Islands Trust

Financial Planning Committee
Agenda

Date: Wednesday, January 20, 2021

Time: 10:00 am - 3:00 pm

Location: Electronic Zoom Meeting

5.5. **Regional Planning Committee 2021/22 Budget Amendments Pending Receipt of Grant - Briefing** 61 - 79

6. **NEW BUSINESS**

7. **TOWN HALL & DELEGATIONS**

8. **NEXT MEETING**

Wednesday, February 17, 2021 from 10:30 a.m. to 3:00 p.m.

9. **ADJOURNMENT**

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

Financial Planning Committee

Minutes of Meeting

Date of Meeting: **November 12, 2020**
Location: **Electronic Meeting**

Members Present:
Peter Grove, Chair
Paul Brent, Vice Chair
Peter Luckham, Executive Committee Representative
Sue Ellen Fast, Executive Committee Representative
Laura Patrick, Executive Committee Representative
Dan Rogers, Executive Committee Representative
Kate-Louise Stamford, Islands Trust Conservancy Board Representative
Laura Busheikin, Regional Planning Committee Representative
Deb Morrison, Trust Programs Committee Representative
Tahirih Rockafella, Local Trustee

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

Others Present:
Scott Colbourne, Trust Programs Committee Alternative Representative

1. CALL TO ORDER

The meeting was called to order at 10:01 a.m. Chair Grove offered gratitude for being able to meet on the traditional and treaty territories of the Coast Salish First Nations.

2. APPROVAL OF AGENDA

2.1 New Items and Re-ordering of the Agenda

The following addition was presented for consideration:

- Item 5.2 – Islands Trust Surplus Analysis – Briefing: Possible Policy Changes Regarding Accumulated Surplus

The following re-ordering of the agenda was presented for consideration:

- Item 5.1 'Property Values & Provincial Land Assessment - Presentation by BC Assessment' to be addressed immediately following agenda item 3.3 to accommodate the guest presenter.

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 Minutes of October 14, 2020

By general consent the Committee approved the minutes as presented.

3.2 Resolutions Without Meeting

None

3.3 Follow up Action List

Director Mobbs indicated that all the items that are currently in progress are being addressed in the agenda of the meeting with the exception of two items:

- "Financial Planning Committee work with the Regional Planning Committee (RPC) in regards to Islands Trust application fees structure" – no new information has been received from the RPC. Director Marlor indicated that staff will be incorporating input from the RPC and Trust Council and will be presenting a draft policy and model fees bylaw to RPC in February of 2021.
- "Financial Planning Committee post their electronic meeting recordings to the Islands Trust website beginning with the meeting in November, 2020" – this will be acted upon after the meeting.

5. BUSINESS

5.1 Property Values & Provincial Land Assessment - Presentation by BC Assessment

Maurice Primeau, Deputy Assessor Vancouver Island, BC Assessment provided a presentation. Discussion included the challenge for Islands Trust and BC Assessment to be aware of all development.

3. ADOPTION OF MINUTES / COORDINATION

3.4 Financial Planning Committee Electronic Meetings

FPC-2020-042
It was MOVED and SECONDED,
that in order to meet the principles of openness, transparency, and accessibility, meetings of the Financial Planning Committee will be held electronically until Ministerial Orders under the *Emergency Program Act* and requirements or recommendations under the *Public Health Act* change regarding public attendance at trust body meetings; and that such meetings be live streamed, and the public invited to participate in meetings by connecting to the link or the phone number provided in the meeting notice, in order to observe proceedings and speak when invited by the Chair.

CARRIED

4. TRUST COUNCIL BUSINESS

4.1 September 30, 2020 Quarterly Financial Report

FPC-2020-043
It was MOVED and SECONDED,
that Financial Planning Committee forward the September 30, 2020 Quarterly Financial Report to Trust Council for approval as presented.

CARRIED

4.2 September 30, 2020 Financial Forecast

FPC-2020-044
It was MOVED and SECONDED,
that Financial Planning Committee forward the September 30, 2020 Financial Forecast to Trust Council for information.

CARRIED

4.3 Proposed 2021/22 Budget to Trust Council

4.3.1 Budget Session Overview

Director Mobbs presented the overview and noted that there will be time on the Trust Council agenda for discussion of the proposed 2021/22 Budget.

4.3.2 Budget Assumptions and Principles

Director Mobbs presented the budget assumptions and principles and noted that there are no significant changes. Some items have been updated to more accurately reflect current process. One item that will be added prior to sending it to Trust Council is a description of significant unusual events, such as the COVID-19 pandemic, so that it can be noted how such an event is influencing the budget methodology.

By general consent the order of business on the agenda was varied to address item 4.4 before item 4.3.3.

4.4 Draft Budget Reduction Options

Director Mobbs presented the briefing, indicating that not all reduction options were incorporated into version two of the draft budget and not all Trust bodies have had an opportunity to discuss topics related to their areas at the time of the meeting.

Discussion by trustees included:

- the value of co-op students;
- the fact that weekend and evening LTC meetings would have an impact on staff overtime;
- noting that decisions in regards to electronic versus in-person meetings should contemplate the ongoing pandemic, greenhouse gas emissions, staff safety, citizens' preferences and availabilities, electronic connectivity issues, staff schedules, general Islands Trust culture, and relative effectiveness;
- the value of educational and communication services.

The Committee discussed whether the budget reductions exercise would be more appropriate when quantified based on expense items without direct sources of funding to cover the spending, such as the work of SSIWPA and the new Species at Risk work with associated funding.

FPC-2020-045
It was MOVED and SECONDED,
that Financial Planning Committee consider the reduction exercise to be total spending less amortization and less Salt Spring Island Water Protection Authority funding and less the Species at Risk funding.

