000	(40,000)	-67%
49000	Other income	8,692	161,853	1,108	0	2,231	2,231	0	-	#DIV/0!
47000	Transfer from General Revenue Surplus Fund				373,660		348,797	353,700	(19,960)	-5%
47000	Transfer from LTC Specific Reserve Fund				204,000		146,685	179,500	(24,500)	-12%
	Transfer from SSIWPA Reserve Fund				80,000		20,000	68,400	(11,600)	-15%
Total Revenue		7,361,694	7,684,271	7,752,786	8,875,119	8,075,045	8,864,420	9,434,683	559,565	6%
EXPENSES										
50900	Amortization	79,978	175,329	188,759	218,000	129,726	193,115	172,000	(46,000)	-20%
50950	Applications sponsored by EC	10,050	2,035	13,485	5,000	4,400	5,500	5,000	-	0%
new	NAPTEP Applications sponsored by EC	-	-	0	-			1,000	1,000	#DIV/0!
50960	History and Heritage Funding Grants-in-Aid	1,500	4,500	-	5,000	-	5,000	5,000	-	0%
51000	Audit	23,725	13,725	18,000	20,000	(740)	20,000	20,000	-	0%
51500	Bank Charges & Interest	3,176	4,181	2,402	4,000	3,195	4,000	4,000	-	0%
52500	Board of Variance	747	1,974	242	1,100	326	800	1,200	100	18%
53500	Carbon Offset Purchases	300	(922)	(322)	-			-	-	#DIV/0!
54000	Committee Meeting Expense - FPC	5,965	2,269	-	-	14	14	1,000	1,000	#DIV/0!
54100	Committee Meeting Expense - RPC	3,049	1,526	-	-			1,000	1,000	#DIV/0!
54200	Committee Meeting Expense - TPC	4,973	2,200	50	1,000	-	-	1,000	-	#DIV/0!
54300	Cultural Working Group	-	75	-	-			-	-	#DIV/0!
54500	Communications and ITC Fundraising	40,666	16,243	23,701	49,000	24,100	53,650	69,780	20,780	46%
54580	FN Protocol Funds	-	1,831	955	-	-	417	-	-	0%
55105	SW Support and Licensing	59,371	64,521	74,827	103,900	68,883	82,383	85,000	(18,900)	-18%
55200	Internet	48,022	43,895	48,408	48,000	36,360	48,000	47,800	(200)	0%
55500	Technical Support	74,180	89,251	90,323	88,000	72,327	91,430	99,700	11,700	12%
56000	Contingency	48	2,737	1,539	5,000	-	5,000	13,000	8,000	200%
56500	Contract Services	96,265	66,801	74,407	45,000	47,703	63,409	48,000	3,000	4%
57000	Elections - General	125,868	-	-	-			141,000	14,000	#DIV/0!

Page 15 of 21289

ISLANDS TRUST
BUDGET DRAFT:
2022/23

Amt to balance budget, excluding amort =

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(0)

		2018/19	2019/20	2020/21	2021/22			2022/23	Budget-Budget Comparisons	
		ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Q3 actuals	Q3 Forecast	Draft BUDGET	Budget Change \$	Budget Change %
57050	Elections - By-elections	14,997	61	-	-			-	-	#DIV/0!
60000	Insurance	106,588	119,259	174,616	185,000	126,159	174,093	192,000	7,000	4%
61100	ITC - Board Honoraria	6,850	7,000	5,250	6,600	4,500	6,200	6,600	-	0%
61200	ITC - Board Meeting Expense	11,451	8,982	101	6,925	1,939	2,000	1,500	(5,425)	-362%
61210	ITC - Board Training & Conferences	94	3,010		2,000	-	300	2,000	-	0%
61300	ITC - Property Management	55,835	61,067	156,830	124,810	115,089	165,000	137,780	12,970	7%
61500	ITC - Conservation Planning & Land Securement	13,366	12,177	26,631	30,000	19,527	20,000	29,500	(500)	-3%
61600	ITC - Ecosystem Mapping	22,000	1,449	0	20,000	4,560	5,000	20,000	-	0%
62000	Land Title Registrations	3,476	3,600	4,424	4,500	4,055	5,407	-	(4,500)	-100%
63000	Legal - general	73,003	80,475	89,780	90,029	81,547	108,000	90,029	(0)	0%
63100	Legal - bylaw enforcement litigation	97,524	81,806	89,130	85,048	63,450	83,000	85,048	0	0%
63200	Legal - litigation defence	64,387	89,639	118,913	90,050	36,435	49,000	90,050	(0)	0%
65000	LTC "Trustee Expenses"	6,928	4,745	1,000	5,000	1,278	2,620	5,000	-	0%
65050	LTC "Executive Expense on LTC's"	18,274	14,458	164	12,000	4,759	8,000	12,000	-	0%
65200	LTC Meeting Expenses	37,579	39,150	29,257	36,000	23,258	29,784	36,000	-	0%
65210	LTC Local Exp APC Meeting Expenses	5,745	8,096	3,278	5,400	5,450	7,257	5,400	-	0%
65220	LTC Local Exp Communications	3,144	5,166	6,187	5,000	4,687	5,800	5,000	-	0%
65230	LTC Local Exp Special Projects	3,491	4,648	893	5,000	38	40	5,000	-	0%
67000	Meeting Expense	167,826	136,652	15,784	59,000	22,594	55,417	66,600	7,600	15%
67500	Memberships	13,406	13,822	7,073	15,210	11,784	14,839	13,900	(1,310)	-9%
68100	Notices - Statutory & Non-Statutory	19,755	18,085	14,464	21,000	8,231	10,810	21,000	-	0%
69000	Office - Lease costs	387,820	406,751	403,250	388,700	299,226	402,369	406,500	17,800	4%
69005	Office - outside services	53,754	58,256	53,014	58,900	38,949	58,900	61,200	2,300	5%
70000	Postage, Courier & Delivery	10,403	13,164	9,302	10,100	6,780	9,200	10,100	-	0%
74000	Recruitment	6,471	4,216	4,197	6,000	3,705	6,000	6,000	-	0%
74900	Safety	327	1,548	5,233	5,000	2,567	5,000	5,000	-	0%
75100	Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	1,747,836	1,940,821	2,030,866	2,242,986	3,965,830	5,270,922	2,297,297		
75110	Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	427,874	487,330	511,719	569,718			583,513		
76100	Sal & Ben - Salaries - Planners & RPMs	1,192,741	1,306,864	1,276,738	1,417,357			1,456,311		
76110	Sal & Ben - Benefits - Planners & RPMs	292,343	329,987	321,444	360,009			369,903		
77100	Sal & Ben - Salaries - Planning Support	351,127	390,031	407,852	466,087			448,557	107,838	2.0%
77110	Sal & Ben - Benefits - Planning Support	86,195	97,666	102,615	118,386			113,934		
78100	Sal & Ben - Salaries - Bylaw	216,064	200,787	157,866	278,803			289,063		
78110	Sal & Ben - Benefits - Bylaw	53,134	50,270	39,724	70,816			73,422		
79000	Stationery & Supplies	52,546	47,775	30,094	34,200	20,308	22,500	33,000	(1,200)	-4%
79500	Subscriptions	6,630	6,627	4,359	6,500	4,442	6,360	7,400	900	14%
80100	Telephone	16,945	18,127	12,445	11,500	9,536	12,715	12,100	600	5%
80300	Mobile Devices	25,072	23,511	25,396	24,100	12,236	16,314	16,490	(7,610)	-32%
81100	Training - Organization-wide	3,524	2,886	1,344	3,000	1,866	1,866	5,000	2,000	67%
81200	Training - staff recognition & meetings	16,837	17,529	5,053	4,000	3,003	3,003	16,000	12,000	300%
81300	Training & Conferences	41,180	41,723	16,462	33,500	11,453	21,712	43,425	9,925	30%
81305	Travel for Training	28,590	32,010	805	17,835	637	2,387	16,035	(1,800)	-10%
82300	Travel	74,427	84,624	18,524	59,072	31,108	37,579	57,129	(1,943)	-3%
84100	Trustee Remuneration	387,062	415,456	524,971	522,180	389,785	522,178	554,425		

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	
		ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Q3 actuals	Q3 Forecast	Draft BUDGET	Budget Change \$	Budget Change %
84110	Trustee Remuneration - CPP Expense	15,937	16,345	17,563	18,898	13,528	18,898	20,176		
84120	Trustee Remuneration - Health/Dental benefits	43,243	43,014	37,170	37,598	29,020	37,600	40,884		
84130	Trustee Remuneration - MSP Benefits	18,122	13,200		-			-	32,246	6.2%
84140	Trustee Remuneration - Pay in Lieu of benefits	3,500	1,333	1,000	1,000	750	1,000	1,000		
84150	Trustee Remuneration - Employer Health Tax	2,268	9,715	10,344	10,202	7,699	10,202	10,831		
84500	Trustee Remuneration - Executive on LTCs	73,558	75,281		-			-		
Operating Budget Subtotal		6,959,130	7,342,368	7,309,903	8,178,019	5,778,061	7,791,988	8,494,583	311,371	3.8%
PROJECTS										
LTA Projects:										
73001	LTC Projects, partially funded by LTC reserve fund	57,713	33,023	27,384	204,000	105,421	146,685	179,500	(24,500)	-12%
	LTC Projects Funded by Approved Grants (590) - HWI				45,000			-	(45,000)	-100%
	LTC Projects Funded by Contingent Grants (590)	0	2,757	(1,083)	8,000	-	-	8,000	-	0%
	LTC Projects funded by Special Requisition Surplus Fund				80,000	10,000	20,000	68,400	(11,600)	-15%
	LTA Work Funded by Special requisition (SWIPPA)	96,571	45,256	67,736	75,500	45,963	62,350	75,500	-	0%
73001-A	Strategic Plan Projects									
	Reconciliation Action Plan implementation				17,000	5,550	15,000	17,000		
	Policy Statement amendment				29,400	39,273	115,450	55,000		
	NAPTEP Regulation Exemption analysis							-		
	Website Design/Functionality updates				7,000	21,198	21,198	15,000		
	Housing Density Bonusing				10,000	-	-	10,000		
	Groundwater Recharge Mapping				50,000	10,421	13,200	86,800		
	Freshwater Sustainability Strategy				91,000	79,723	150,000	6,000		
	Heritage Overlay Mapping				55,000	20,876	55,000	74,000		
	Climate Change Indicators				25,000	-	-	25,000		
	Stewardship Education Program				24,000	553	20,000	17,500		
	Governance Management and Operations Review				75,000	56,250	75,000			
	Eelgrass Mapping				50,000	53,928	53,928			
	Coastal Douglas Fir Mapping and Bylaws				5,000	-	-			
	Broadcast Public Meetings				19,000	11,390	15,000			
	Secretariat Services				12,000	4,915	13,000	15,000		
	Prior year Strategic Plan Projects	113,604	183,357	271,287				-	321,300	#DIV/0!
73001-B	Operational Projects									
	LG Development Approvals Program: LPS							367,000	367,000	#DIV/0!
	LG Development Approvals Program: BE							-	-	#DIV/0!
	LG Development Approvals Program: ITC							-	-	#DIV/0!
*	Electronic Documents Management							6,500	6,500	#DIV/0!
	Prior year projects				-			-	-	#DIV/0!
Projects Total		267,888	264,394	365,324	881,900	465,460	775,811	1,026,200	144,300	16.4%

