



Financial Planning Committee Agenda

Date: Wednesday, August 31, 2022
Time: 10:00 am - 3:00 pm
Location: Electronic Zoom Meeting

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**

None.
6. **ADMINISTRATIVE COORDINATION**
 - 6.1. **Draft Minutes of Previous Meetings**
 - 6.1.1. **Financial Planning Committee Minutes of June 1, 2022** 3 - 8

For review and approval.
 - 6.2. **Resolutions Without Meeting**

None.
 - 6.3. **Follow up Action List** 9 - 11

For review
7. **BUSINESS - OTHER**
 - 7.1. **2021/22 Statement of Financial Information - RFD** 12 - 22

That Financial Planning Committee approve the 2021/22 Statement of Financial Information and forward it to Trust Council for information as presented/amended

7.2.	June 30, 2022 Quarterly Financial Report - RFD	23 - 29
	That Financial Planning Committee forward the June 30, 2022 Financial Report to Trust Council for approval as presented/amended	
7.3.	June 30, 2022 Financial Forecast – Briefing	30 - 35
8.	BUSINESS - WORK PROGRAM ITEMS	
8.1.	2023/24 Draft Budget Assumptions, Principles and Timelines	36 - 43
	Priority #1	
8.2.	2023/24 Budget Public Engagement Process - RFD	44 - 48
	Priority #2	
	That Financial Planning Committee approve the 2023/24 Budget Public Engagement project charter, dated August 23, 2022.	
9.	BUSINESS - NEW	
10.	WORK PROGRAM	49 - 49
	For review and referral to Trust Council before each quarterly TC meeting	
	That Financial Planning Committee forward the Work Program to Trust Council.	
11.	NEXT MEETING	
	Wednesday, October 12, 2022, from 10:00 a.m. to 3:00 p.m.	
12.	CLOSED MEETING	
	If desired:	
	That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (quote the pertinent section here, for example, (1)(a) personal information about...) and that the recorder and staff [attend/not attend] the meeting.	
13.	RISE AND REPORT	
	If desired.	
14.	ADJOURNMENT	
	*Approximate time is provided for the convenience of the public only and is subject to change without notice.	



Financial Planning Committee Minutes of Regular Meeting

Date of Meeting: June 1, 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
Tahirih Rockafella, Local Trustee
Dan Rogers, Executive Committee Representative
Kate-Louise Stamford, Islands Trust Conservancy Board Representative

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

Others Present: One member of the public

1. CALL TO ORDER

The meeting was called to order at 10:40 a.m.

2. APPROVAL OF AGENDA

2.1 New Items and Re-ordering of the Agenda

The following material was presented for consideration as a late item:

- 7.1 March 31, 2022 Audited Financial Statements – provided by the Audit Committee prior to the start of the meeting

2.2 Approval of Agenda

By general consent the Committee approved the agenda as amended.

3. PUBLIC COMMENT PERIOD

Mairead Boland of Saturna Island spoke about the budget public consultation timing.

4. DELEGATIONS

None.

5. CORRESPONDENCE

5.1 March 4, 2022 Rex and Christiane Brown

Received for information.

6. ADMINISTRATIVE COORDINATION

6.1 Draft Minutes of Previous Meeting

6.1.1 Financial Planning Committee Draft Minutes of February 16, 2022

By general consent the Committee approved the minutes as presented.

6.2 Resolutions Without Meeting

None.

6.3 Follow up Action List

Staff provided status updates to the items in progress:

- an analysis of the cost-effectiveness of the satellite offices appears to be no longer required as the majority of the leases to those offices are being released or not being renewed as directed by the Trust Council (TC) budget
- a review of Trust Council's Policy 6.5.1 Reserves and Surplus and Policy 7.2.1 Trustee Remuneration will occur over the summer months and will be reported on at the next scheduled meeting on August 31
- the Committee inquired as to the status of the review of the Victoria office space and staff stated that the review continues in light of staff telework agreements that are being developed which identifies work space and equipment needs for Victoria staff as some staff will be working remotely all or part of their work time
- CAO Hotsenpiller reported on the Committee's request for staff to explore options for Building Permit cost recovery, indicating that he has had some initial discussions of the issue with some regional districts and will continue to work on the task

7. BUSINESS – WORK PROGRAM ITEMS

7.1 March 31, 2022 Audited Financial Statements - Briefing

Director Mobbs presented the briefing, indicating that the Audited Financial Statements were reviewed by the Audit Committee and were provided to the FPC for information as a late item. The Audit Committee will forward the Audited Financial Statements directly to Trust Council. She noted that the Auditors had no concerns to report as a result of their audit.

7.2 2021/22 Financial Results - Briefing

Director Mobbs presented the briefing that provides the Committee with an overview of financial performance to the end of the current fiscal year.

Committee discussion included:

- a correction is required in the text on page 24 of the agenda in regards to reduced meeting expenses for the Islands Trust Conservancy Board so that it states “less in-person meetings” rather than “less electronic meetings”;
- a correction is required in the Consolidated Expenses by Object table on page 24 of the agenda that currently indicates a positive percentage (over budget) for Legal costs whereas in fact it should be a negative percentage (under budget) with a corresponding correction required for the total;
- it was noted that trends of underspending (for example, meeting expenses) were built into some of the assumptions in the current budget.

FPC-2022-016

It was MOVED and SECONDED,

that Financial Planning Committee forward the 2020/21 Financial Results briefing to Trust Council.

CARRIED

7.3 March 31, 2022 Allocated Financial Statements (AFS) - Briefing

Director Mobbs presented the briefing, indicating that the AFS are congruent with the Audited Financial Statements. She also noted that achieving complete and accurate recording of staff time spent on individual LTC applications and projects has been and continues to be challenging.

Committee discussion included:

- a request to add information about the net converted assessment value for each of the Local Trust Areas to the AFS
- the AFS present a general picture and are not comprehensive

FPC-2022-017

It was MOVED and SECONDED,

that Financial Planning Committee forward the March 31, 2022 Allocated Financial Statements as amended to Trust Council.

CARRIED

Trustee Rogers left the meeting at 11:27 a.m.

8. BUSINESS – OTHER

8.1 2021/22 Annual Report: Approval of FPC Section - RFD

Director Mobbs introduced the RFD, indicating that because of the cyclical nature of financial management, the content of the FPC section of the Annual Report appears to be similar from year to year.

FPC-2022-018

It was MOVED and SECONDED,

that Financial Planning Committee approve the attached text for inclusion in the 2021/22 Annual Report for approval by Trust Council and submission to the Minister of Municipal Affairs.

CARRIED

8.2 Review of Budget Consultation Timing - BRF

Director Frater introduced the briefing, “Options with Regard to Earlier Consultation on the Budget”, noting that it is in response to a FPC request. She indicated that the current budget consultation process is similar to most other local governments in regards to Trust Council adopting a draft budget and then engaging the public on that draft budget.

Committee discussion included:

- some local governments provide two budget surveys: one to obtain public input early in the budget process on satisfaction of level of services that are being provided and another to obtain public input on a specific draft budget
- an earlier survey would be about budget principles and priorities rather than a draft budget
- the value of the budget principles and assumptions document
- the value of local discussions at the individual LTC level as compared to LTA-wide surveys
- the need to connect the strategic plan with the budget
- the value of public communications and engagement in general
- increasing communication activities will require funding and previous cuts to communication resources has resulted in various issues
- sympathy with public desire to have a less compressed input period to budget development
- there is a cultural shift to greater desire of the public to be engaged and informed
- best practices typically indicate that an election year is not the best time to engage the public with major communication strategies or proposed changes
- currently Islands Trust has one FTE for communications and would need more resources if more communications are required
- any potential amendments to Trust Council policy would need to be presented to Trust Council in September

- possibility of providing an early survey in November based on FPC’s recommended draft budget although the challenge would be :
 - communication to the public about specific initiatives and the corresponding budget when the FPC recommended draft budget is often significantly different than a final adopted budget
 - a survey in late November would not provide results to a December Trust Council as there would not be sufficient time to produce a survey and to report on the results
- basing a budget on “whoever is yelling the loudest” is problematic
- other local governments do not present to the public a draft budget developed by a committee but rather they present a draft budget developed by the local government council
- there are no legislated requirements for Trust Council to engage with the public about the annual budget

Trustee Brent left the meeting at 12:00 p.m.

- Islands Trust doesn’t necessarily need a formal process to receive public input

FPC-2022-019

It was MOVED and SECONDED,

that Financial Planning Committee request staff to research alternate budget engagement methods and provide options to FPC with cost estimates.