Page 17 of 21291

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	
		ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Q3 actuals	Q3 Forecast	Draft BUDGET	Budget Change \$	Budget Change %
Total Operating + Projects Expenditures		7,227,018	7,606,762	7,675,227	9,059,919	6,243,521	8,567,799	9,520,783	460,864	5%
CAPITAL										
55100	Computer H/W & S/W	98,021	61,750	21,878	29,200	80,425	82,434	67,000	37,800	129%
	Computer HW for new trustees			-	-			14,900	14,900	#DIV/0!
69100	Office - Equipment & Furniture	1,835	3,844	10,763	4,000	2,770	4,000	4,000	-	0%
69500	Office - Renovations	11,101						-	-	#DIV/0!
Total Capital Spending		110,957	65,856	32,641	33,200	83,195	86,434	85,900	52,700	159%
Total Operating, Projects, Capital Budget		7,337,974	7,672,618	7,707,867	9,093,119	6,326,716	8,654,233	9,606,683	513,564	5.6%
Net Surplus (Shortfall)		23,719	11,654	44,919.86	(218,000)	1,748,328	210,188	(172,000)		
Add non-cash Item - amortization					218,000			172,000		
Surplus (deficit)		23,719	11,654	44,920	(0)	1,748,328	210,188	(0)		
Adjustments for reporting:										
Net Capitalized Expenditures & Amortization Adj										
Transfer from (to) General Revenue Surplus Fund		(23,719)	(11,654)	(44,920)						
Transfer from (to) LTC Project Specific Reserve Fund										
Transfer from (to) SSIWPA reserve fund										
Net Balance		-	-	-	(0)			(0)		

Islands Trust

Initiatives Summary

Fiscal Year: 2022/23

CATEGORY	DESCRIPTION	AMOUNT	Funding Source	BUDGET LINE ITEM
<u>STRATEGIC PLAN INITIATIVES</u>				
#4.6	Reconciliation Action Plan implementation	17,000	Surplus	Strategic Plan Projects (EC-TPC)
#3.1, 4.4, 5.6	Policy Statement amendment	55,000	Surplus	Strategic Plan Projects (EC-TPC)
#1.3	NAPTEP Regulation Exemption analysis	-		Strategic Plan Projects (EC-ITCB)
#4.2	Website Design/Functionality updates	15,000	Surplus	Strategic Plan Projects (EC)
#4.4	Housing Density Bonusing	10,000	Surplus	Strategic Plan Projects (RPC)
#2.4	FWSS - Freshwater Sustainability Strategy	6,000	Taxes	Strategic Plan Projects (RPC)
#2.4	FWSS - Freshwater Sustainability Reporting Program	-		Strategic Plan Projects (RPC)
#2.4	FWSS - Groundwater Recharge Mapping	86,800	Surplus + Taxes	Strategic Plan Projects (RPC)
#4.8	Heritage Overlay Mapping	74,000	Taxes	Strategic Plan Projects (EC)
#3.3	Climate Change Indicators	25,000	Taxes	Strategic Plan Projects (TAS)
#4.3	Stewardship Education Program	17,500	Surplus	Strategic Plan Projects (TAS)
#5.2	Secretariat Services	15,000	Surplus	Strategic Plan Projects (TAS)
Total Strategic Plan Projects		321,300		
<u>OPERATIONAL INITIATIVES</u>				
	LG Development Approvals Program: LPS	367,000	Grant funds	
	LG Development Approvals Program: BE	-		
	LG Development Approvals Program: ITC	-		
	Electronic Documents Management	6,500	Surplus	
Total Operational Initiatives		373,500		
TOTAL		694,800		

Islands Trust
Budget 2022/23
SURPLUS ALLOCATIONS

Area	Project/Area	Prior Year Carryover \$ - allocated from surplus	New \$ allocated from surplus	Total Surplus Funding in 2022/23	Dept	BIM Contrib Factor	\$ Credit to BIM
<u>Allocation of Funding Transferred from General Revenue Surplus Funds:</u>							
Strat	Reconciliation Action Plan implementation	-	17,000	\$ 17,000	TC	100%	\$ 17,000
Strat	Policy Statement amendment	50,000	5,000	55,000	TAS	100%	55,000
Strat	NAPTEP Regulation Exemption analysis	-	-	-	ITCB	100%	-
Strat	Website Design/Functionality updates	-	15,000	15,000	TAS	100%	15,000
Strat	Housing Density Bonusing	10,000	-	10,000	LPS	0%	-
Strat	FWSS - Freshwater Sustainability Strategy	-	-	-	LPS	0%	-
Strat	FWSS - Freshwater Sustainability Reporting Program	-	-	-	LPS	0%	-
Strat	FWSS - Groundwater Recharge Mapping	36,800	-	36,800	LPS	0%	-
Strat	Heritage Overlay Mapping	-	-	-	LPS	0%	-
Strat	Climate Change Indicators	-	25,000	25,000	TAS	100%	25,000
Strat	Stewardship Education Program	-	17,500	17,500	TAS	100%	17,500
Strat	Secretariat Services	-	15,000	15,000	TAS	100%	15,000
Admin	Electronic Documents Management	-	6,500	6,500	Admin	28%	1,788
Admin	Computer HW for new trustees	-	14,900	14,900	Admin	28%	4,099
TC	Elections (portion)	-	141,000	141,000	TC	0%	-
Total transfer from General Revenue Surplus Fund (GRSF)		96,800	256,900	353,700			150,387
<u>Allocation of Funding Transferred from SSIWPA Special Requisition Surplus Funds:</u>							
	SSI FWS: Strat Plan for Watershed Stewardship & Protection	30,000	8,400	\$ 38,400	LPS - SSI	0%	\$ -
	SSI Westin Lake	30,000	-	\$ 30,000	LPS - SSI	0%	\$ -
Total transfer from SSIWPA reserve fund		60,000	8,400	68,400			\$ -
<u>Allocation of Funding Transferred from LTC Project Specific Reserve Fund:</u>							
	Pool for Allocation to LTCs in Year	71,204	108,296	\$ 179,500	LPS	0%	\$ -
		71,204	108,296	179,500			\$ -
TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS				\$ 601,600			

Islands Trust

Initiatives Summary

Fiscal Year: 2022/23

CATEGORY	DESCRIPTION	AMOUNT	Funding Source	BUDGET LINE ITEM
<u>STRATEGIC PLAN INITIATIVES</u>				
#4.6	Reconciliation Action Plan implementation	17,000	Surplus	Strategic Plan Projects (EC-TPC)
#3.1, 4.4, 5.6	Policy Statement amendment	5,000	Surplus	Strategic Plan Projects (EC-TPC)
#1.3	NAPTEP Regulation Exemption analysis	-		Strategic Plan Projects (EC-ITCB)
#4.2	Website Design/Functionality updates	15,000	Surplus	Strategic Plan Projects (EC)
#4.4	Housing Density Bonusing	10,000	Taxes	Strategic Plan Projects (RPC)
#2.4	FWSS - Freshwater Sustainability Strategy	6,000	Taxes	Strategic Plan Projects (RPC)
#2.4	FWSS - Freshwater Sustainability Reporting Program	-		Strategic Plan Projects (RPC)
#2.4	FWSS - Groundwater Recharge Mapping	50,000	Taxes	Strategic Plan Projects (RPC)
#4.8	Heritage Overlay Mapping	74,000	Taxes	Strategic Plan Projects (EC)
#3.3	Climate Change Indicators	25,000	Taxes	Strategic Plan Projects (TAS)
#4.3	Stewardship Education Program	17,500	Surplus	Strategic Plan Projects (TAS)
#5.2	Secretariat Services	15,000	Surplus	Strategic Plan Projects (TAS)



**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: Regional Planning Committee	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
Business Area: Local Planning Services	
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 RPC-2021-022 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.	
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. To be more effective, staff recommended that the housing issues be dealt with together, and a workshop of planning staff would be the best use of funds to further this objective. As a result, option 2 below is recommended.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY22/23 is to cover costs associated with running a workshop (see option 2 below). \$5,000 is reserved for legal review of the draft. \$5,000 is reserved for consultant/facilitation 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:

Workshop undertaken and recommendations to the Regional Planning Committee for model bylaw language by March 2023 incorporating all aspects of the housing strategic plan items identified.

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:Quantitative Analysis:

\$5,000 for workshop facilitation and background research

\$5,000 for legal review

\$10,000 total to include staff training and 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.

Qualitative Analysis:

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

November 3, 2021

Initiator Name and Title

Date

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

TO BE COMPLETED BY INITIATOR

Initiated by: Regional Planning Committee	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 Services	
Name of Request: Freshwater Sustainability Strategy (FWSS) - Cultural Knowledge and Engagement Program Formatting and Publication of Freshwater Sustainability Strategy \$6,000	
Date of Funding Request: November 3, 2021	Funding Required for (date range): April 1 2022

ISSUE/OPPORTUNITY:

At the December 22, 2020 meeting, 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 3, 2021 and will be presented to 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 into four key program areas. The Cultural Knowledge and Engagement Program (CKE) is one of these program areas. Under the CKE, Islands Trust will share information, research, and Indigenous Cultural Knowledge with the public, staff, and local 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 the public.

Staff identify the publication and sharing of the FWSS Policy emerging from the Freshwater Sustainability Strategy, which will 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 Policy:

Publication and of FWSS Policy: \$6,000

RISK ASSESSMENT:

As the FWSS draft is still to be presented to 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 approving this funding request for 2022/23 may slow the momentum gained through the development of the Freshwater Sustainability Strategy. It may also reduce the potential for external funding for implementing actions under the Strategy.

ALTERNATIVES CONSIDERED:

Option 1: Support the preparation, publishing and sharing of the FWSS final draft

Option 2: Do not support the preparation, publishing and sharing of the FWSS final the FWSS final draft.

CRITICAL SUCCESS FACTORS:

1. The publication and sharing of the FWSS by September 2022.

RECOMMENDED OPTION:

Option 1: Support the preparation, publishing and sharing of the FWSS policy

COST/BENEFIT ANALYSIS:Quantitative Analysis:

Publication and Sharing of FWSS Policy: \$6000

Qualitative Analysis:

Having an accessible and attractive policy document will help facilitate the sharing of the Islands Trust direction related to Freshwater Sustainability and may be helpful in attracting external funding for implementing actions.

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 policy 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.

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

November 5 , 2021

Date

The following business case was reviewed by Regional Planning Committee at their September 2021 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

Initiated by: Regional Planning Committee	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
Business Area: Local Planning Services	
Name of Request: Freshwater Sustainability Strategy (FWSS) - Groundwater Sustainability Science Program \$50,000 Resolution of the RPC – Nov 3, 2021 That Regional Planning Committee forward to Financial Planning Committee for inclusion in the Fiscal Year 2022/23 Budget the revised business case for Strategic Plan Item No. 2.5 – to complete the Islands Trust Groundwater Recharge Mapping project	
Date of Funding Request: November 3, 2021	Funding Required for (date range): April 1 2022
ISSUE/OPPORTUNITY: At the December 22, 2020 meeting, 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 3 rd and Trust Council (TC) 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 into 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 undertakes primary research and mapping to improve information and knowledge about water quantity and quality and to better understand groundwater vulnerability.

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.

Data gathering and mapping commenced in the 2019/2020 fiscal for the Southern Gulf Islands under contract following an RFP process. This project included Galiano, Mayne, North Pender, Saturna and South Pender. Through 2020/21 the work was peer reviewed and was used to inform groundwater sustainability science implementation projects on Galiano Island and North Pender Island. In 2020/21 Islands Trust Recharge Mapping project was endorsed by the Regional Planning Committee, which completed mapping on Hornby, Denman, and Gabriola Islands. In 2021/22 Islands Trust Recharge Mapping project will be completed on Salt Spring, Thetis, Valdez, and Lasqueti Islands following another RFP process.

This business case focuses on completing the Islands Trust Groundwater Recharge Mapping project by applying the same methodology to islands in Howe Sound and select associated islands across the trust area. A final glossy technical report using the Islands Trust style guide will be completed and presented to the public via a webinar.

PROJECTED RESULTS/DELIVERABLES:

\$50,000 is requested for FY 22/23 to support the Islands Trust Groundwater Recharge Mapping project part of the Groundwater Sustainability Science program of the Freshwater Sustainability Strategy.

Islands Trust Area Groundwater Recharge Mapping Project (\$50,000)

- Develop and run groundwater recharge potential spatial model for Howe Sound islands and select associated islands across the trust area;
- Provide full and open access to groundwater recharge geospatial model including input data sets and output results for incorporation into Islands Trust mapping services, and
- Create a final report deliverable to include the entire Islands Trust Area using the Islands Trust style guide and present to the public via a webinar.

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 approving 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 Islands Trust.

ALTERNATIVES CONSIDERED:

Option 1: Support the extension of the Groundwater Sustainability Science Program to engage the Islands Trust Groundwater Recharge Mapping project on Howe Sound islands, and select associated islands. Create a final report deliverable to include the entire Islands Trust Area using the Islands Trust style guide and present to the public via a webinar.

Option 2: Do not support the extension of the Islands Trust Groundwater Recharge Mapping project to include islands in Howe Sound and focus on groundwater availability assessments for select islands under development pressures.

CRITICAL SUCCESS FACTORS:

1. The availability of groundwater recharge mapping for islands in Howe Sound and associated islands across the Islands Trust Area.
2. Present mapping to the public, and
3. Complete the Islands Trust Recharge Mapping Project report using communications and Islands Trust style guide.

RECOMMENDED OPTION:

Option 1: Support the extension of the Groundwater Sustainability Science Program to engage the Islands Trust Groundwater Recharge Mapping project on Howe Sound islands and select associated islands. Create a final report to include the entire Islands Trust Area using the Islands Trust style guide and present to public via a webinar.

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 Area. This work will contribute to and be supported by other programs under the Freshwater Sustainability Strategy including the Cultural Knowledge and Engagement Program, the Freshwater Sustainability Reporting Program and the Watershed Sustainability Science Program.

PURCHASING PROCEDURE:

As per the 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 Area. 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.

William Shulba, Senior Freshwater Specialist
David Marlor, Director, Local Planning Services

Initiator Name and Title

October 27, 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: Regional Planning Committee	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
Business Area: Local Planning Services	☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____
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 RPC-2021-027 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.	☐ Other – please describe: _Strategic Plan Program
Date of Funding Request: September 29, 2021	Funding Required for (date range): April 1 2022
ISSUE/OPPORTUNITY: <i>(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What 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.)</i> 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: <i>(What related factors have been identified? What risks are involved?)</i> Recommended policy and regulations in model bylaws by FY23/24.
RECOMMENDED OPTION: <i>(State your recommendation, and summarise why you chose it over others.)</i> 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: <i>(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.)</i> <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: <i>(describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor)</i> As per Islands Trust process for hiring consultants.
PROPOSED IMPLEMENTATION STRATEGY: <i>(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?)</i> As determined by the Executive Committee (likely this would be assigned to the Regional Planning Committee.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: <i>(Are there any concerns and how will these be addressed? Have other stakeholders been identified?)</i> Reports to Trust Council via Executive Committee (or if so assigned, the Regional Planning Committee).

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: Clare Frater on behalf of TPC	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: Trust Area Services	
Name of Request: Climate Indicators Project (Strategic Plan Item No. 3.3) \$25,000	
Date initiated: October 18, 2021	Date required: Fiscal 2022/23

BACKGROUND:

Strategic Plan Item No. 3.3 is to develop a set of climate change, demographic and environmental data; and performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaptation efforts. A budget of \$25,000 was earmarked for this work in the Gross Budget and Implementation section of the Strategic Plan. In Phase 1 of the project (FY 2020/21), Trust Programs Committee contracted Pinna Sustainability to provide a [scoping report](#) outlining a shortlist of potential climate change indicators suitable for the Islands Trust Area. At the outset of Phase 2, staff received an invitation to collaborate with My Sea to Sky Society, BCIT, and a group of partner agencies including Climate Caucus, the University of Victoria, and the Climate Action Secretariat, to develop a Climate Action Report Card Tool for Trust Area communities as a pilot project for a broader national project. However, these organizations have yet to secure the multimillion dollar funding required for this work. Trust Programs Committee wishes to continue to explore new avenues for partnerships to fulfil this work in FY 2022/23.

PROBLEM STATEMENT/OBJECTIVES:

In order to effectively mitigate and adapt to climate change in the Trust Area, it is important for decision-makers to have accurate, up-to-date, and localized data sets to monitor the impacts of climate change, as well as performance criteria to monitor the effectiveness of Islands Trust climate change mitigation and adaptation related policies.

PROJECTED RESULTS/DELIVERABLES:

Phase 2 of this project (carried over from FY 2021/22) will involve engaging with cultural knowledge holders and Indigenous advisors, as well as other levels of government and academic/civil society organizations, in the development of climate change related indicators, data sets and ongoing monitoring and reporting. This may involve hiring a third-party contractor or student to coordinate data collection and liaise with partners.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY23/24.

CRITICAL SUCCESS FACTORS (List):

The project will require advice and support from Islands Trust Geographic Information Systems staff and Administrative Services staff, and for climate-related data, willing partners with the capacity to develop the desired climate related data sets.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The project will involve collaborating with other agencies, including the Province of BC, to determine what data sharing is available.

BENEFIT/COST ANALYSIS SUMMARY:Quantitative Analysis:

\$25,000 to contribute to a larger funding partnership.

Qualitative Analysis:

High quality data sets and performance indicators can support more informed, area-based decision-making and adaptive management practices, which in turn support stronger ecosystem and community resilience to climate change in the Trust Area.

RECOMMENDED DECISION:

That \$25,000 be budgeted for the Climate Indicators Project. (Financial Planning Committee)

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services

October 18, 2021

Initiator:

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: Clare Frater on behalf of TPC	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: Trust Area Services	
Name of Request: Stewardship Education Program (Strategic Plan Item No. 4.3) \$17,500	
Date initiated: October 18, 2021	Date required: Fiscal 2022/23
BACKGROUND: Strategic Plan Item 4.3 is to develop and implement a stewardship education program directed towards the public, industry, and stakeholders in the Trust Area. In FY 2020/21, with a budget of \$15,000, Trust Programs Committee successfully delivered Phase 1 of the program - a series of three climate action stewardship education webinars on the topics of rainwater harvesting, ecosystem-based adaptation, and eelgrass/blue carbon. In FY 2021/22, with a budget of \$24,000, Phase 2 is developing a “Living in the Trust Area” mailing program to help all new land purchasers and professional practitioners (realtors, dock installers, surveyors, etc.) better understand the Islands Trust mandate, local bylaws, and key stewardship principles and practices. Phase 2 is being implemented from Fall 2021 to the end of March 2022. Phase 3 of the program (FY 2022/23) is expected to build on the earlier two phases and develop the next series of webinars (\$7,500), and continue a regular mailing of information to new land purchasers (\$10,000).	

PROBLEM STATEMENT/OBJECTIVES:

Trust Area communities play a critical role in supporting the Islands Trust Object. There is a need to broaden public and industry awareness about the uniqueness of the Islands Trust mandate and local bylaws, and to empower the public with education and tools to help preserve and protect local ecosystems and cultural heritage in the Islands Trust Area.

PROJECTED RESULTS/DELIVERABLES:

The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2022/23.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY23/24.

CRITICAL SUCCESS FACTORS (List):

Sufficient staff time to administer and deliver the program.

Trust Programs Committee decision-making regarding the topics to be addressed and methods of outreach.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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

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

BENEFIT/COST ANALYSIS SUMMARY:Quantitative Analysis:

- \$17,500 for the Stewardship Education Program for FY 2022/23

Qualitative Analysis:

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

RECOMMENDED DECISION:

That \$17,500 be budgeted for the Stewardship Education Program.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services

October 18, 2021

Initiator:

Date

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: Clare Frater on behalf of TPC	Budget Source (select all that apply):
Business Area: Trust Area Services	☒ Specific Project Funding ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member ☐ Computer Hardware/Software
Name of Request: Secretariat Services Program (Strategic Plan Item No. 5.2) \$15,000	☐ Furniture & Equipment ☐ Computer Hardware/Software ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other – please describe: _____
Date initiated: October 18, 2021	Date required: Fiscal Year 2022/23

BACKGROUND:

Strategic Plan Item 5.2 is to provide secretariat support to forums within the Trust Area. The *Islands Trust Act* states that Trust Council may coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district, First Nations, and government of British Columbia policies for the preservation and protection of the Trust Area and its unique amenities and environment. In September 2020, adopted a [Secretariat Services Policy](#). Trust Programs Committee has [provided](#) secretariat service support to coordination groups in the Trust Area such as the Baynes Sound / Lambert Channel Regional Forum, Howe Sound Community Forum, and Southern Gulf Island Regional Forum. This support includes both Islands Trust in-kind staff time, and the hiring of administrative consultants and workshop facilitators. In FY 2021/22, Trust allocated \$12,000 budgeted by Trust Council and 70 staff hours to support five coordination groups. A higher budget would allow for a greater number of coordination groups to be supported in FY 2022/23 or more funding provided to currently supported groups.

1 PROBLEM STATEMENT/OBJECTIVES: There are a number of coordinating bodies operating in the Trust Area, largely supported by volunteer or in-kind staff effort. These bodies bring together different levels of government, First Nations and community members on a regular basis to discuss matters of mutual interest/concern. Over the years, coordinating bodies and trustees raised concern regarding the lack of funding for the administrative needs (e.g. meeting logistics, agenda preparation, minutes, facilitation, website hosting/posting, shared document drive) for some of the coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators.
PROJECTED RESULTS/DELIVERABLES: Continued and new support to coordination groups in the Trust Area that further the Islands Trust Object.
ALTERNATIVES CONSIDERED: Option 1: Budget an increased funding amount. Option 2: Budget a reduced funding amount. Option 3: Do not budget funds in 2022/23 and consider funding in future years.
CRITICAL SUCCESS FACTORS (List): Some limited staff time must be available to manage contractors and work with partners. There must also be available contractors willing to take on the coordination/secretariat work. Trust Programs Committee must decide on the amount of funding to be allocated to the various groups.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Support for secretariat services supports enhanced collaboration in the Islands Trust Area. Staff may promote the Islands Trust's contributions, as appropriate.
BENEFIT/COST ANALYSIS SUMMARY: <u>Quantitative Analysis:</u> \$15,000 to fund requests from groups for FY 2022/23 <u>Qualitative Analysis:</u> Supporting coordination groups/partnerships allows for Islands Trust to support enhanced coordination and cooperation in the Islands Trust Area and to learn from these groups, which advocate on similar issues of interest to Islands Trust residents and trustees. Supporting these local groups strengthens Islands Trust's position within the community as a leader and ally, and creates an opportunity to build long-term collaborative relationships. Some of these groups also offer an opportunity for more targeted and effective collaboration with First Nations and regional districts in the Trust Area.