CARRIED

8.3 FPC Chair Letter to the Post-Election FPC – Verbal Update

Director Frater indicated that a letter may be of value to an incoming Chair and that such a letter might include lessons learned, thoughts, advice, highlights of the term, successes, challenges, and priorities.

FPC-2022-020

It was MOVED and SECONDED,

that Financial Planning Committee prepare a letter from the Chair to the post-election FPC with recommendations and advice.

CARRIED

9. BUSINESS - NEW

None.

10. WORK PROGRAM

Director Mobbs presented the current Top Priorities which was approved by Trust Council and a recommended or proposed Top Priorities list.

FPC-2022-021

It was MOVED and SECONDED,

that Financial Planning Committee approve the proposed Top Priorities report and forward to Trust Council.

CARRIED

11. NEXT MEETING

Wednesday, August 31 from 10:00 a.m. to 3:00 p.m.

12. CLOSED MEETING

The Committee did not close the meeting.

13. RISE AND REPORT

As the Committee did not close the meeting, there was no need for the Committee to discuss this option.

14. ADJOURNMENT

By general consent the meeting adjourned at 12:22 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

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: 12-Oct-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: 12-Oct-2022	In Progress

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	Completed

16-Feb-2022

Activity	Responsibility	Dates	Status
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Follow Up Action Report

Financial Planning Committee

16-Feb-2022

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request staff to explore option A for Building Permit Review cost recovery.	David Marlor Russ Hotsenpiller	Target: 12-Oct-2022	In Progress

01-Jun-2022

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee forward the 2020/21 Financial Results briefing to Trust Council.	Julia Mobbs	Target: 03-Jun-2022	Completed
2 that Financial Planning Committee forward the March 31, 2022 Allocated Financial Statements as amended to Trust Council.	Julia Mobbs	Target: 03-Jun-2022	Completed
3 that Financial Planning Committee approve the attached text for inclusion in the 2021/22 Annual Report for approval by Trust Council and submission to the Minister of Municipal Affairs.	Robert Barlow	Target: 03-Jun-2022	Completed
4 that Financial Planning Committee request staff to research alternate budget engagement methods and provide options to FPC with cost estimates.	Clare Frater	Target: 12-Oct-2022	In Progress
5 that Financial Planning Committee prepare a letter from the Chair to the post-election FPC with recommendations and advice.	Clare Frater Julia Mobbs	Target: 12-Oct-2022	In Progress
6 that Financial Planning Committee approve the proposed Top Priorities report and forward to Trust Council.	Robert Barlow	Target: 03-Jun-2022	Completed



Follow Up Action Report



REQUEST FOR DECISION

To: Financial Planning Committee **For the Meeting of:** August 31, 2022
From: Wanda Boden, Acting Director,
Administrative Services **Date Prepared:** August 10, 2022
SUBJECT: 2021/22 STATEMENT OF FINANCIAL INFORMATION (SOFI)

RECOMMENDATION:

That the 2021/22 Statement of Financial Information be forwarded to Trust Council for approval as presented/amended.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The SOFI is an annual legislated reporting requirement which is informative for all trustees. As such, communication of this report to Trust Council is appropriate as desired by the Financial Planning Committee.

1 PURPOSE:

The Statement of Financial Information (SOFI) is provided to Financial Planning Committee for information, prior to submission to the Ministry of Municipal Affairs (“the Ministry”). It has been historical practice at Islands Trust that Financial Planning Committee forward the SOFI to Trust Council prior to submitting the report to the Ministry.

2 BACKGROUND:

In June of each year, Trust Council receives the audited Financial Statements for the Islands Trust. These are subsequently included in the Islands Trust Annual Report and forwarded to the Ministry.

The SOFI is an associated financial report that provides more detailed information with respect to expenditures included in the financial statements. The SOFI report is prepared as per the Financial Information Act (FIA) Guidance Package requirements and parameters. The reporting components and deadlines are defined in the Financial Information Act (the “Act”). Section 2 (3) of the Act states the following:

“Within 6 months after the end of each fiscal year of a corporation, it must prepare a statement of financial information for that fiscal year that includes the following:

(a) a schedule showing

(i) in respect of each employee earning more than a prescribed amount, the total remuneration paid to the employee and total amount paid for the employee's expenses, and

(ii) a consolidated total of all remuneration paid to all other employees;

(b) a schedule showing

(i) the total amount paid to each supplier of goods or services during the fiscal year that is greater than a prescribed amount, and

(ii) a consolidated total of all other payments made to suppliers of goods or services during that fiscal year.”

The Islands Trust Finance Officer prepares this financial information annually. Following review by the Director, Administrative Services and Financial Planning Committee, the report is submitted to the Ministry to fulfill the legislated requirement.

It has been historical practice at Islands Trust that Financial Planning Committee forward the SOFI to Trust Council prior to submitting the report to the Ministry.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: The SOFI will be submitted to the Ministry by September 30, 2022 to ensure compliance with legislated deadlines.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S): None.

5 ATTACHMENT(S): 2021/22 Statement of Financial Information

RESPONSE OPTIONS

Recommendation:

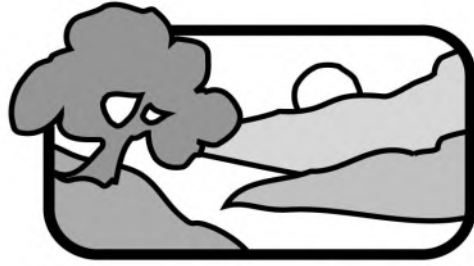
That the 2021/22 Statement of Financial Information be forwarded to Trust Council for information as presented/amended.

Alternative:

That the 2021/22 Statement of Financial Information be received by Financial Planning Committee for information.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By: Wanda Boden, a/Director, Administrative Services



Islands Trust

STATEMENT OF FINANCIAL INFORMATION APPROVAL

The undersigned represents the Trust Council of Islands Trust and approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.

Peter Luckham
Chair, Islands Trust Council



Islands Trust

The Financial Statements contained in this Statement of Financial Information under the Financial Information Act (“the Act”) have been prepared by management in accordance with generally accepted accounting principles or stated accounting principles, and the integrity and objectivity of these statements are management’s responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Islands Trust Council is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Audit Committee of Trust Council. The Audit Committee meets with management and the external auditors two times a year.

The external auditors, KPMG, conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the Act, including the Statement of Financial Information. Their examination includes a review and evaluation of the corporation’s system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to the Audit Committee of Trust Council and meet with it twice each year.

On behalf of Islands Trust,

Wanda Boden
Acting Director, Administrative Services



Islands Trust

SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS

Islands Trust has not given any guarantees or indemnities under the Guarantees and Indemnity Regulation.

STATEMENT OF SEVERANCE AGREEMENTS

There were no severance agreements made between Islands Trust and its non-unionized employees during fiscal year 2021/22.

Prepared under the Financial Information Regulation, Schedule 1, Subsection 6 (7).

On behalf of Islands Trust,

Wanda Boden
Acting Director, Administrative Services

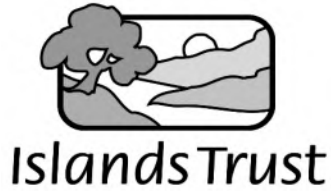


SCHEDULE OF REMUNERATION & EXPENSES FOR TRUSTEES

For the year ended March 31, 2022

Prepared as required by Financial Information Regulation, Schedule 1, section 6

ELECTED OFFICIAL		POSITION	TOTAL REMUNERATION & TAXABLE BENEFITS	EXPENSES
Adams,	Linda	ITCB Provincial appointee	\$ 1,200	-
Allen,	Alexander	Trustee	11,612	-
Brent,	Paul	Trustee	10,956	-
Busheikin,	Laura	Trustee	12,927	787
Clake,	Donald	ITCB Provincial appointee	150	-
Colbourne,	Scott	Trustee	20,965	-
Critchley,	David	Trustee	12,227	520
Dodds,	Jeanine	Trustee	12,777	238
Fast,	Sue Ellen	Trustee, Council Vice Chair	42,877	3,462
Fenton,	Lawrence	Trustee	12,270	947
Grove,	Peter	Trustee	35,044	323
Johonston,	Peter	Trustee	9,670	120
Kaile,	Michael	Trustee	4,214	-
Langereis,	Kees	Trustee	21,365	235
Luckham,	Peter	Trustee, Council Chair	59,093	5,385
Maude,	David	Trustee	12,877	(149)
McConchie,	Benjamin	Trustee	15,372	-
Middleton,	Lee	Trustee	9,856	-
Morrison,	Deborah	Trustee	15,872	-
Patrick,	Laura	Trustee, Council Vice Chair	73,116	2,256
Peterson,	Timothy	Trustee	11,520	-
Rockafella,	Tahirih	Trustee	12,608	-
Rogers,	Dan	Trustee, Council Vice Chair	50,224	2,101
Scott,	Grant	Trustee	11,712	380
Smith	Risa	ITCB Provincial appointee	600	590
Stamford,	Kate-Louise	Trustee, ITCB Chair	14,401	2,570
Thorn,	Cameron	Trustee	9,216	-
Wolverton,	Jane	Trustee	13,808	809
Wright,	Stephen	Trustee	9,316	681
TOTAL			\$ 527,845	\$ 21,256