RECOMMENDED DECISION:

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

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services

October 18, 2021

Initiator:

Date

Director/CAO

Date

BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 10, 2021

From: Executive Committee **Date Prepared:** November 5, 2021

SUBJECT: 2022/23 Executive Committee project budget requests

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

BACKGROUND:

On October 27, 2017, the Executive Committee considered potential budget requests and decided to recommend to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 Budget the amounts below:

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	\$5,000	\$5,000	Executive Committee has discussed the need to increase this budget and that the model fees bylaw may result in increased application fees, but resolved on October 27 to reduce the proposed \$15,000 request to \$5,000.
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 create 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 issues arise.
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 are 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 due to a need to engage contract support for content updates/feedback management due to lack of administrative staff availability due to zoom meeting administration, and a number of post-launch change requests.
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 NAPTEP applications. This budget would support implementation of that potential future policy.
TOTAL		\$93,000*	\$86,400	

*This includes funding for communications contractors.

The Executive Committee considered but did not recommend a business case for an engagement planner position, and considered but did not recommend funding for a NAPTEP Regulation exemption reduction tax shift analysis (deferred to another year).

Business cases are not required for projects \$5,000 or less. Communications funding has always been considered without a business case and staff have recommended the same approach to Reconciliation Action Plan funding.

ATTACHMENT(S):

1. None.

FOLLOW-UP: Staff have incorporated Executive Committee project budgets into the draft 2022/23 budget and will make additional changes requested by the Financial Planning Committee.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Russ Hotsenpiller, CAO/November 5, 2021

ISLANDS TRUST
Draft Budget 2022-23
LTC PROJECTS BUDGET

ITEM	LTA	AMOUNT	TOTAL
<u>Specific Projects >\$5000:</u>			
HO OCP Amendment Review	HO	15,000	
GAB Housing project	GAB	-	
GM OCP	GM	17,000	
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	<u>25,000</u>	153,500
 <u>Amount per LTC:</u>			
Pool for Allocation to LTCs in Year			26,000
Total LTC Projects budget			<u>179,500</u>



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: Marnie Eggen On behalf for the GM LTC	Budget Source (select all that apply): ☒ Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☒ Other – please describe: Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Business Area: Gambier Island Local Trust Committee – LTC projects	
Name of Request: GM LTC – Gambier OCP and LUB Targeted Review Project 2022-2023 - \$17,000.00 2023-2024 - \$13,000.00	
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	Funding Required for (date range): April 2022 – March 31, 2023

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 meaningful engagement with Skwxwú7mesh/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
1 st reading, further engagement, referrals to First Nations and agencies	Spring 2023	\$5,000.00
Consideration of changes and 2 nd reading	Summer 2023	
Community Information Meeting and Public Hearing	Summer/Fall 2023	\$3,000.00
3 rd 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

Increased involvement

- 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.

No involvement

- 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

Reviewed by: Name and Title

Date

REVIEWED BY MANAGEMENT TEAM:

Date received:

Approved: ☐ 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 will be forwarded to FPC for information in October of each year, but not included in the budget draft.



Budget Funding Request Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by: Hornby Island Local Trust Committee (LTC)	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: A contracted Planner who would draft and process OCP bylaw amendments based on recommendations from the Hornby Island Advisory Planning Commission and take them through the legislated process.
Business Area: Local Planning Services - LTC projects	
Name of Request: Hornby OCP Amendment Review Funding Request: 2022/23 - \$15,000	
Date initiated: December 2021	Date required: April, 2022 -March 31, 2023

BACKGROUND:

On November 20, 2020, the Hornby Island Local Trust Committee passed the following resolution:

that the Hornby Island Local Trust Committee add the item "Official Community Plan Review" to the Top Priorities Report as priority No. 1.

The discussion around this project included an explanation from staff that a project of this nature would be considered Major or Extraordinary in scope and would therefore not be resourced by Planning staff from the Northern office but would need to be assigned to the Regional Planning Team (RPT). Staff further explained that the process for assigning projects to the RPT and the criteria for the RPT to decide which projects to work on first had not been decided as of yet and likely would not be until the next Islands Trust term of office.

The Hornby LTC expressed a desire to have the amendments to the OCP and LUB be completed as soon as possible and on March 26, 2021, the Hornby Island Local Trust Committee passed the following resolution:

that the Hornby Island Local Trust Committee request that the Advisory Planning Commission provide recommendations for Official Community Plan and Land Use Bylaw amendments with topic areas of focus: First Nations, Short Term Vacation Rentals, Housing, and the Riparian Areas Development Permit Area.

The LTC is anticipating that the Hornby APC will be sending a recommendation for amendments to the LTC in early 2022. With the understanding that Islands Trust Planning staff may not be available to take up these recommendations to process as bylaw amendments in 2022, the LTC passed the following resolution on October 8, 2021:

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 Committee for consideration of inclusion in the 2022/2023 Islands Trust budget.

At their December, 2021 meeting, Trust Council passed the following resolution:

That the \$15,000 for the Hornby Island Official Community Plan Review be put back into the 2022/2023 draft budget.

On December 10, 2021, the LTC endorsed this business case with the following motion:

that the Hornby Island local Trust Committee endorse the business case for the OCP review.

PROBLEM STATEMENT/OBJECTIVES:

Regulations regarding short term vacation rentals on Hornby continue to be confusing to residents. The cost and availability of Housing on Hornby becomes more problematic over time, and the regulations adopted regarding Riparian Areas Development Permit Area are problematic because of conflicting technical information that was used to develop them. In addition, the LTC believes acknowledgement of First Nations within the OCP is not as robust as it should be. The LTC consider addressing all of these topics in the OCP and LUB an urgent matter. Given competing demands on staff time to do this work, the LTC believes that a consultant should be hired to complete this work in the short term.

PROJECTED RESULTS/DELIVERABLES:

Funding request (FY22/23)	Target Duration	Cost
Consultant Contract – Bylaw drafting and processing through legislated process including required public engagement.	Over the course of 2022	\$12,000
Technology (mapping, data analysis, etc.) and administrative support for public engagement	Over the course of 2022	\$ 1,000
Development of communication and educational info / Community Information Meeting(s) Public Hearing	Over the course of 2022	\$ 2,000

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), Hornby 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 Hornby Island.

RECOMMENDED DECISION:

That Trust Council approve \$15,000 in fiscal 2022/23 to hire a consultant to process OCP and LUB bylaws as recommended by the Hornby Island Advisory Planning Commission.

Budget Funding Request Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by: Heather Kauer On behalf of the DE LTC	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.
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	
Date initiated: June, 2021	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
Funding 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: <u>Quantitative Analysis:</u> \$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

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 will be forwarded to FPC for information in October of each year.



**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 SS LTC	Budget Source (select all that apply): ☒ Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☒ Other – please describe: _____ Honoraria for speakers/First Nations for 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.
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	
Project Initiated: July 20, 2020 Funding request initiated: October 5, 2021 Resolution SS-2021-182 <i>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</i>	Funding Required for (date range): April 2022 – March 2023

- 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

Initiator Name and Title

September 23, 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

Initiated by: Stefan Cermak, Louisa Garbo, On behalf of the SSI LTC	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.
Business Area: Salt Spring Island Local Trust Committee – LTC projects	
Name of Request: SSI LTC - Housing Action Program 2022/23 - \$25,000	
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

Project Manager Name and Title

January 28, 2021

Date

Stefan Cermak, RPM

Reviewed by: Regional Planning Manager

January 29, 2021

Date



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:
Louisa Garbo

Business Area:
Salt Spring Island Local Trust Committee

Name of Request:

Ganges Village Project – Public Engagement

Budget request: \$51,000

Budget Source (select all that apply):

X Specific Project Funding (select all that apply)

- X Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ **Permanent**

☐ **Temporary**

Temp Duration:

X Other – please describe: 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
 Initiator Name and Title

July 14, 2021
 Date

Stefan Cermak, RPM
 Reviewed by: Name and Title

November 5, 2020
 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/Mark van Bakel	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
Business Area: Local Planning Services	
Name of Request: Local Government Development Applications Program \$367,000 (from awarded grant) (budget breakdown from grant application included in Appendix A)	
Date of Funding Request: Jan 13, 2022	Funding Required for (date range): April 1 2022 to March 31, 2023

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.

The grant includes funding to undertake a review of specific aspects of development application processing, and this work will be informed by the up-coming governance review report.

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.

RISK ASSESSMENT:

1. The grant funding does not include bylaw enforcement or Islands Trust Conservancy files. A separate request to Trust Council was made to include this as an add-on. That the ITC and bylaw enforcement file management components cannot be integrated for the proposed grant funding. There is a risk that

these two areas will remain under the old software until funding is found to upgrade them, and could create some additional work for Information services and planning staff using the system. 2. Grant request was based on best information available at time of grant application (2021); actual costs will only become known at time of evaluating request for proposals.
ALTERNATIVES CONSIDERED: Option 1: Supplement grant funding to incorporate bylaw enforcement and Islands Trust Conservancy in Local Government Development Approvals Program (separate request to Trust Council for funding in 2022/23). Option 2: Proceed with grant funding only and include application processing in the review, and request Trust Council to consider funding in 2023/24 to add bylaw enforcement and Islands Trust Conservancy. Cost may be a bit higher if added on later as opposed to undertaking work concurrently. At present no grant funding is available for this aspect of the project.
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
RECOMMENDED OPTION: Option 1 is recommended.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> • The grant will cover 100 per cent of the project up to \$367,000. Staff resources will be provided in-kind – mostly Information Services to manage the software implementation project, and Director Local Planning Services time to manage the review of development applications contract. <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.

David Marlor, Director, Local Planning Services

Initiator Name and Title

January 13, 2022

Date

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):

☒ **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 statute 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
Initiator Name and Title

October 14, 2021
Date

Russ Hotsenpiller, CAO
Reviewed by: Name and Title

October 14, 2021
Date



BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 10, 2020
From: ITC Board **Date Prepared:** November 4, 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, requested some reframing of the business case presented 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 Island¹;
- Addition of 0.6 FTE Fund Development Specialist position (see attached business case, updated November 4 to clarify the focus of the new role on Fund Development); 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.

Description	Reference	2021/22	2022/23		
		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	Note 2	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 Fund Development 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 3	252,560	251,910	650	252,560
TOTAL		1,103,335	989,198	213,500	1,202,698
Funded by SAR monies**	Note 4	(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. May differ from amount provided by Administrative Services in 2022/23 budget.

Note 2 – Subject to developing a meeting procedure bylaw that allows meetings to occur online, meeting costs could be significantly reduced and the ITC Board has indicated that it is willing to pursue use of technology to reduce meeting costs.

Note 3 - Estimate of Admin Allocation based on previous year's budget.

Note 4 - 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 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 (updated January 12, 2021)

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



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: Fund Development Specialist (0.6 FTE) \$53,186 (FY2022/23) \$51,386 (Yearly, after first year)	
Date initiated: August 24, 2021 Revisions: October 14 and November 4, 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%). Unfortunately, current communications demands have eclipsed the fundraising component of the position. This issue became apparent in early 2020 when the position was split into two part time positions: one for communications and one for fundraising. The duties of each role are below. Communications ITC communications work currently includes: • News release development and coordination • Newsletter development (3-4 times/year) – the Heron Newsletter	

- Social Media posting: Facebook and Twitter (Twitter currently less used)
- eNews development (8-10 times/year)
- Communication product development and coordination – brochures, fact sheets, reports
- Outreach program support and visiting islands at annual events, e.g. fall fairs
- Development of communications plans, strategies, policies and procedures
- Website content management (ITC pages)

Fundraising

Fundraising tasks currently include:

- Fundraising Strategy development and implementation
- Administration of a donor program to support the Opportunity Fund, Property Management Fund, Covenant Management and Legal Defence Fund, Land Acquisition Funds
- Management of fundraising for campaigns, including land acquisition and support for standing funds (e.g. the Opportunity Fund)
- Caring for donor relationships and showing appreciation, including in-person and on-island visits
- Outreach to estate planning professionals
- Coordination of grant applications and grant management
- Administration of the Opportunity Fund and Morrison-Waxler Fund granting programs

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. The communications staffing will be increased to full-time as of November 15, 2021 for the remainder of the fiscal year to meet current demands. This temporary staffing increase was done within existing approved budgets.