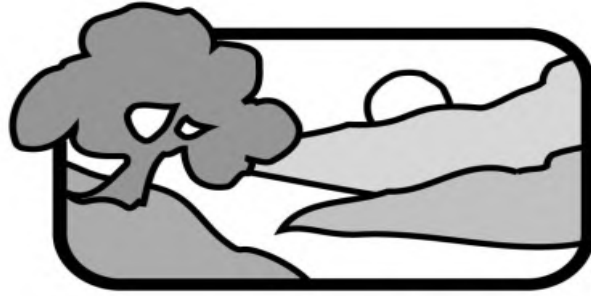


SCHEDULE OF REMUNERATION & EXPENSES FOR EMPLOYEES

For the year ended March 31, 2022

Prepared as required by Financial Information Regulation, Schedule 1, section 6

EMPLOYEE	POSITION	TOTAL REMUNERATION & TAXABLE BENEFITS	EXPENSES
Beeston, David	Information Systems Coordinator	\$ 82,302	-
Cermak, Stefan	Regional Planning Manager	104,497.06	1,389
Chadwick, Narissa	Island Planner	85,278.81	2,264
Dingman, Warren	Bylaw Enforcement Manager	75,156.66	3,249
Emmings, Kate	Manager, Islands Trust Conservancy	96,413.85	1,061
Frater, Clare	Director of Trust Area Services	110,728.87	1,972
Garbo, Louisa	Island Planner	85,742.65	1,488
Hippola, Dilani	Senior Policy Advisor	89,193.53	1,033
Hotsenpiller, Russel	Chief Administrative Officer	184,066.97	607
Kauer, Heather	Regional Planning Manager	97,405.30	2,259
Kojima, Robert	Regional Planning Manager	107,542.06	387
Marlor, David	Director, Local Planning Services	123,248.54	3,172
Mobbs, Julia	Director, Administrative Services	126,659.49	2,043
Shulba, William	Senior Freshwater Specialist	79,753.72	545
Smith, Bradley	Island Planner	93,445.64	3,817
Stockdill, Kimberly	Island Planner	84,652.10	365
Thiel, Carmen	Legislative Services Manager	103,256.53	1,603
Van Bakel, Mark	Senior Technical Analyst	90,324.40	117
Wilcox, Lisa	Senior Intergovernmental Policy Analyst	81,115.87	-
Youmans, Jason	Island Planner	84,174.63	-
TOTAL OVER \$75,000		\$ 1,984,959	\$ 27,370
TOTAL \$75,000 OR LESS		2,250,690	\$ 46,781
GRAND TOTAL		4,235,648	\$ 74,150



Islands Trust

RECONCILIATION OF EMPLOYEE REMUNERATION AND EXPENSES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2022

The variance between the Schedule of Employee Remuneration and Expenses (“the Schedule”) to the Annual Financial Statements is attributable to a number of factors including:

- The Schedule is prepared on a cash basis whereas the Financial Statements are prepared on an accrual accounting basis.
- The Schedule includes amounts paid for gross salary and wages, unused vacation pay-outs, and taxable benefits only.
- The Financial Statements includes employer-related payroll costs such as remittances for CPP, EI, EHT, pension plan contributions, etc.

On behalf of Islands Trust,

Wanda Boden
Acting Director, Administrative Services



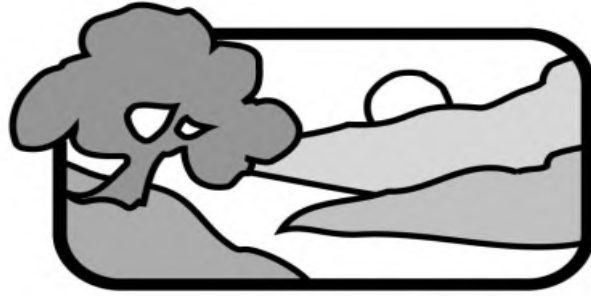
Islands Trust

SCHEDULE OF PAYMENTS TO SUPPLIERS

For the year ended March 31, 2022

Prepared as required by Financial Information Regulation, Schedule 1, section 7

SUPPLIERS NAME		AMOUNT PAID
AHNE STUDIOS	\$	61,171
AON REED STENHOUSE		208,140
BC HYDRO CAD		54,005
BLACKMAN SUPPORT SERVICES		97,428
CAPITAL REGIONAL DISTRICT		33,842
CARRINA MASLOVAT		45,503
COLLIERS MACAULEY NICOLLS		295,373
ECONICS SERVICES INC		90,300
ESRI CANADA LIMITED		26,678
GREAT NORTHERN MANAGEMENT		78,750
INLAILAWATASH GP LTD		54,772
ISL ENGINEERING & LAND SERVICES LTD		63,541
MORAN COASTAL & OCEAN RESOURCES INC		62,603
MINISTER OF FINANCE - EMPLOYEE BENEFITS		1,078,174
MINISTER OF FINANCE - QUEENS PRINTER		59,987
NAUT'SA MAWT TRIBAL COUNCIL		61,404
PACIFIC BLUE CROSS		39,534
RECEIVER GENERAL - TRUSTEE REMUNERATIONS		91,707
SHANNON COWAN CONSULTING		63,255
SHAW BUSINESS SOLUTIONS		40,445
SHI CANADA		45,662
YOUNG ANDERSON		264,873
TOTAL PAYMENTS OVER \$25,000	\$	2,917,147
TOTAL PAYMENTS \$25,000 OR LESS	\$	764,726
GRAND TOTAL	\$	3,681,873



Islands Trust

RECONCILIATION OF PAYMENTS FOR GOODS AND SERVICES TO THE FINANCIAL STATEMENTS For the year ended March 31, 2022

The variance between the Schedule of Payments to Suppliers of Goods and Services (“the Schedule”) to the Annual Financial Statements is attributable to a number of factors including:

- The Schedule is prepared on a cash basis whereas the Financial Statements are prepared on an accrual accounting basis.
- The schedule includes disbursements for purchases of capital assets, which are not included in expenses in the Financial Statements.
- The Schedule includes GST paid to suppliers, where applicable, whereas the annual Financial Statements do not.
- The Schedule excludes disbursements for staff and trustee remuneration, as well as non-cash amortization expense, whereas these items are included in the Financial Statements.

On behalf of Islands Trust,

Wanda Boden
Acting Director, Administrative Services

Islands Trust**Description of Vendor Services reported in SOFI 2021/22***For trustee information only. Not to be included in official SOFI report.*

SUPPLIER	AMOUNT	DESCRIPTION OF SERVICES PROVIDED
AHNE STUDIOS	\$ 61,171	<i>Ganges Village Area Plan Public Engagement</i>
AON REED STENHOUSE	208,140	<i>Insurance</i>
BC HYDRO CAD	54,005	<i>Office Lease and associated costs - Salt Spring Island</i>
BLACKMAN SUPPORT SERVICES	97,428	<i>Technical support/computer hardware and software purchases</i>
CAPITAL REGIONAL DISTRICT	33,842	<i>Othophotos</i>
CARRINA MASLOVAT	45,503	<i>Islands Trust Conservancy - Species at Risk work and property management plans</i>
COLLIERS MACAULEY NICOLLS	295,373	<i>Office Lease and associated costs - Victoria</i>
ECONICS SERVICES INC	90,300	<i>Freshwater sustainability strategy project work</i>
ESRI CANADA LIMITED	26,678	<i>Mapping software licensing</i>
GREAT NORTHERN MANAGEMENT	78,750	<i>Governance and Management review</i>
INLAILAWATASH GP LTD	54,772	<i>Heritage Preservation Overlay Mapping</i>
ISL ENGINEERING & LAND SERVICES LTD	63,541	<i>Policy Statement public engagement</i>
MORAN COASTAL & OCEAN RESOURCES INC	62,603	<i>Eelgrass Mapping</i>
MINISTER OF FINANCE - EMPLOYEE BENEFITS	1,078,174	<i>Employee benefit costs paid to BCPSA</i>
MINISTER OF FINANCE - QUEENS PRINTER	59,987	<i>BC Mail services and off-site storage/movement of files</i>
NAUT'SA MAWT TRIBAL COUNCIL	61,404	<i>Indigenous Youth Engagement for Freshwater Sustainability Strategy</i>
PACIFIC BLUE CROSS	39,534	<i>Trustee extended benefits premiums</i>
RECEIVER GENERAL - TRUSTEE REMUNERATIONS	91,707	<i>Remittances on Trustee remuneration (CPP, Income Tax)</i>
SHANNON COWAN CONSULTING	63,255	<i>SSIWPA Coordination fees</i>
SHAW BUSINESS SOLUTIONS	40,445	<i>Internet and connectivity costs - all offices</i>
SHI CANADA	45,662	<i>Software Licenses for Windows and other renewals</i>
YOUNG ANDERSON	264,873	<i>Legal fees</i>
TOTAL PAYMENTS OVER \$25,000	\$ 2,917,147	