PROBLEM STATEMENT/OBJECTIVES:

Problem Statement: In February 2020, the ITC Board approved a Fund Development Strategy which identified ITC funding needs and ways to use Strategic Charitable Giving to fund these items. Through the Fund Development Strategy, 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.

Throughout 2020, the ITC struggled to implement the strategy because communications needs were prioritized as an ongoing and frequently time sensitive need. Also, the skills for the two roles, while seemingly similar, are not well matched due to the urgency of tasks. Communications needs tend to be highly time sensitive and require speedy written skills. Fund development is a slower process, requiring long term, sustained relationship building, frequently on the phone or in person, and the ability to build relationships with financial professional and donors.

In early 2021, ITC attempted to prioritize fund development by dividing the Communications and Fundraising role into two part-time positions. This division was possible because the current Communications and Fundraising Specialist is on education leave and the ITC had some flexibility to trial a new staffing arrangement.

The division of the Communications and Fundraising Specialist role into two positions provided adequate time for fund development work, but it became quickly apparent that ITC communications could not be done as a

0.5 FTE role. This resourcing gap has left ITC unable to do all of its work effectively leaving it open to two big risks:

- 1) ITC will miss key opportunities to attract and support donations of land and money, restricting key opportunities to maximize land conservation in the Islands Trust Area; and,
- 2) ITC will fail to communicate effectively about its programs, resulting in missed opportunities to encourage voluntary land conservation in the Islands Trust Area.

Both risks mean that ITC will fall short of its potential for upholding the ‘preserve and protect’ mandate of the Islands Trust.

Objectives: ITC will accomplish the following objectives through an increase in staff 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 adding a Fund Development Specialist position (0.6 FTE) and maintaining the current position as a 1.0 FTE Communications Specialist. The addition of a Fund Development role, will meet ITC needs for fund development, building the Opportunity Fund as well as acquisition funds and legal defence/property management funds while also supporting communications, including social media, outreach and strategic needs. Through defining and separating these specialist roles the ITC will gain efficiency, as well as attract expert candidates who may stay longer. The added role will also increase the presence of the ITC in communities and on islands, adding a friendly face to interactions with island communities.

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, both of which present a risk to the work of the ITC.
- 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 delineate the roles more clearly. 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 prevent the communications needs from eclipsing the needed fund development work. 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;
- 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	<i>Ongoing fiscal year cost</i>
Travel	\$ 680	<i>Ongoing fiscal year cost</i>
Cell Phone	\$ -	<i>Ongoing fiscal year cost</i>
Computer - Laptop	\$ -	<i>One-time expense</i>
Computer - Desktop	\$ 1,800	<i>One-time expense</i>
Training	\$ 900	<i>Ongoing fiscal year cost (may decrease over time)</i>
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 Fund Development Specialist position into its 2022/23 budget.

PURCHASING PROCEDURE:

Recruitment as per Islands Trust recruitment policy.

Kate Emmings

Initiator: Manager, Islands Trust Conservancy

September 24, 2021

Revised October 14 & November 4, 2021
& reviewed January 12, 2022

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	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
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	
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 (<i>Islands Trust Act</i> , 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 supplying 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 education 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 will be forwarded to FPC for information in October of each year.



REQUEST FOR DECISION

To: Trust Council
For the Meeting of: March 9, 2022
From: Salt Spring Island Local Trust Committee
Date Prepared: February 4, 2022
SUBJECT: Salt Spring Island Water Sustainability – Special Property Tax Requisition

NOTE: In order to meet agenda deadlines, Islands Trust Financial Planning Committee (FPC) is receiving this Request for Decision (RFD) in advance of Local Trust Committee (LTC) endorsement. The SSI LTC will make a resolution to endorse, or not, this RFD at its February 15, 2022 meeting. Staff will advise the Director of Administrative Services of the LTC's resolution, and the director will report that information to FPC at its February 16, 2022 meeting.

RECOMMENDATION:

THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$75,500 in its 2022/23 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee (LTC) in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The special property tax requisition of \$75,500 will be used to fund the additional operations of the Salt Spring Island Local Trust Committee in exercising its delegated authority to coordinate the work of the Salt Spring Island Watershed Protection Alliance (SSIWPA).

PURPOSE

The purpose of this Request for Decision is to request that Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$75,500 in its 2022/23 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee (SSI LTC) in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

BACKGROUND

On June 10, 2013, Trust Council approved [Bylaw 154](#), a bylaw that delegates certain additional powers to the SSI LTC to support the preservation and protection of water quality and quantity within the Salt Spring Island Local Trust Area. Specifically, Bylaw 154 delegates the SSI LTC the powers (from *Islands Trust Act* section 8.2(b)) to:

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

- *coordinate the implementation and carrying out of regional, improvement district and government of British Columbia policies; and*

Bylaw 154 also requires that funding for related operations be achieved through a special tax requisition within the Salt Spring Island Local Trust Area, where related expenditures will be \$5,000 or more.

The SSI LTC has operationalized Bylaw No. 154 by funding the coordination of the Salt Spring Island Watershed Protection Alliance (SSIWPA).

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.

To date, coordination of SSIWPA operations has been performed by a contractor with some administrative and other assistance from Islands Trust staff.

The SSIWPA Steering Committee holds regular meetings to develop strategies and recommendations to the member agencies in order to secure the long-term health, protection and stewardship of watersheds, surface and groundwater resources. These meetings are a forum for member agency representatives to cooperatively determine information gaps, and to coordinate joint actions to fill those gaps. The Steering Committee also relies on technical review, advice and reports prepared by its Technical Working Group, which consist of member agency staff and local volunteers with inter-disciplinary professional qualifications related to integrated freshwater resource management.

SSIWPA-led communications and education work over fiscal 2021/22 has included:

- [Water Systems Survey Report](#) that details production volume, consumption patterns and rate structures, as well as perceived operating challenges for each of the Island's community water systems;
- Development of [rainwater education materials](#) and social media campaign, including development of new video content (in process) that will be added to a virtual [rainwater harvesting tour](#) of rainwater systems on the Island;
- "[Know Your Groundwater Well](#)" brochure; and
- Participation in content delivery in [rainwater education webinars](#)

Agency-led work supported by SSIWPA over 2021/22 has included:

- Launching a Weston Lake Water Availability and Climate Change Assessment (Islands Trust/CRD). The contract for this project was awarded through a competitive process to GW Solutions and the work is now underway;
- Review by SSIWPA Technical Working Group and Ministry of Forests, Lands and Natural Resource Operations staff of proposed amendments to the Salt Spring Island Land Use Bylaw concerning proof of water at time of subdivision (Islands Trust);

- A Situation Analysis and Options Identification Report to improve watershed protection coordination on Salt Spring Island (Islands Trust). The contract for this project was awarded through a competitive process to Econics Services and the work is now underway;
- Groundwater Monitoring project for continuous water level data collection at 12 groundwater wells and 4 lake stations (Islands Trust)

Information on past SSIWPA work can be found in annual reports available [here](#), and elsewhere on the [SSIWPA website](#).

Beyond outreach and education, SSIWPA is not authorized to lead projects. Rather, it provides a forum that brings together agencies with jurisdiction over the Island's freshwater, services that provide freshwater to users, and members of the Island community with an interest in freshwater. This group helps identify pressing water sustainability issues, recommends paths to resolving those issues, and helps coordinate the efforts of lead agencies where required.

See Appendix 1.2 for SSIWPA's proposed work plan and budget for fiscal 2022/23 as agreed by the SSIWPA Steering Committee at its November 25, 2021 meetings.

SPECIAL PROPERTY TAX REQUISITION

Pursuant to [Trust Council Policy 6.3.ii](#), an individual Local Trust Committee can request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees. Special property tax requisitions are approved by Islands Trust Council and must be formally requested by resolution of the Local Trust Committee. Trust Council Policy 6.3.ii includes a checklist for LTCs to follow - attached as Appendix 1.1.

At its January 19, 2021 meeting, Salt Spring Island Local Trust Committee passed the following resolution:

SS-2021-001

It was MOVED and SECONDED,

That the Salt Spring Island Local Trust Committee request a special property tax requisition for \$75,500 from the Salt Spring Island Local Trust Area in the 2021/2022 fiscal year, subject to Trust Council Policy 6.3.ii, in order to fund coordination of watershed management on Salt Spring Island, using the powers delegated to the Salt Spring Island Local Trust Committee by Trust Council Bylaw No. 154.

As of publication of this RFD, and in accordance with *Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition*, the proposed special property tax requisition of \$75,500 for 2022/23 was included as an item for public consultation within the overall Trust Council budget of 2022/23.

Trust Area Services was unable to provide a summary of consultation results to date. Staff will endeavour to include these as a late agenda item ahead of FPC's February 16 meeting.

This RFD is the final step in the LTC process of requesting a special property tax requisition.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The Salt Spring Island Local Trust Committee (SSI LTC) intends to continue to use the requisitioned funds to support coordination of the Salt Spring Island Watershed Protection Alliance (SSIWPA) – a multi-

agency body dedicated to watershed protection on Salt Spring Island through collaborative watershed management.

Inclusion of the funds enables the continuation of contract coordination services to administer and manage SSIWPA's operations and projects on behalf of the SSI LTC. Additional administrative work related to contract management, financial management, management of grant awards and related SSI LTC work is undertaken by Islands Trust staff.

FINANCIAL:

The taxation implications of this decision would relate only to the Salt Spring Island Local Trust Area. The funds requisitioned would be spent to fund the additional operations of the SSI LTC, pursuant to the additional powers that Trust Council has delegated to it (coordination of SSIWPA).

The proposed budget is:

Coordinator Contract(s)	\$ 60,000
Meeting Costs	\$ 1,760
Events and Comm.	\$ 9,000
Surplus	\$ 3,840
Total	\$ 75,500

See Appendix 1.2 for the proposed SSIWPA Work Plan and Budget for 2022/23.

The SSI LTC currently has approximately \$85,000 in unspent special property tax requisition funds, plus approximately \$14,000 received by SSIWPA as a constituency grant that is administered by Islands Trust. \$80,000 of this surplus is already earmarked for project spending across this fiscal and next in the form of \$30,000 to a water availability and climate change assessment for Weston Lake, and up to \$50,000 for the development of a watershed strategic plan for Salt Spring Island.

POLICY:

No implications for current policy.

IMPLEMENTATION/COMMUNICATIONS:

If approved, the request for a special tax requisition within the Salt Spring Island Local Trust Area would be delivered to the Minister of Finance, along with the rest of the Islands Trust property tax requisition request.

RELEVANT POLICY

[Islands Trust Council Bylaw 154
14\(3\)\(iii\) of the Islands Trust Act](#)
[Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition](#)

ATTACHMENTS

Appendix 1.1 – Trust Council Policy 6.3.ii checklist
Appendix 1.2 – SSIWPA Proposed Work Plan and Operations Budget
Appendix 1.3 – Special Property Tax Requisition – Consultation Summary

RESPONSE OPTIONS

Recommended:

THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$75,500 in its 2022/23 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

Alternatives:

1. That the Islands Trust Council include a special property tax requisition for the 2022/23 fiscal year for a lesser amount than requested by the SSILTC
 2. That the Islands Trust Council include a special property tax requisition for the 2022/23 fiscal year for a greater amount than requested by the SSILTC.
 3. That the Islands Trust Council does not include a special property tax requisition for the Salt Spring Island Local Trust Area for the 2022/23 fiscal year.
-

Prepared By:

Jason Youmans, Island Planner, Local Planning Services, February 4, 2022

Reviewed By/Date:

Salt Spring Island Local Trust Committee, February 16, 2021

Financial Planning Committee, DATE

Russ Hotsenpiller, CAO, DATE

David Marlor, DLPS, DATE

- a) approved.
 - b) Any funds, generated through the special requisition, which are unspent at the conclusion of the fiscal year, will be held in reserve for the Local Trust Committee's use in the subsequent fiscal year to:
 - i) complete the previously approved initiative or program; or
 - ii) undertake a new program, subject to a further resolution of the Local Trust Committee to do so.
 - c) Unspent funds can not be used to offset a general property tax requisition.
2. Special Property Tax Requisition Checklist

Budget Submission

Description of Task	Deadline	Date Completed
Local Planning Services Staff assigned to LTCs develop "additional operations" budget proposal on behalf of LTCs prior to December Trust Council meeting and submit them to FPC for review.	November FPC meeting	August 31, 2021
Director of Local Planning Services presents "additional operations" budget proposals to Financial Planning Committee, with input from LTCs, indicating whether any of the proposed 'additional operations' are related to delegated powers and must be funded through a special property tax requisition.	December Trust Council meeting	November 10, 2021
Financial Planning Committee makes recommendations to Trust Council regarding budget proposals made by LTCs, identifying - Any that must be funded through a special property tax requisition pursuant to a Trust Council delegation bylaw (e.g. Bylaw 154). - Any other LTC proposals that it recommends be funded through a special property tax requisition, rather than through inclusion in the general Islands Trust budget. Director of Local Planning Services provides additional information to Trust Council about LTC proposals, as needed.	December Trust Council meeting	December 1, 2021
If December Trust Council does not approve the LTC "additional operations" budget proposal for inclusion in the general Islands Trust budget, or if the LTC additional operations are related to delegated powers that must be funded through a special property tax requisition:		
LTC passes resolution to pursue special property tax requisition to fund the "additional operations" budget proposal:	January	August 31, 2021
- copy of resolution attached		In RFD
LTC requests staff to conduct public consultation on the special tax requisition proposal:	Mid-February	August 31, 2021 LTC special property tax requisition business case states that consultation will occur through the greater Trust Council budget consultation process.
- copy of advertisement attached		Attached
- if public meeting held, minutes of the discussion attached		N/A
o written summary of public feedback attached		To be provided once available from Trust

ISLANDS TRUST POLICY MANUAL

Staff prepare Request for Decision (RFD) proposed by LTC for March Trust Council binder, requesting a bylaw to authorize a special property tax requisition. The RFD will include an assessment of organizational and other implications, a completed copy of this checklist along with any attached documentation.	February FPC meeting	Area Services. February 16, 2021
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ISLANDS TRUST
SSIWPA Coordination Budget 2022-23

Adopted November 25, 2021

	Draft Budget 2021-22	In-Kind
REVENUES		
SSI LTC Tax Requisition	75,500	
In-Kind Staff Time	-	1,000
Total Revenues	75,500	1,000
EXPENSES		
<u>Coordination</u>		
Coordinator Contract	60,000	
	60,000	
<u>Events and Communications</u>		
Communications Materials	5,200	
Events	2,700	
Website Hosting	2,000	
	9,900	
<u>Meetings</u>		
Steering Committee	280	
Technical Working Group	280	
Rainwater Subcommittee	280	
Minute-taker	800	
Meeting Software Licensing Fees (Zoom)	120	
In-Kind Staff Time	-	1,000
	1,760	1,000
Total Expenses	71,660	1,000
Annual Surplus (Deficit)	3,840	-

SSIWPA Workplan April 1, 2022-March 31, 2023									
	Area or Watershed	Lead Agency	Quarter:	1	2	3	4	Partner Agencies	Status
New Project:									
Policy and Planning									
Watershed Protection Strategic Plan Phase 2	Island	IT						All	Not Started
Ongoing Projects:									
Water Availability Analysis									
Water Availability and Climate Change Assessment - Results Integration	Weston	CRD, IT						FLNR, Fulford Commission	Not Started
Groundwater Availability	Cedar Lane	CRD						FLNR, Cedar Ln Commission	Not Started
Monitoring									
Groundwater Well Monitoring	Island	IT+FLNR							Ongoing
Lake Level Monitoring	Bullock	IT							Ongoing
	Cusheon	IT							Ongoing
	Weston	IT							Ongoing
	Stowell	IT							Ongoing
Communications									
Messaging and outreach: existing materials - rainwater rebates	Island	Transition SS						CRD, SSIWPA	funding permitting
Messaging and outreach: existing materials - rain systems, groundwater & lakes (algal blooms)	Island	SSIWPA - TWG						FLNR	Ongoing
Climate Change Adaptation for Watershed Resilience...	Maxwell and Rosemurgy Lakes	Transition SS						TWG (36 person-h), SSIWPA (20 h)	Not Started
Annual Report	Island	SSIWPA							Annually

How was the budget survey process advertised in the Salt Spring Island Local Trust Area?

Trustees

- TBD

Social Media

- Islands Trust Facebook group page

Email

- Notification sent to Salt Spring Island LTC e-mail subscriber list

Website

- SSI LTC [news webpage](#) updated with special property tax info

2022/23 Trust Council Budget Survey – SSI Special Property Tax Requisition

Two questions about the proposed special property tax requisition were included in the 2022/23 Trust Council online budget consultation survey which closed on February 6, 2022.

As of February 4, 2022, there were 233 budget survey responses from the Salt Spring Island Local Trust Area to the following questions:

Salt Spring Island Special Property Tax Requisition

A special property tax requisition is a way for the Islands Trust to fund a special initiative taking place in a single local trust area through a tax levied on property owners only in that local trust area.

This special tax can be used when a local trust committee wishes to undertake a large initiative with local significance or to take on additional operations. Since 2014, the Salt Spring Island Local Trust Committee has funded, through a special local tax requisition, the [Salt Spring Island Watershed Protection Alliance](#) to support work related to the preservation and protection of freshwater resources on Salt Spring Island.

[Salt Spring Island Watershed Protection Alliance Backgrounder](#).

8. Do you support a special property tax requisition in the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island?

☐ Yes

☐ I don't know

☐ No

☐ I don't have an opinion

Comments (optional):

9. The special property tax requisition is proposed to be \$75,500 to fund the continued coordination of community, government and non-government organizations working together in 2022/23 to develop a framework and strategy to protect watersheds and preserve drinking water sources on Salt Spring Island. Is this amount:

☐ Too much

☐ I don't know

☐ Too little

☐ I don't have an opinion

☐ Just right

Comments (optional):

Islands Trust Facebook Page Budget Ad

Intro

✓ 678 Followers

Page · Government organization

(250) 405-5151

information@islandstrust.bc.ca

islandstrust.bc.ca

Photos

See all photos

Islands Trust
January 31 at 9:02 AM · 🌐

Budgeting. It is in our nature.

Please tell us what you think of the proposed 2022/2023 budget by filling out our survey at: islandstrust.bc.ca/budget

The deadline to participate is February 6, 2022. ... See more



Budget 2022-2023

Water Sustainability

Salt Spring Island Special Property Tax Requisition

What is a Special Property Tax Requisition?

Islands Trust Council policy enables individual local trust committees to request Islands Trust Council to include a [special property tax requisition](#) within their local trust area to fund “additional operations” that are not included in their general land use planning and regulatory role. The Salt Spring Island Special Property Tax Requisition (SPTR) will only apply to the [Salt Spring Island Local Trust Area](#), which is the only local trust area to benefit from the proposed additional operations. The Salt Spring Island Local Trust Committee (SS LTC) has received a requisition to support watershed management since 2014 and is requesting it again for the 2022-23 fiscal year.

What kind of additional operations is the Salt Spring Island Local Trust Committee proposing to undertake?

In 2012, SS LTC requested that Islands Trust Council delegate it the authority to *coordinate* and *assist* in the *determination* of regional, improvement district and Government of British Columbia policies; and to *coordinate* the *implementation* and *carrying out* of regional, improvement district and Government of British Columbia policies for the purposes of preserving and protecting water resources in the Salt Spring Island Local Trust Area. The Islands Trust Council passed [Bylaw 154](#) in June 2013 in response to this request.

With these delegated powers, the SS LTC can now act as more than a land use planning and regulatory body – it also acts as a coordinating body for the [Salt Spring Island Watershed Protection Alliance \(SSIWPA\)](#). The SS LTC proposes to continue to fund this work through a special tax levy in the Salt Spring Island Local Trust Area.

What is the Salt Spring Island Watershed Protection Alliance (SSIWPA)?

[SSIWPA](#) was created in 2013 to provide a coordinated, inter-jurisdictional response to the protection and management of freshwater resources on Salt Spring Island. The SSIWPA Steering Committee is comprised of public agencies with responsibility and authority for the use and management of water resources and the watersheds in the Salt Spring Island Local Trust Area, as well as other water purveyors and freshwater-interested organizations. The SSIWPA Steering Committee operates on a consensus decision-making model.

Current Steering Committee member agencies are as follows: Islands Trust; Capital Regional District, Ministry of Forests, Lands, Natural Resource Operations and Rural Development; Beddis Water Service Commission; Cedar Lane Water Service Commission; Cedars of Tuam Water Service Commission (seat empty); Fulford Water Service Commission; Highland-Fernwood Water Service Commission (seat empty); North Salt Spring Waterworks District; and Scott Point Waterworks District.

Non-voting “members-at-large” sit at the SSIWPA table from Cusheon Lake Stewardship Committee; Salt Spring Island Agricultural Alliance; Salt Spring Island Water Preservation Society; Salt Spring Island Conservancy; Salt Spring Water Company and Transition Salt Spring Society.

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.

What does the Salt Spring Island Watershed Protection Alliance do?

The SSIWPA Steering Committee holds quarterly meetings to develop strategies for, and recommendations to, member agencies in order to secure the long-term health, protection and stewardship of watersheds, surface and groundwater resources. These meetings are a forum for member agency representatives to cooperatively identify information, regulatory, and policy gaps, and to coordinate joint actions to fill those gaps. The Steering Committee also relies on technical review, advice and reports prepared by its Technical Working Group, which consists of member agency staff and local volunteers with inter-disciplinary professional qualifications related to integrated freshwater resource management.

Agency-led work supported by SSIWPA over 2021/22 has included:

- Launching a Weston Lake Water Availability and Climate Change Assessment (Islands Trust/CRD). The contract for this project was awarded through a competitive process to GW Solutions and the work is now underway;
- Review by SSIWPA Technical Working Group and Ministry of Forests, Lands and Natural Resource Operations staff of proposed amendments to the Salt Spring Island Land Use Bylaw concerning proof of water at time of subdivision (Islands Trust);
- A Situation Analysis and Options Identification Report to improve watershed protection coordination on Salt Spring Island (Islands Trust). The contract for this project was awarded through a competitive process to Econics Services and the work is now underway;
- Groundwater Monitoring project for continuous water level data collection at 12 groundwater wells and 4 lake stations (Islands Trust)

SSIWPA-led communications and education work over the past year has included:

- [Water Systems Survey Report](#) that details production volume, consumption patterns and rate structures, as well as perceived operating challenges for each of the Island’s community water systems;
- Development of [rainwater education materials](#) and social media campaign, including development of new video content (in process) that will be added to a virtual [rainwater harvesting tour](#) of rainwater systems on the Island;
- “[Know Your Groundwater Well](#)” brochure; and
- Participation in content delivery in [rainwater education webinars](#)

Following on the development of the Water Systems Survey Report, SSIWPA has piloted coordinating a Water Systems Working Group that brings together representatives from the Island’s piped water systems to share information and ideas.