REQUEST FOR DECISION

To: Trust Council

For the Meeting of: August 31, 2022

From: Financial Planning Committee

Date Prepared: August 4, 2022

SUBJECT: Q1 JUNE 30, 2022 FINANCIAL REPORT

RECOMMENDATION:

That Financial Planning Committee forward the June 30, 2022 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 2022/23.

1 PURPOSE:

To summarize the findings of the June 30, 2022 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 three months of operations can be estimated at 25% of the annual budget. As at June 30, 2022 Islands Trust has consumed a net 22% of the annual approved budget which is slightly below expected expenditures. 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 25% benchmark include:

REVENUES

Total Revenue is lower than the benchmark by -\$1,828,982 (-21%) due to the property tax levy, special property tax requisition and Bowen property tax levies not being received in Q1. The full amount of all levies will be received in July of 2022.

Provincial Grant - Unrestricted is higher than budget by \$48,000 (102%) due an additional distribution of grant funds to Local Governments by the Provincial Government. Islands Trust received \$48,000 more than the \$180,000 expected in April 2022.

Federal and Provincial Grants – Restricted is lower than the benchmark by -\$70,270 (-12%) due to decreased expenditures as revenue is recognized as work is performed. There were no expenditures associated with the Local Government Development Approvals Program (LGDA) grant funds due to work on the related competitive process during Q1.

Property Tax Levy General was lower than the benchmark by -\$1,827,466 (-25%) due to the levy not being received in Q1. The full amount of the property tax levy will be received in July, 2022.

Special Property Tax Requisition was lower than the benchmark by -\$15,000 (25%) due to the requisition not being received in Q1. The full amount of the special property tax requisition will be received in July, 2022.

Property Tax Levy Bowen was lower than the benchmark by -\$80,942 (-25%) due to the levy not being received in Q1. The full amount of the Bowen property tax levy will be received in July, 2022.

Investment Income was higher than the benchmark by \$4,240 (21%) due to rising interest rates. Investment revenue will increase as levy and requisition funds are received in July, 2022 and are invested then drawn down throughout the fiscal year to fund operations. Investment income will continue to be higher than budget for fiscal 2023 as interest rates on GIC investments have increased and budget was calculated using interest rates in effect when the budget was approved.

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 aggregate and inclusive of the admin allocation these expenses were lower than the benchmark by -\$35,166 (-2%).

Trust Council costs are comprised of the TC and TC committee meetings; elections and by-elections; portion of insurance attributed to TC activities; portion of legal expenditures attributed to TC legal advice; training specific to TC, governance management and operations review, and the TC portion of trustee remuneration and benefits. Total Trust Council spending to June 30, 2021 is \$66,388 (14% of budget), which is lower than the benchmark by -\$49,002 (-11%). Elections expenditures have not yet begun and will take place in Q2.

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 aggregate and inclusive of the admin allocation, these expenses were lower than the benchmark by -\$211,186 (-3%).

LPS Projects costs are comprised of all LTC projects, housing initiatives, groundwater recharge mapping, heritage overlap mapping, LG Development Approvals program and includes all SSIWPA expenses. This area of spending was lower than the benchmark by -\$113,701 (-14%) as expenditures are expected to occur in the remainder of this fiscal year. Project underspending is partially offset by overspending for the Weston Lake project totaling \$19,794 (66%). The budget for this project represents a continuation of work that was started in Fiscal 2022 and completed during Q1.

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 aggregate and inclusive of the admin allocation, these expenses were higher than the benchmark by 10,710 (1%).

ITC Board costs are comprised of ITC board meeting expenses, honoraria and training for board members. Board expenses were under expectation by -\$1,408 (-15%) due to board meeting expenditures that are expected to occur in future quarters.

Property Management costs are comprised of ITC property management expenses and ITC conservation planning and land securement expenses. Property management expenses were under the benchmark by -\$16,365 (-10 as property management activities did not ramp up until summer this year due to poor spring weather.

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 aggregate these expenses were higher than the benchmark by \$16,635 (1%). There are no significant variances, for individual categories, in expenditures of more or less than 10%.

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, June 30, 2022 expenses by object are shown as follows:

Expense	2022/23 Approved Budget	Actuals to 6/30/2022	% of Budget Consumed
Staff Salaries and benefits	5,461,757	1,330,800	24.4%
Office Operations	1,031,150	249,442	24.2%
Council and trustee costs	882,054	202,779	23.0%
Elections	141,000	0	0.0%
Programs	1,244,230	164,962	13.3%
Legal - General	48,784	20,206	41.4%
Legal - Bylaw Enforcement	80,795	22,125	27.4%
Legal - Litigation	85,551	12,966	15.2%
Legal - Statutory Notices	17,850	2,708	15.2%
Travel/training and recruitment	141,187	42,415	30.0%
Subtotal	9,134,358	2,048,404	22.4%
Amortization	168,000	41,544	24.7%
Total Expenses	9,302,358	2,089,947	22.5%

Staff salaries and benefits costs and *Office operations costs* are tracking as expected.

Council and trustee costs are less than the benchmark due to Trust Council meetings that will be spent in subsequent quarters.

Programs costs are less than the benchmark due to strategic projects and LTC project delays where expenditures are expected to occur later in the fiscal year.

Legal expenses overall for general, bylaw, litigation and statutory notices are tracking as expected at a total of 25% spent in the Q1.

Traveling/training and recruitment costs are over the benchmark due to increased staff travel for ITC property management activities in Q1 and for planning activities as LTC meetings are held in person. In addition, there have are increased training costs as staff catch up on training after having taken minimum training over the last 2 years due to COVID 19 restrictions.

Amortization costs are tracking as expected.

4 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to June 30, 2022 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.

5 RELEVANT POLICY(S):

Islands Trust Policy 2.3.3 Financial Planning Committee Terms of Reference
Bylaw No. 185, Islands Trust Financial Plan Bylaw, 2022-2023

6 ATTACHMENT(S):

June 30, 2022 Financial Report

RESPONSE OPTIONS

Recommendation:

That Financial Planning Committee forward the June 30, 2022 Financial Report to Trust Council for approval as presented/amended.

Alternative: None.

Prepared By: Nancy Roggers, Finance Officer
Reviewed By: Wanda Boden, a/Director, Administrative Services

Islands Trust

Detailed Statement of Operations

For The 3 Months Ending June 30, 2022

Expected % of Budget Received/Used as at Report date = 25%

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

Variances > +/- 10% include explanations

Description	Approved		\$ budget not yet received/spent	% of budget received/ spent
	Budget	YTD Actual		
Revenue:				
Fees & Sales	264,724	43,638	(221,087)	16%
Provincial Grant - Unrestricted	180,000	228,000	48,000	127%
Federal and Provincial Grants - Restricted	580,500	74,855	(505,645)	13%
General Property Tax Levy - All LTAs	7,309,863	-	(7,309,863)	0%
Special Property Tax Requisition - SSI LTA	60,000	-	(60,000)	0%
Municipal Property Tax Levy - Bowen Island Municipality	323,769	-	(323,769)	0%
Investment Income + Other Income	20,001	9,240	(10,586)	46%
Total Revenue	8,738,857	355,733	(8,382,949)	4%
Council Expenses				
Trust Council	461,562	66,388	(395,174)	14%
Executive Committee	107,872	26,138	(81,734)	24%
Trust Area Services	621,118	166,297	(454,821)	27%
General Admin Allocation - 14%	339,254	88,463	(250,791)	26%
Total Council Expenses	1,529,806	347,286	(1,182,520)	23%
Local Planning Services				
Local Trust Committees	767,575	184,391	(583,184)	24%
Projects (Note 1)	804,800	87,499	(717,301)	11%
Planning Staff	2,858,258	620,238	(2,238,020)	22%
LPS Facilities	361,889	90,979	(270,910)	25%
Bylaw Enforcement	371,410	95,803	(275,607)	26%
General Admin Allocation - 74%	1,471,492	368,760	(1,102,732)	25%
Total Local Planning Services Expenses	6,635,424	1,447,670	(5,187,754)	22%
Trust Conservancy				
Board	9,625	998	(8,627)	10%
Conservancy Staff and Associated Costs	710,999	194,135	(516,864)	27%
Property Management	164,330	24,717	(139,613)	15%
General Admin Allocation - 12%	252,173	75,142	(177,031)	30%
Total Trust Conservancy Expenses	1,137,127	294,992	(842,135)	26%
General Admin				
Senior Management	432,337	114,488	(317,849)	26%
Admin Services	493,394	134,555	(358,839)	27%
Office Operations	326,855	61,926	(264,930)	19%
Information Systems	564,634	161,541	(403,093)	29%
Computer/Furniture & Equipment	77,700	18,312	(59,388)	24%
Amortization Expense	168,000	41,544	(126,456)	25%
General Admin Recovery	(2,062,920)	(532,365)	1,530,555	26%
Total General Admin Expenses	-	-	-	
Total Expenses	9,302,357	2,089,947		22%

For The 3 Months Ending June 30, 2022

Expected % of Budget Received/Used as at Report date = 25%

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

Variances > +/- 10% include explanations

Description	Approved Budget	YTD Actual	<i>\$ budget not yet received/spent</i>	<i>% of budget received/ spent</i>
YTD Surplus (Shortfall)	(563,500)	(1,734,214)		
Amortization Adjustment	(168,000)	n/a		
Capital Adjustment	n/a	16,751		
Adjusted surplus (Shortfall)	(395,500)	(1,717,464)		
Transfer from General Surplus Fund	183,500	1,642,832		
Transfer from LTC Project Specific Reserve Fund	143,600	33,238		
Transfer from Special Tax Requisition Fund	68,400	41,394		
	395,500	1,717,464		
Net Balance	0	0		

Note 1:

Projects made up of:

SSIWPA - Coordination	60,000	11,425	(48,575)	19%
SSIWPA - Weston Lake	30,000	27,294	(2,706)	91%
SSIWPA - Water Protection Plan	38,400	14,100	(24,300)	37%
LTC Projects - allocated budget funds	143,600	33,238	(110,362)	23%
Housing Initiatives	5,000	-	(5,000)	0%
Groundwater Recharge Mapping	86,800	1,443	(85,357)	2%
Heritage Overlap Mapping	74,000	-	(74,000)	0%
LG Development Approvals Program	367,000	-	(367,000)	0%
TOTAL	804,800	87,499	(717,301)	11%



BRIEFING

To: Financial Planning Committee **For the Meeting of:** August 31, 2022
From: Nancy Roggers, Finance Officer **Date Prepared:** August 24, 2022
SUBJECT: FINANCIAL FORECAST AS AT JUNE 30, 2022

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, 2023 have been prepared based on actual financial performance to June 30, 2022, plus estimates of forecasted spending for the remainder of the fiscal year.

DESCRIPTION	ANNUAL BUDGET	YTD ACTUALS AT JUNE 30, 2022	FORECAST TO MARCH 31, 2023	FORECAST OVER (UNDER) BUDGET \$
TOTAL REVENUE	8,738,857	355,733	8,804,910	66,053
OPERATING EXPENSES	8,303,357	1,939,918	8,375,540	72,183
CAPITAL PROJECTS	77,700	18,313	77,700	0
TOTAL EXPENDITURES	9,302,357	2,089,948	9,233,555	(68,802)
SURPLUS (SHORTFALL)	(563,500)	(1,734,215)	(428,645)	134,855

Revenues are forecast to be The June 30, 2022 forecast reflects a projected shortfall of \$428,645, which is \$134,855 less than the budgeted shortfall of \$563,500. Revenue is forecast to increase due to additional unrestricted provincial grants and increased interest income. Operating expense has increased due to forecast collective agreement costs, offset by forecast savings in 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 \$66,053 higher than budgeted due to:

- Fees & Sales – forecasted to be \$44,724 under budget due to less application revenue received. Forecast was estimated based on revenue received during April 1 to July 30.
- Interest Income – forecasted to be \$104,463 higher than budget due to increased interest rates on guaranteed investment certificates. As further increases are expected to be announced on September 7, 2022, therefore investments in GICs will not be made until after that announcement to maximize investment income.
- Provincial Grant Income Non Regional District Grant – forecast to be \$48,000 higher than budget due to additional funding received from the Provincial Government in April 2022.
- Provincial Grant Income R – forecast to be \$7,314 higher than budget for grant received for the Denman Farm Plan.
- Provincial Grant Income R LGDA – forecast to be \$50,000 under budget to match the forecast decrease in expenses for the Local Government Development Application project as work is delayed to the next fiscal year under this multi-year grant.

Expenditures:

Total expenditures are forecast to be \$68,802 under budget.

Significant areas of under spending and overspending include:

- Meeting Streaming Services – forecast overspending of \$15,000 due to new service contract.
- LTC Trustee Accounts – forecasted underspending totaling \$10,262 on LTC accounts for Trustee Expenses, LTC Meeting Expenses, APC Meeting Expenses and Special Projects due to consistent historical underspending in these accounts over the past 10 years.
- Notices (Statutory & Non Statutory) – forecasted underspending totaling \$7,019 due to historical underspending in this account over the past 5 years
- Office Rent – forecasted overspending totaling \$6,500 due to increases in Victoria office lease caused by higher insurance premiums paid by landlord that are passed down to lesser, higher than budgeted costs for the Northern office where new lease at a higher rate was renewed starting November 2022, and where Trustee Offices were paid for approximately 3 months of this fiscal year but not included in the budget due to termination of leases on these spaces.
- Salaries and Benefits – forecasted overspending totaling \$52,048 due to the following factors where underspending has been offset by overspending:
 - Forecast overspending of \$66,775 due to a potential BC General Employee Union (BCGEU) increase, budgeted at 2% and included in this forecast at 3.76%. Trustees should be aware that the BCGEU percentage increase is currently unknown as contract negotiations continue to take place;

- Underspending due to vacancies during the year including the Salt Spring Regional Planning Manager, Director - Planning Services, Senior Intergovernmental Policy Advisor and various planning positions; and
- Overspending due to additional resources for Local Planning and Administrative Services;
- Mobile Devices – forecasted overspending totaling \$28,000 due to increased contract rates. Budget was based on a discounted rate that was received in the prior year.
- Projects - forecasted underspending of \$140,984. This includes \$74,000 forecast underspend in Strategic Plan Projects due to Heritage Overlap Mapping project delays. Within Operational Projects there is a forecast \$50,000 underspend in Local Government Development Approvals Program where this amount is expected to be spent in fiscal 2023/24. This project is funded by restricted grants.

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

CONCLUSIONS:

The approved budget for fiscal year ending March 31, 2023 included approved expenditures of \$9.3M. Current forecasted spending for the year is expected at \$9.2M, which is under by \$0.1M

The forecasted draw from surplus \$0.351M, which is \$0.045M less than the budget draw from surplus of \$0.396M.