SSIWPA’s 2021/22 workplan is available [here](#).

Information on past SSIWPA work can be found in [annual reports](#) and elsewhere on the [SSIWPA website](#).

Beyond outreach and education, SSIWPA is not authorized to lead projects. Rather, it provides a forum that brings together agencies with jurisdiction over the Island’s freshwater, services that provide freshwater to users, and members of the Island community with an interest in freshwater. This group helps identify pressing water sustainability issues, recommends paths to resolving those issues, and helps coordinate the efforts of lead agencies where required.

The majority of the annual special property tax requisition is used to hire a contractor to administer/coordinate SSIWPA and lead its education and outreach efforts.

How much of a tax requisition is proposed?

The Salt Spring Island Local Trust Committee is requesting a \$75,500 Special Property Tax Requisition for the 2022-2023 fiscal year in order to coordinate freshwater sustainability work on Salt Spring Island. The tax requisition is based on the following proposed budget:

Coordination Contract	\$ 60,000
SSIWPA Meeting Costs	\$ 1,760
SSIWPA Community Events and Communications	\$ 9,900
Projected Surplus	\$3,840
Total	\$75,500

How much will the proposed \$75,500 watershed management tax cost me as a property owner or tenant?

Historically, Islands Trust property taxes have represented about 12 per cent of the total property tax bill to Salt Spring Island property owners. Impacts of the current COVID-19 pandemic may cause a shift in this percentage based on how operations of the various taxing authorities have been impacted. Understanding of any potential shift is not fully known at this time.

The amount of tax increase for individual property is based on a number of factors, such as, mill rate, type of property etc., and may be different for each property. More information about how property taxes are calculated for Islands Trust Areas is available on the [website](#).

Are other agencies sharing the cost?

There are several agencies, including the Government of British Columbia, that partner with SSIWPA to provide in-kind and other financial support for specific projects. In past years, SSIWPA has raised over \$150,000 in grants, direct funding, and in-kind contributions from its member agencies and other sources.

How will the special property tax requisition affect the other islands in the Islands Trust Area, outside of the Salt Spring Island Local Trust Area?

This special property tax requisition is only proposed for the Salt Spring Island Local Trust Area (which includes Prevost Island, Piers Island, Secretary islands and various other smaller islands adjacent to Salt Spring Island) and funds can only be spent in that area. If any funds are unspent at the end of the fiscal year, they can only be used for the work of the SS LTC, and cannot go into the Islands Trust's general revenues.

Who Approves the Special Property Tax Requisition?

The SS LTC's request for a Salt Spring Island Special Property Tax Requisition for watershed management will be considered by the Islands Trust Council during its budget decisions in March 2022. Islands Trust's budget consultations are now underway. Further information about the Islands Trust's general budget proposal is available [here](#).

How Can I Have My Say?

We want to hear from you. You can send your comments on any aspect of the Islands Trust Council's budget, including the Salt Spring Island Special Tax Requisition in several ways as indicated below:

Please note: All feedback will be included in public documents (subject to Freedom of Information and Protection of Privacy legislation) and posted to the Islands Trust website.

1. Complete a short, anonymous [survey](#). Survey is open from Friday, Jan 21st to Sunday, February 6th, 2022
2. Email: budget@islandstrust.bc.ca
3. Write to: 1 - 500 Lower Ganges Road, Salt Spring Island, BC, V8K-2N8 or 200 – 1627 Fort Street, Victoria, BC, V8R 1H8
4. Address Trust Council during Public Comments session at the March Quarterly meeting. [Visit the meeting calendar for more information](#). If you wish to make a presentation as a delegation, rather than making a short statement during the town hall/public comments section, please submit a [delegation application form](#) by February 17.
5. Through one of your local Salt Spring Island trustees: [Peter Grove](#) or [Laura Patrick](#)

Click here for more information on the Salt Spring Island Watershed Protection Alliance:

<http://www.islandstrust.bc.ca/islands/local-trust-areas/salt-spring/projects-initiatives/water-sustainability/>

<https://ssiwpa.org>

How to Contact Us for Information on SSIWPA:

Email: ssiinfo@islandstrust.bc.ca

Phone: Jason Youmans 250-537-9144

For Information on the Islands Trust Council's proposed 2022-2023 Budget:

<http://www.islandstrust.bc.ca/trust-council/budget.aspx>



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** February 17, 2022
From: Financial Planning Committee **Date Prepared:** February 9, 2022
SUBJECT: BYLAW 185 FINANCIAL PLAN BYLAW 2022/23

RECOMMENDATION:

1. That Islands Trust Council Bylaw 185, cited as the “Financial Plan Bylaw, 2022/23” be Read a First Time.
2. That Islands Trust Council Bylaw 185, cited as the “Financial Plan Bylaw, 2022/23” be Read a Second Time.
3. That Islands Trust Council Bylaw 185, cited as the “Financial Plan Bylaw, 2022/23” be Read a Third Time.
4. That Islands Trust Council Bylaw 185, cited as the “Financial Plan Bylaw, 2022/23” be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The Islands Trust Financial Plan for 2022/23 must be adopted by Bylaw prior to implementation. Adoption of the Financial Plan will happen via RWM to Trust Council once approval from the Minister is received.

1 PURPOSE:

The Financial Plan Bylaw is the formal document approving the budget for the 2022/23 fiscal year. After three readings, if approved, the bylaw is forwarded to the Minister of Municipal Affairs for approval, and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust. Approval and adoption of the Financial Plan Bylaw is required prior to its implementation.

2 BACKGROUND:

The Financial Plan Bylaw focuses on the current fiscal year budget, but also includes projections for the following four fiscal years, in accordance with financial plan requirements set out in the Community Charter. The worksheet used to create the projections appears at the end of this Request for Decision (RFD). The assumptions and/or processes used for the line items in the four year projection are as follows:

Consumer Price Index (CPI)	CPI has been reflected based on a 5-year historical average annual Victoria statistics.
Fees and Sales	Application fees are expected to increase in 2022/23 due to the new model fees bylaw being adopted by various LTCs across the Trust Area. The exact amount of the increase is unknown. Staff have estimated the amount in the 2022/23 budget year, and increased the amount annually by CPI each year thereafter. This model is built into the 5-year plan.
Provincial Grant	A budget of \$180,000 has been included as in past years. This funding level has been maintained for the five-year period, though increases may be seen if a successful ask of the Province is undertaken.
Non-market Growth	An annual 1.0% non-market growth rate per fiscal year is incorporated for the trust area as a whole, excluding BIM. Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool, as well as changes in property values from zoning changes, etc.
Property Tax Changes	It is anticipated that property tax increases will be required to maintain and/or rebuild required surplus balances at the Trust. This has been incorporated into the 5-year plan with tax increases high enough to ensure general revenue surplus balances can be maintained at the minimum required under TC policy.
Property Tax Levy – Bowen Island	The methodology for the Bowen Island Tax Levy calculation is described in the <i>Islands Trust Act</i> and is influenced by a number of factors that can be difficult to predict. An estimate of the levy, based on financial plan expenditures, is included in the projection. Note that net converted assessment values throughout the trust play a large role in this calculation. The distribution of these values throughout the trust area is held constant at the current distribution for purposes of the 5-year financial plan development.
Special Levies, Local Trust Committees	Special Levies are contemplated on an as-needed basis. The current five-year plan includes the continued Special Levy for the Salt Spring Island Watershed Protection Alliance (SSIWPA) to the end of fiscal year 2022/23 only. Direction to extend SSIWPA special requisitions will be received by staff and incorporated as appropriate.

	No other special levies are included.
Interest and Other Income	Interest and Other Income is expected to remain a non-significant sources of income relative to other income sources at the Trust.
Expenditures (Trust Council, Local Planning Services, Islands Trust Conservancy and Administration)	Service levels are expected to remain consistent (that is, no new programming), with the exception of election years, when LTC and TC projects may stall slightly while a new term of trustees is oriented in their role. A small reduction to account for this has been made in election year 2026/27.
Expenditures – Programs	Program expenditures are based on historical spending and are adjusted to reflect lower spending on programs during election years, when time is dedicated to orienting a new Council and LTCs. Expenditures are increased annually to account for anticipated inflation.
Surplus Funds	Per Policy 6.5.1 <i>Reserves and Surplus</i> , the “recommended minimum amount of money to be contained within the General Revenue Surplus Fund is 2.4 months of expenses net of 2.4 months of revenue, excluding revenues from property taxes or the provincial grant.”

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

Approval of this Bylaw allows staff to implement the Islands Trust Council approved budget.

FINANCIAL:

As described in the budget background documents.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS:

Staff will implement as described in budget background documents.

FIRST NATIONS: None.

OTHER: None.

- 4 **RELEVANT POLICY(S):**
 [Policy 7.2.6 Municipal Tax Requisition Calculation](#)
 [Policy 6.5.1 Reserves and Surplus](#)

- 5 **ATTACHMENT(S):**
 Bylaw 185 Financial Plan Bylaw 2022-23 – 2027/28
-

RESPONSE OPTIONS

Recommendation:

That Trust Council perform three readings of the Financial Plan Bylaw 2022/23 and advance the Bylaw to the Minister of Municipal Affairs for approval.

1. That Islands Trust Council Bylaw 185, cited as the “Financial Plan Bylaw, 2022/23” be Read a First Time.
2. That Islands Trust Council Bylaw 185, cited as the “Financial Plan Bylaw, 2022/23” be Read a Second Time.
3. That Islands Trust Council Bylaw 185, cited as the “Financial Plan Bylaw, 2022/23” be Read a Third Time.
4. That Islands Trust Council Bylaw 185, cited as the “Financial Plan Bylaw, 2022/23” be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: No alternatives identified.

Prepared By:	Director, Administrative Services
Reviewed By:	Russ Hotsenpiller, Chief Administrative Officer Financial Planning Committee/February 16, 2022

ISLANDS TRUST**Five Year Financial Plan****2022/23 - 2026/27**

	<i>Tax increase</i>	<i>election year</i>				
		2.30%	6.80%	2.56%	0.40%	0.90%
Revenue		2022/23	2023/24	2024/25	2025/26	2026/27
Fees and Sales		311,440	311,440	317,669	324,022	330,503
Provincial Grant - unrestricted		180,000	180,000	180,000	180,000	180,000
Provincial Grant - restricted		367,000	-	-	-	-
Federal Grant - restricted		213,500	213,500	-	-	-
Other Grants		8,000	8,000	8,000	8,000	8,000
<u>Property Tax Revenue:</u>						
Property Tax Levy prior year		7,079,770	7,331,102	7,902,928	8,184,272	8,298,852
Non-market Growth Current Year		88,497	73,311	79,029	81,843	-
Increased Taxes in Current Year		162,835	498,515	202,315	32,737	74,690
Property Tax Revenue subtotal		7,331,102	7,902,928	8,184,272	8,298,852	8,373,541
Transfer from GRSF - for Elections		141,000	-	-	-	-
Transfer from GFSF - for Projects/General		212,700	-	-	-	-
Transfer from LTC Specific Reserve Fund		179,500	125,000	60,000	-	-
Transfer from Special Requisition Reserve Fund		68,400	-	-	-	-
Property Tax Levy - Bowen		326,541	351,959	368,114	373,115	352,876
Special Levy - LTCs		75,500	-	-	-	-
Interest Income		20,000	30,000	30,000	30,000	30,000
Other Income		-	-	-	-	-
Revenue Total		9,434,683	9,122,827	9,148,055	9,213,989	9,274,920
Expenditures						
Trust Council (no Admin or Projects)		1,120,442	999,031	1,019,012	1,039,392	1,060,180
Local Planning (no Admin or Projects)		4,482,757	4,555,650	4,648,242	4,741,841	4,836,569
Islands Trust Conservancy (no Admin or Projects)		913,158	931,421	745,049	759,950	775,149
Administration (no projects)		2,070,126	2,111,528	2,153,759	2,096,834	2,138,771
Projects - Trust Council		144,500	72,390	147,390	150,338	153,345
Projects & OCP - LPS		725,300	589,806	601,602	513,634	423,907
Projects - ITC		-	-	-	-	-
Projects - Administration		6,500	35,000	5,000	5,000	5,000
Projects - Funded by Special Levies and Special levy surplus		143,900	-	-	-	-
Projects - Funded by Grants + Other income		-	-	-	-	-
Contribution to Surplus Funds		-	-	-	25,000	-
Expenditure Total		9,606,683	9,294,827	9,320,055	9,331,990	9,392,921
Less non-cash items - Amortization		(172,000)	(172,000)	(172,000)	(118,000)	(118,000)
Total Cash Requirement		9,434,683	9,122,827	9,148,055	9,213,990	9,274,921