ATTACHMENT:

- **First Quarter Forecast to June 30, 2022**

FOLLOW-UP: Forward to Trust Council for information

Prepared By: Nancy Roggers, Finance Officer

Reviewed By: Wanda Boden, Acting Director, Administrative Services

ISLANDS TRUST

Q1 Forecast to March 31, 2023

Based on actuals as at June 30, 2022

Acct #	Description	Annual Budget	YTD Actuals at June 30, 2022	Forecast to March 31, 2023	Forecast Over (Under) budget \$
REVENUES					
40300	Fees & Sales	264,724	43,638	220,000	(44,724)
44001	Federal Grant Income R	213,500	68,097	213,500	0
45000	Provincial Grant Income Non R	180,000	228,000	228,000	48,000
45001	Provincial Grant Income R	0	6,758	7,314	7,314
45003	Provincial Grant Income R LGDA	367,000	0	317,000	(50,000)
46000	Property Tax Levy General	7,309,863	0	7,309,863	0
46200	Special Levy Property Tax Requisition	383,769	0	383,769	0
48000	Interest Income	20,001	9,065	124,464	104,463
49000	Other Income "General"	0	175	1,000	1,000
	Total Revenue	8,738,857	355,733	8,804,910	66,053
EXPENSES					
50500	Admin Cost Recovery	(2,062,920)	(532,365)	(2,062,920)	0
50700	Admin Support Services	2,062,919	532,365	2,062,919	0
50900	Amortization Expense	168,000	41,544	168,000	0
50950	Applications Sponsored by EC	4,000	0	4,000	0
50951	NAPTEP Applications Sponsored by EC	1,000	0	1,000	0
50960	History and Heritage Funding Grants in Aid	4,000	4,000	4,000	0
51000	Audit	20,000	330	20,000	0
51500	Bank Charges & Interest	4,000	637	4,000	0
52500	Board of Variance	1,200	0	1,200	0
54000	Committee Expense FPC	800	0	800	0
54100	Committee Expense RPC	800	0	800	0
54200	Committee Expense TPC	800	0	800	0
54500	Communications	61,291	4,237	61,291	0
54580	FN Protocol Funds	5,004	0	5,004	0
55105	SW Support and Licensing	80,400	21,939	80,400	0
55200	Internet	47,800	11,907	47,800	0
55500	Technical Support	94,715	24,011	94,715	0
55510	Meeting Streaming Services	0	3,618	15,000	15,000
56500	Contract Services	140,600	7,426	140,600	0
57000	Elections	141,000	0	141,000	0
60000	Insurance	192,000	47,960	192,000	0
61100	ITC "Board Honoraria"	6,600	850	6,600	0
61200	ITC "Board Meeting Expense"	1,425	14	1,425	0
61210	ITC "Board Training & Conferences"	1,600	130	1,600	0
61300	ITC "Property Management"	137,780	17,179	137,780	0
61500	Conservation Planning & Land Securement	26,550	7,538	26,550	0
61600	ITC "Ecosystem Mapping"	18,000	0	18,000	0
62000	Land Title Registrations	0	1,102	4,406	4,406
63000	Legal "General"	48,784	20,206	48,784	0
63100	Legal "Bylaw Enforcement Litigation"	80,795	22,125	80,795	0
63200	Legal "Litigation Defence"	85,551	12,966	85,551	0

ISLANDS TRUST

Q1 Forecast to March 31, 2023

Based on actuals as at June 30, 2022

Acct #	Description	Annual Budget	YTD Actuals at June 30, 2022	Forecast to March 31, 2023	Forecast Over (Under) budget \$
65000	LTC - Trustee Expense	4,501	585	2,340	
65050	LTC "Executive Expense on LTC's"	12,000	2,578	12,000	
65200	LTC Local Exp LTC Meeting Expenses	32,399	7,361	29,445	(10,262)
65210	LTC Local Exp APC Meeting Expenses	4,860	1,115	4,462	
65220	LTC Local Exp Communications	5,000	1,790	5,000	
65230	LTC Local Exp Special Projects	4,749	0	0	
67000	Meeting Expense	66,600	1,173	66,600	
67500	Memberships	13,899	4,114	13,899	0
68100	Notices Statutory & Non Statutory	17,850	2,708	10,831	(7,019)
69000	Office Rent	394,500	105,281	401,000	6,500
69005	Office Services	61,000	11,291	61,000	0
70000	Postage & Courier	9,595	2,059	9,595	0
74000	Recruitment	6,000	1,545	6,000	0
74900	Safety	5,000	1,660	5,000	0
75100	Salaries - Admin Staff	2,232,803.00	558,943	5,513,805	52,048
75110	Benefits - Admin Staff	567,132.00	140,853		
76100	Salaries - Planners & RPMs	1,409,006.00	328,537		
76110	Benefits Planners & RPMs	357,887.00	82,878		
77100	Salaries Planning Support	433,987.00	105,342		
77110	Benefits Planning Support	110,232.00	26,551		
78100	Salaries Bylaw	279,673.00	70,038		
78110	Benefits Bylaw	71,037.00	17,658		
79000	Stationary & Supplies	31,400.00	8,382	31,400	0
79500	Subscriptions	6,660.00	292	6,660	0
80100	Telephone	12,100.00	3,093	12,100	0
80300	Mobile Devices	16,490.00	6,569	28,000	11,510
81100	Training "Organization Wide"	5,000.00	567	5,000	0
81200	Staff Meetings and Recognition	13,600.00	4,600	13,600	0
81300	Training & Conferences	43,425.00	7,507	43,425	0
81305	Travel for Training	16,035.00	5,217	16,035	0
82300	Travel	57,127.00	22,979	57,127	0
84100	Trustee Remuneration	554,424.00	138,482	554,424	0
84110	Trustee Remuneration "CPP Expense"	20,177.00	5,261	20,177	0
84120	Trustee Remuneration Health/Dental Benefits	40,885.00	10,221	40,885	0
84140	Trustee Remuneration Pay In Lieu of Benefits	1,000.00	250	1,000	0
84150	Trustee Remuneration "Employer Health Tax"	9,141.00	2,719	9,141	0
84500	Trustee Remuneration "Executive on LTC's"	1,689.00	0	1,689	0
Operating Expenses Subtotal		8,303,357	1,939,918	8,375,540	72,183
CAPITAL					
55101	Computer H/W & S/W	67,000	17,831	67,000	0
55101	Computer HW for new trustees	7,500	0	7,500	0
69101	Furniture and Equipment Capital	3,200	481	3,200	0
Capital Subtotal		77,700	18,313	77,700	0

ISLANDS TRUST

Q1 Forecast to March 31, 2023

Based on actuals as at June 30, 2022

Acct #	Description	Annual Budget	YTD Actuals at June 30, 2022	Forecast to March 31, 2023	Forecast Over (Under) budget \$
PROJECTS					
	LTC Projects Funded by LTC Reserve Fund	143,600	45,660	135,322	(8,278)
	LTC Projects Funded by Special Requisition Surplus	68,400	41,394	65,694	(2,706)
	LTA Work Funded by Special Requisition (SSIWPA)	60,000	11,425	60,000	0
	Strategic Plan Projects	275,800	33,238	195,800	(80,000)
	Operational Projects	373,500	0	323,500	(50,000)
	Projects Subtotal	921,300	131,717	780,316	(140,984)
	Total Expenditures	9,302,357	2,089,948	9,233,555	(68,802)
	Surplus (shortfall)	(563,500)	(1,734,215)	(428,645)	134,855
	<u>Funded by:</u>				
	Transfer (to) from (Contribution to) General Revenue Surplus Fu	183,500		149,929	
	Transfer (to) from LTC Project Specific Reserve Fund	143,600		135,322	
	Transfer (to) from Special Tax Requisition Fund	68,400		65,694	
	Net Surplus (Shortfall)	(168,000)	(1,734,215)	(77,700)	
	Add back Amortization Expense	168,000			
	(not taxed, so removed for purposes of balancing approved budget)				
	Add back Capital Expenditures			77,700	
	(not expensed in year of purchase, so removed from actuals)				
	Balance	0	(1,734,215)	0	
	TOTAL draw from surplus funds	395,500		350,945	(44,555)



ISLANDS TRUST

2023/24 Draft Budget Assumptions and Principles

August 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 and senior staff review project recommendations with Trust Council's committees and Executive Committee. 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, policy requirements and operational needs to ensure 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	<p>Budgeted fees revenue has historically been based on an average of previous years' actual revenues, adjusted for trends identified by the Director, 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. LTCs have adopted and implemented new Fees.</p> <p>Budgeted fees revenue for 2023/24 will be based on the following:</p> <ul style="list-style-type: none"> - Estimated application volumes, by type and by LTA, based on fiscal 2022/23 <ul style="list-style-type: none"> Estimated application fees by type and by LTA, as determined by Trust Council's revised model bylaw approved in June 2021. Model Fee bylaw adopted with minor amendments in all Local Trust Areas to the exception of the Lasqueti LTA. The Lasqueti LTC is scheduled to consider the draft fees bylaw amendments August 29, 2022. 	<p>Historical application volume levels seen in pandemic-impacted fiscal years.</p> <p>Model Fees Bylaw as approved in Trust Council's Application Processing Services Policy 5.6.1.</p> <p>Estimated will be adjusted if/as LTCs adopt new application processing fees in advance of the final budget draft.</p>

2	Provincial Grant Funding - Unrestricted	<p>Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received.</p> <p>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 progress is unlikely in the short term. As such, no increase in funds is anticipated at this time.</p>	Prior year funding levels.
3	Provincial Grant Funding – Restricted	<p>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.</p> <p>In Fiscal 2021/22, Island Trust was awarded a grant of \$367,795 under the 2021 Local Government Development Approvals Program. Assume following spending schedule associated with this grant: F2021/22 - \$183,897 received, nil spent F2022/23 – Planned spending \$317,795 F2023/24 – Planned spending \$50,000</p> <p>The planned spending in F2023/24 will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for.</p>	<p>Signed grant agreements between: - ITCB and Habitat Conservation Trust Foundation (HCTF)</p> <p>Other grants as identified and approved.</p>
4	Federal Grant Funding – Restricted	<p>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.</p> <p>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.</p>	Signed grant agreement between ITCB and Environment and Climate Change Canada .

5	Property Taxes - General	<p>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.</p> <p>It is assumed that there will be increased pressures on taxation in the coming budget year as a result of:</p> <ul style="list-style-type: none"> - 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 	Draft budget expenditures less amortization expense, less other revenue sources.
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.	<p>Draft 1, Version 1 of the budget retains the previous budget's NMC values.</p> <p>BC Assessment report provided in December each year indicates non-market growth for the Trust Area and is updated in the draft budget at that time.</p>
7	Property Taxes – Special Requisitions	Assumed SSI LTC will request by way of resolution, a special levy to continue the SSIWPA work (to be considered	<p>Trust Council Policy 6.3.2 Special Property Tax Requisitions</p> <p>SSI LTC resolution pending</p>
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 higher than older historical levels due to rising interest rates. 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	<p>Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source.</p> <p>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.</p>	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 standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	Consumer Price Index (CPI) for Victoria, as reported for the month of December by BC Statistics (based on Statistics Canada data), to assess if current inflation accommodations are appropriate.
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.
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 increase due to the addition of the Governance Committee, but that meetings requiring payment to trustees for the other three Trust Council Committees, FPC, TPC and RPC, will remain similar to fiscal 2022/23 figures.	TC Policy 7.2 Trustee Remuneration . (census information 2016 (V1/2021 V2), stats Canada CPI information, Folio information from BC Assessment)

15	Office Facilities	<p>Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island.</p> <p>Islands Trust has signed a 2 year lease with Northern Island office landlord. During this time management will continue to explore opportunities to share office space with other Provincial agencies in Nanaimo, BC. 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 retaining a presence in Gabriola Island in a smaller capacity is part of the ongoing assessment.</p> <p>Early discussions with the landlord of the Salt Spring Island Office (BC Hydro) indicates likely shrinking the available office space which will disrupt work in the office and lead to changes in lease.</p> <p>At the direction of Trust Council office leases for space for trustees on the following islands were terminated during Fiscal 2022/23: Denman, Mayne, Pender and Saturna Islands. Discussion regarding current leased space on Galiano should take place with Galiano trustees after the October election to assess ongoing need for this space.</p>	<p>TC Policy 7.4.4 On-Island Trustee Offices.</p> <p>Existing multi-year office leases.</p>
16	Planning Services	<p>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>.</p> <p>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.</p> <p>OCP and LTC projects with estimated costs greater than \$5,000 will require a funding request from the LTC, for consideration by Trust Council.</p>	<p>Local Planning Services Review 2018</p> <p>TC's Strategic Plan 2018-2022</p> <p>TC Policy 5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees</p>
17	Planner Resource Allocation	<p>Draft amendments to Trust Council policies 6.2.1 (Priority Setting) and 6.7.1 (Work Programs, FUAls, and Priority Charts) forwarded to Trust Council for consideration in September 2022.</p>	<p>LPS Review 2018</p> <p>TC's Strategic Plan 2018-2022 Implementation</p> <p>TC Policy 6.2.1 and 6.7.1</p>
18	Strategic Plan Projects	<p>Assumed projects underway as part of the current strategic plan will be seen through to completion.</p>	<p>TC's Strategic Plan 2018-2022</p>

19	Elections Cost	No Election in Fiscal 2023/24	
	ITEM	ASSUMPTION/PRINCIPLE	DATA SOURCE
20	General Surplus	Assumed that general surplus will be used to reduce tax burden leaving the general revenue surplus at the minimum level under Trust Council Policy.	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.	Estimate from DLPS based on known and anticipated projects.
22	Special Property Tax (SSIWPA) Surplus Fund	Unknown at this time if the SSI LTC unspent special property tax balance at fiscal 2023 end will be requested for spending in the 2023/24 budget.	TC resolution #2020-086 SSI LTC resolutions pending
23	Significant Unusual Circumstances	<p>The COVID-19 pandemic is ongoing. The ramifications of this are likely to continue in some capacity into fiscal 2023/24, 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.</p> <p>Significant new processes expected to continue into fiscal 2023/24 include:</p> <ul style="list-style-type: none"> - Hybrid meeting models for public meetings and some internal staff meetings - A more remote workforce, which may impact office real estate needs <p>The impacts of these factors will be captured in the budget as much as is possible to estimate.</p>	Provincial Health Officer restrictions , Islands Trust CAO and management team, 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.

**ISLANDS TRUST
BUDGET CYCLE TIMELINE**

Fiscal Year: 2023/24

Date	Activity
July-Aug, 2022	LTCs, Council Committees, SSIWPA start discussion of upcoming fiscal year priorities and work programs with planning staff, including project proposals for consideration as 'additional operations' (ie: potential special requisitions)
August 31, 2022	Financial Planning Committee meeting Budget Cycle Timeline: FPC reviews and approves the Budget cycle timeline. BAP: FPC reviews first draft of Budget Assumptions and Principles (BAP) Public Consultation: FPC discussion of planned changes/improvements to the budget Public Consultation process.
Week of Sept 6, 2022	Departmental budget templates deployed: Budget documents distributed to all Managers for development of departmental budgets. Budget Requests Development: Managers develop and review budget requests with staff for input and feedback into the budget process. Other Agency Consultation: DAS begins consultation with Bowen Island Municipality and Islands Trust Conservancy.
Sept 20-22, 2022	Trust Council meeting Discussions at this meeting may help inform budget decisions.
Oct 12, 2022	Financial Planning Committee meeting BAP: FPC reviews updated BAP. Budget Draft 1, V1: FPC reviews and discusses Draft 1, Version 1 of the budget. Budget Requests: FPC reviews business cases for budget funding requests and makes recommendations to staff on which requests to include/remove from the draft budget.
Nov 1-3, 2022	Trust Council meeting New Council/Trustees Orientation
Nov 4 - 22, 2022	Budget Draft 1, V2: Staff make revisions to budget draft as directed by FPC. Continued research and planning to improve estimates for proposed operational changes. LTC Project Specific Reserve Fund: Planning staff develop budget proposals on behalf of LTCs for estimates of LTC Specific Reserve Fund requirements. Special Tax Requisitions: Preparation for potential local tax requisitions for individual LTCs (see policy 6.3.ii Special Property Tax Requisition).
Nov 30, 2022	Financial Planning Committee meeting BAP: FPC reviews updated BAP to be forwarded to December Trust Council. Budget Requests: FPC reviews amended and new budget request business cases to be forwarded to Trust Council in December. Budget Draft 1, V2: FPC reviews Draft 1, Version 2 of the budget to be forwarded to Trust Council in December. LTC requests: FPC reviews any specific requests coming from LTCs as part of the budget draft review.
Dec 6-8, 2022	Trust Council meeting BAP: Trust Council endorses Budget Assumptions and Principles. Budget Draft 1, V2: Trust Council discusses and debates draft budget, and provides direction for changes as determined necessary. Public Consultation: Trust Council endorses draft budget (as amended, if needed) for public consultation, and approves the Budget consultation process.
January 2023	Financial Planning Committee meeting (assumed) Budget Draft 2, V1: FPC reviews and discusses Draft 1, V1 of the budget which will be amended to reflect Trust Council's directions, as well as refined operational budgets to adjust for new and updated data. Other Agency Consultation: Consultation with Bowen Island Municipality and Trust Conservancy Board continue. Public Consultation on draft budget is conducted. Special Tax Requisitions: LTCs seeking funding for "additional operations" from a special tax requisition pass a resolution to do so.
February 2023	Financial Planning Committee meeting (assumed) Special Tax Requisitions: LTCs proposing a special tax requisition hold public consultation meetings. Public Consultation Review: FPC reviews results and feedback from the budget public consultation, and makes recommendations to budget changes from these results, as needed. Special Tax Requisitions: FPC makes recommendations on special requisitions. Budget Draft 2, V2: FPC reviews Draft 2, Version 2 of the budget to be forwarded to Trust Council for their March meeting
March 2023	Trust Council (assumed) Budget Approval: Trust Council approves the Budget along with the current year Property Tax Requisition, Bowen Municipality Tax Levy and LTC special tax requisitions. Bylaw Approvals: Trust Council approves Financial Plan bylaw and Revenue Anticipation bylaw. Minister's Package: Staff prepare a report on the budget for the Minister, and submit this report along with the approved financial bylaws for consideration by the Minister. Communications: Approved budget information is posted to the Islands Trust website and a news release rolled out.