ISLANDS TRUST COUNCIL

BYLAW NO. 186

A Bylaw to Provide for the Borrowing of Money During
Fiscal Year 2022 - 2023 in Anticipation of Revenue

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

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

AND WHEREAS the Islands Trust Council anticipates receiving for the 2022 - 2023 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE the Islands Trust enacts as follows:

1. This bylaw may be cited as "Revenue Anticipation Borrowing Bylaw, 2022-2023".
2. The Islands Trust shall be and is hereby authorized to borrow upon the credit of the Islands Trust an amount or amounts not exceeding \$1,000,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.
3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of the Islands Trust and the Treasurer of the Islands Trust.
4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall when received on account of the 2022-2023 budget, be used to repay the money so borrowed.

READ A FIRST TIME THIS DAY OF , 2022

READ A SECOND TIME THIS DAY OF , 2022

READ A THIRD TIME THIS DAY OF , 2022

APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS
THIS DAY OF , 2022

ADOPTED THIS DAY OF , 2022

SECRETARY

CHAIR

REQUEST FOR DECISION

To: Financial Planning Committee **For the Meeting of:** February 16, 2022
From: Director, Administrative Services **Date Prepared:** February 4, 2022
SUBJECT: Amendments to Trust Council Policy 6.5.1 Reserves and Surplus

RECOMMENDATION:

That Financial Planning Committee forward the proposed amendments to Trust Council policy 6.5.2 *Reserves and Surplus* to Trust Council for approval.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

1 PURPOSE:

To provide an overview of recommended amendments to Trust Council (TC) policy 6.5.1 Reserves and Surplus for consideration by Financial Planning Committee (FPC).

2 BACKGROUND:

At its regular meeting in November 2020, FPC made the following resolution:

That the motion 'that Financial Planning Committee request staff provide a recommendation in regards to the minimum balance of the general surplus of 15% - 20% and the ramifications thereof' be postponed to the January 2021, Financial Planning Committee meeting.

At its regular meeting in January 2021, FPC made the following resolution:

that Financial Planning Committee request staff to recommend changes to policy 6.5.1 for review by Financial Planning Committee.

Staff provide suggested policy amendments in the attachment.

The following direction given by TC resolution at their March 2021 meeting has been included in the amendments:

That Trust Council approve a reduction to the minimum balance required by policy to be held in general revenue surplus from 25% to 20% of budgeted annual operating expenses, less 20% of non-tax, non grant revenue.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: Amendments adjust the recommended minimum balance held in the general revenue surplus fund which means less liquid assets will be held by the Trust over time (potentially). Recently completed analysis of cash flows show no risk of cash shortage with the revised minimum, under current Islands Trust spending trends.

POLICY: TC policy 6.5.1 Reserves and Surplus will be amended for immediate implementation.

IMPLEMENTATION/COMMUNICATIONS: Updated TC policy 6.5.1 Reserves and Surplus will be updated and circulated to staff for information, and will be implemented in future budget decisions. The revised policy will be posted on the Islands Trust website.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S): [TC policy 6.5.1 Reserves and Surplus](#)

5 ATTACHMENT(S):
Proposed amendments to TC policy 6.5.1 Reserves and Surplus

RESPONSE OPTIONS

Recommendation: That Financial Planning Committee forward the proposed amendments to Trust Council policy 6.5.2 Reserves and Surplus to Trust Council for approval.

Alternative: That Financial Planning Committee forward the proposed amendments, as amended, to Trust Council policy 6.5.2 Reserves and Surplus to Trust Council for approval.

Prepared By: Director, Administrative Services
Reviewed By/Date: Manager, Legislative Services/February 7, 2022
Financial Planning Committee/February 16, 2022



Policy:	6.5.1
Approved By:	Trust Council
Approval Date:	December 5, 1992
Amendment Date(s):	September 14, 2001; December 5, 2003; September 17, 2004; December 9, 2005; December 12, 2008; September 11, 2013; June 21, 2017, <u>March 9, 2022</u>
Policy Holder:	Director, Administrative Services

RESERVES AND SURPLUS

Purpose

To establish the framework for the use of reserves and managing annual year-end operating surpluses.

A. Definitions

Accumulated surplus – the accumulated excess of revenues over expenditures from prior years that has not been set aside for specific purposes.

Annual surplus – The excess of revenues over expenditures generated in a single fiscal year.

General Revenue Surplus Fund – Unappropriated accumulated surplus funds held for Trust operating purposes, less accumulated transfers to reserve funds. The accumulated excess of revenue over expenditures from the operations of the Trust, excluding transfers to Specific Reserve Funds.

Reserve – Funds set aside for a specified purpose.

Specific Reserve Fund – A fund established by Trust Council for a specific purpose.

Surplus – Unappropriated funds in a Reserve Fund.

G.B. Policy

1. All Reserve Funds must be established by Trust Council, maintained on an annual basis and used for at the specified purpose for which they were created.
2. Islands Trust will strive to develop appropriate surplus and reserves to meet future obligations and operating needs. Reserves may be established to (1) ensure predictable and stable taxation; (2) provide for operating emergencies; (3) finance new the purchase of significant capital assets; and (4) safeguard and maximize existing assets.
3. General Revenue Surplus Fund
 - 3.1 The General Revenue Surplus Fund is created funded through a transfers of annual surplus excess revenue over expenditures from the operations of the Trust. Planned contributions to this fund should be included in the annual budget approved by Trust Council with a specific line item “contribution to surplus”, In addition, the annual budget may include a line item “Contribution to Surplus” to deliberately increase the amount in the General Revenue Surplus Fund.
 - 3.2 The General Revenue Surplus Fund may be used for the following purposes:

- a) to fund significant and/or unanticipated general expenditures,
- b) for major emergent operating issues, or
- c) and for one-time and/or intermittent projects that would create a potential deficit situation at year-end.

~~Trust Council must approve the amount of surplus to be used.~~

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

3.34 Contributions to or withdrawals from the General Revenue Surplus Fund are approved by Trust Council and the Minister of Municipal Affairs through the annual Financial Plan Bylaw. Additional withdrawals from the fund during the fiscal year must be approved by Trust Council and are subject to Trust Council policy 6.5.2 Budget Control and Adjustment Authority.

3.4 The recommended minimum balance to be maintained in the General Revenue Surplus Fund is 20% expenses net of 20% of revenue, excluding revenue from property taxes and grants.

4. Specific Reserve Funds

4.1 ~~In addition to the General Revenue Surplus Fund,~~ Trust Council may approve the establishment of specific reserve funds, as recommended by the Chief Administrative Officer and approved by the Financial Planning Committee.

4.2 Specific Reserve Funds are established for a specific purpose and are created and funded through a transfer from the General Revenue Surplus Fund.

4.3 These funds will be reviewed by the Financial Planning Committee on an annual basis with the annual audited financial statements and during the budget process if required.

5. Special Property Tax Requisitions

5.1 Any funds generated through a special tax requisition within a local trust area which are unspent at the conclusion of the fiscal year will be held in reserve for the use of the relevant local trust committee in the subsequent fiscal year, as indicated in sections 6.3 and 6.4 of Islands Trust Council Policy 6.3.2 Special Property Tax Requisitions.

6. Reporting

6.1 The balance in each of the funds identified in Sections 3., 4., and 5. will be reported to the Financial Planning Committee along with quarterly financial reports.

C. Legislated References

Islands Trust Act Regulations, s. ~~13~~11

Community Charter, Part 6, Division 4 and Division 5

~~Policy and Procedures Manual~~

~~Replaces Policy 6.5.1 (General Reserve), 6.5.2 (Capital Reserve), and 6.5.3 (Legal Reserve)~~

~~Policy 6.3.2 Special Property Tax Requisition~~

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

~~n/a~~ Policy and Procedures Manual:

Replaces Policy 6.5.1 (General Reserve), 6.5.2 (Capital Reserve), and 6.5.3 (Legal Reserve)

Policy 6.3.2 Special Property Tax Requisition



Top Priorities Report

Financial Planning Committee

1. Budget 2022/23: Draft 2

Review Draft 2, version 1 of the 2022/23 budget in January 2022.
Review Draft 2, version 2 of the 2022/23 budget in February 2022.

Responsible

Clare Frater
David Marlor
Julia Mobbs
Russ Hotsenpiller

Dates

Rec'd: 10-Nov-2021
Target: 09-Mar-2022

2. Budget 2022/23 Public Consultation

Discussion of the Public Consultation plan begins at FPC's August meeting each year.
Review of planned consultation materials and engagement platforms will continue at
FPC's January meeting prior to consultation initiation that same month.

Responsible

Clare Frater

Dates

Rec'd: 01-Sep-2021
Target: 01-Jan-2022

3. Review Trust Council Policy 6.5.1 Reserves and Surplus

Staff have recommended changes to policy 6.5.1 for review by Financial Planning
Committee in advance of March Trust Council.

Responsible

Julia Mobbs

Dates

Rec'd: 12-Nov-2020
Target: 09-Mar-2022

Projects Report

Financial Planning Committee

1. <i>Review Trust Council Policy 7.2.1 Trustee Remuneration</i>	Responsible	Date Received
Review Trust Council Policy 7.2.1 Trustee Remuneration against recently released UBCM 'Council and Board Remuneration Guide' to ensure best practices are being followed with regard to elected official compensation.	Julia Mobbs	19-Aug-2020



Top Priorities Report

Financial Planning Committee

1. *Finalize 2022/23 budget and 5-year financial plan*

Forward FPC's recommended 2022/23 budget to the March 2022 Trust Council meeting for approval.
Prepare the 5-year financial plan and forward to the Minister for approval.

Responsible

Julia Mobbs

Dates

Rec'd: 16-Feb-2022
Target: 31-Mar-2022

2. *Annual Financial Statements & Audit*

Underway: Audit planning with the appointed auditors, KPMG LLP. Audit Committee meeting with KPMG on February 16, 2022.
Upcoming: Preparation of financial statements and audit package for audit fieldwork in May 2022. Audit Committee meeting on June 1, 2022 with KPMG LLP to present audit findings.

Responsible

Julia Mobbs
Nancy Roggers

Dates

Rec'd: 16-Feb-2022
Target: 01-Jun-2022

3. *Financial Policy Review*

Review selected Trust Council financial policies:
·6.5.2 Budget Control and Adjustment Authority
·6.3.2 Special Property Tax Requisitions
·7.2.1 Trustee Remuneration

Responsible

Carmen Thiel
Julia Mobbs

Dates

Rec'd: 16-Feb-2022
Target: 01-Jun-2022