REQUEST FOR DECISION

To: Financial Planning Committee **For the Meeting of:** August 31, 2022
From: Trust Area Services **Date Prepared:** August 25, 2022
SUBJECT: 2023/24 Budget Public Engagement Process

RECOMMENDATION: That Financial Planning Committee approve the 2023/24 Budget Public Engagement project charter, dated August 23, 2022.

DIRECTOR, TRUST AREA SERVICES COMMENTS: Engagement on the Islands Trust Council’s proposed budget offers an annual opportunity to hear from the public about their priorities and views on the Islands Trust proposed budget.

Trust Area Services staff are continuing to research alternative budget engagement methods to provide more options for Trustees to review and consider for the 2024/25 fiscal process. Staff will encourage the Financial Planning Committee (FPC) this year to limit open-ended questions as there is a short timeframe to redact comments between closing the survey and agenda package deadlines.

1 PURPOSE:

To seek endorsement from FPC for the public engagement program for the 2023/24 budget.

2 BACKGROUND:

The Financial Planning Committee has responsibility to co-ordinate an effective annual budget process, which includes designing the process for public input.

Up until 2016, Islands Trust provided limited information to the public through the website on the draft budget. The opportunity for the public to provide input was advertised via one black and white ad in the Island Tides newspaper (no longer published) and through the Trust Council subscriber list. The public was encouraged to email or write in with their comments.

In 2019 and 2020 the background information was provided within the survey itself so the public can make direct connections between the background information and the questions. There was also an effort to ask questions relevant to strategic plan development and Trust Council committee projects. In 2020, the Trust introduced Facebook posts to promote the survey which has resulted in a significant increase in responses. In 2022, the Trust held the first webinar about the budget process.

Results of recent year engagement are as follows:

Budget Year Consulted On	Survey Responses	E-mail Responses
2022/23	1256	30
2021/22	941	12
2020/21	745	6
2019/20	178	37
2018/19	78	7
2017/18	66	0
2016/17	121	13
2015/16	0	35

Past Engagement 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,” 65 “Comments and Shares”. Twitter posts generated 944 impressions seven retweets and eight likes.

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

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This project will be a Trust Area Services priority for September 2022-March 2023 and will require support from the CAO and Directors of Administrative Services and Local Planning Services to respond to questions received by the public. This initiative will reduce capacity for other communications initiatives that may emerge during this time.

FINANCIAL: The public engagement program is expected to cost \$4,650 for graphics design, advertising costs and webinar honorarium. There is funding available for this annual program in the Trust Area Services communication budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Trust Area Services staff will draft the public engagement materials for the proposed 2023/24 budget based on recommendations from communications and finance staff, as well as input and direction from Financial Planning Committee at its August 31st, 2022 meeting. These draft materials will be presented to Financial Planning Committee on November 30, 2022 for consideration.

Staff will add final dates to the project charter once meeting dates for 2022 have been set.

Once Trust Council has reviewed the draft budget in December 2022, staff will provide revised materials to FPC in January 2023 for additional review as required or may recommend FPC schedule a special meeting in December 2023 as requested by FPC.

Staff will generate public awareness about the public engagement through print and Facebook advertising, subscriber notices, and a news release. Trustees will be encouraged to share budget engagement social media posts to their personal Facebook and Twitter accounts and to Facebook bulletin boards and forums in their communities. The online survey will be open for two and a half weeks with a clearly defined deadline. The deadline will be the same for those who wish to respond to the dedicated email address. All communications will adhere to Freedom of Information and Protection of Privacy (FOIPP) legislation and all public facing documents will make mention of this.

All submissions through the survey or via email will be monitored as will any interactions regarding the budget engagement on the Islands Trust Twitter or Facebook accounts. Any questions received through this process that are not relevant to the budget process but can be addressed by other staff, will be forwarded.

After the deadline, staff will compile all public input along with the basic analysis for Financial Planning Committee and Trust Council's review. Staff will also prepare a briefing that highlights any overarching themes from respondents.

FIRST NATIONS: As staff capacity permits, staff will prepare a communications plan for inviting feedback from First Nations. As part of routine engagement, staff will encourage First Nations to advise Trust Council of their views.

OTHER: None.

4 RELEVANT POLICY(S):

- [Financial Planning Committee Terms of Reference](#)
- [Budget Process Policy \(6.3.1\)](#)

5 ATTACHMENT(S):

1. Draft 2023-2024 Budget Public Engagement Project Charter

RESPONSE OPTIONS

Recommendation: That Financial Planning Committee approve the 2023/24 Budget Public Engagement project charter, dated August 23, 2022.

Alternative:

- 1) Approve the 2023-2024 Budget Public Engagement project charter, dated August 23, 2022, as amended.
 - 2) Request that staff develop a revised project charter with different activities/budget.
-

Prepared By: Gillian Nicol, Program Coordinator

Reviewed By/Date: Clare Frater, Director, Trust Area Services, August 23, 2022

2023/24—Budget Public Engagement Project Charter

Purpose

Develop a public engagement process for the 2023/24 draft budget that solicits budget feedback and educates the public about Islands Trust using compelling visuals, and a plain language survey.

Background

The Financial Planning Committee is responsible for the annual coordination of an effective budget process, which includes public engagement. This year, public engagement will be done through a survey, which will be promoted through social media, subscriber notifications, a webinar, newspapers, and partner organizations such as conservancies, homeowner associations, and service clubs such as chambers of commerce. The survey will include hyperlinks to relevant information, and budget charts and graphs.

Objectives

- Create engagement materials that are informative.
- Provide engagement opportunities that solicit public input on community priorities and service levels.
- Increase or maintain the number of people participating in the survey.
- Educate the public about the IT mandate
- Enhance accessibility by allowing people to participate in the survey online, by phone, or by mail

In Scope

- Review previous experiences
- Develop engagement materials
- Develop and implement a communications plan and associated collateral such as news releases, advertising, subscriber notices, social media posts, and accompanying graphics and text
- Survey
- Respond to questions that arise during the engagement
- Information webinar with moderated Q/A session

Out of Scope

- Town halls in each local trust area/Bowen (except SWIPPA focussed town hall on Salt Spring Island)

Work plan Overview

Deliverable/Milestone	Date
Create engagement and advertising/marketing materials	September 1st —September 30th, 2022
FPC reviews draft communications plan and some draft engagement materials	October 12, 2022
FPC reviews updated draft engagement materials	November 30, 2022
Trust Council considers and possibly amends draft budget	December 6—8th, 2022
FPC reviews final draft engagement materials including changes to the survey that respond to any Dec changes	January XX, 2023
Launch 2023/24 budget engagement (after amending materials if required)	January XX, 2023
Host webinar	January XX, 2023
Close 2023/24 budget engagement process	February XX, 2023
Engagement input to FPC for consideration/forwarding to Trust Council	February XX, 2023
Trust Council reviews input and adopts 2023/24 budget	March XX—XX, 2023
Issue news release about 2023/24 adopted budget and update website	Friday or Monday after March Trust Council mtg, 2023

Project Team

Director, Trust Areas Services	Project Manager
Communications Specialist and Program Coordinator	Engagement content development, communications planning and implementation
Director, Administrative Services	Approve content and liaison with FPC

Budget

Budget Source: Communications budget	
Item	Cost
Graphic design and advertising	\$4,500.00
Webinar honoraria	\$150.00
TOTAL	\$4,650.00

Approved by:

Clare Frater, DTAS

Date: August 23rd, 2022

Endorsement: FPC

Date:

Top Priorities Report

Financial Planning Committee

1. Budget 2023/24: Draft 1 Review

Review Draft 1, version 1 of the 2023/24 budget on October 12, 2022
 Review Draft 1, version 2 of the 2023/24 budget on November 30, 2022

Responsible

Clare Frater
 David Marlor
 Julia Mobbs

Dates

Rec'd: 01-Jun-2022
 Target: 01-Dec-2022

2. Budget 2023/24 Public Consultation: Planning

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-Jun-2022
 Target: 01-Jan-2023

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

Julia Mobbs

Dates

Rec'd: 16-Feb-2022
 Target: 12-Oct-2022