DEFEATED

Financial Planning Committee recessed at 12:20 p.m. and returned at 1:01 p.m.

FPC-2020-046
It was MOVED and SECONDED,
that Financial Planning Committee request staff include expenses related to items #19 and #20 (co-op student positions) in the appendix to the Draft Budget Reductions Option briefing in the proposed 2021/22 budget.

FPC-2020-047
It was MOVED and SECONDED,
that the motion be amended by removing item #20 (Information Systems Co-op position).

DEFEATED

The question on the motion was then called,

CARRIED

FPC-2020-048
It was MOVED and SECONDED,
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.

CARRIED

FPC-2020-049
It was MOVED and SECONDED,
that Financial Planning Committee include item #37 (Trust Area Services Communications) in the appendix to the Draft Budget Reductions Option briefing in the budget.

CARRIED

4.3.3 Draft Budget 2021/22 Overview and Highlights

Director Mobbs presented the Briefing that has been updated to include a greater number of electronic meetings rather than in-person meetings and the budget reductions discussed previously. The result is a reduction of the proposed tax increase from 3.86% in the previous version of the budget to approximately 2.94% for Local Trust Areas, excluding Bowen Island Municipality.

There has also been a further reduction of the Bowen Island Municipality contribution from 0.6% reduction to 4.1% reduction from the previous budget version to the current version.

FPC-2020-050
It was MOVED and SECONDED,
that Financial Planning Committee request staff to bring forward a business case for a part-time communications position to focus on awareness and understanding of bylaws and permits, with the goal of increasing bylaw compliance across the Trust Area.

CARRIED

FPC-2020-051
It was MOVED and SECONDED,
that the Financial Planning Committee defer strategic plan item #8 ($50,000 for Groundwater Mapping) to the 2022/23 budget.

DEFEATED

4.3.4 2021/22 Budget Funding Requests

4.3.4.1 Funding Requests Summary

Director Mobbs indicated that there are two new or updated business cases: the Heritage Conservation Mapping case and the Ganges Village Project case.

4.3.4.2 Funding Requests Business Cases

Director Marlor presented the multi-year Ganges Village Project Business Case.

FPC-2020-052
It was MOVED and SECONDED,
that Financial Planning Committee forward the version two budget as amended to the December Trust Council.

CARRIED

By general consent the Committee request staff to include an updated Budget Assumptions and Principles to Trust Council that includes a note in regards to accounting for grants received.

FPC-2020-053
It was MOVED and SECONDED,
that the Financial Planning Committee request staff to include the information from the draft budget reduction options briefing in the draft budget overview and highlights briefing for Trust Council.

CARRIED

4.5 Financial Planning Committee Top Priorities

Director Mobbs stated that the Top Priorities list will be amended so that Top Priority #3, Q3 Financial Reporting, will indicate that the Financial Results and Financial Forecast reports will be presented at the Committee's February 2021 meeting rather than at the January 2021 meeting.

FPC-2020-054
It was MOVED and SECONDED,
that Financial Planning Committee forward the Top Priorities report to Trust Council as amended.

CARRIED

4.6 Cost of Local Trust Committee Application and Referral Processing

Director Marlor presented the briefing indicating that staff have been recording time spent on processing applications and will continue to do so. The information will be provided to the Regional Planning Committee in February to assist with the development of the Model Fees Bylaw. It was noted that the hours recorded reflects work solely in relation to applications and not work in relation to responding to enquiries, attending local trust committee meetings and other work that a planner does.

FPC-2020-055
It was MOVED and SECONDED,
that Financial Planning Committee forward the Cost of Local Trust Committee Application and Referral Processing briefing to Trust Council for information.

CARRIED

5. BUSINESS

5.2 Islands Trust Surplus Analysis

Director Mobbs presented the Possible Policy Changes Regarding Accumulated Surplus briefing that describes the use of accumulated surplus funds at Islands Trust and discusses alternatives for possible policy changes regarding these funds. Discussion included the possibility of asking staff to provide recommendations on the policy changes options.

It was MOVED and SECONDED,
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.

Trustee Rockafella left the meeting at 3:00 p.m.

Trustees indicated that given the late receipt of this report, they would like more time to digest the information in the report prior to making resolutions on the topic.

FPC-2020-056
It was MOVED and SECONDED,
that the motion be postponed for consideration to the January 2021, Financial Planning Committee meeting.

CARRIED

5.3 2021/22 Budget Consultation Process

Director Frater presented the Request For Decision.

FPC-2020-057
It was MOVED and SECONDED,
that Financial Planning Committee request staff to include actual expenditures in each of the fiscal years shown in the Annual Percentage Change in Property Taxes Since 2012/13 (excludes Bowen Island Municipality) Table, and the proposed budget amount for 2021/22, all in the interest of complete transparency to the public.

CARRIED

The Committee suggested amending the draft survey by changing the phrasing of some questions, including mention of COVID-19, and including more questions on planning and bylaw enforcement funding. Director Frater will incorporate all suggested edits, including potential changes in the budget from Trust Council and will return the draft survey for final approval to the Committee at the January 2021 meeting.

Trustee Stamford left the meeting at 3:20 p.m.

FPC-2020-058
It was MOVED and SECONDED,
that Financial Planning Committee approve the 2021/22 Budget Public Consultation materials as amended.

CARRIED

6. NEW BUSINESS

None

7. NEXT MEETING

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

8. ADJOURNMENT

By general consent the meeting adjourned at 3:24 p.m.

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Peter Grove, Chair

Certified Correct:

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Robert Barlow, Legislative Services Clerk/Recorder

Islands Trust

Follow Up Action Report

Financial Planning Committee

21-Jan-2019

Activity	Responsibility	Dates	Status
1 That staff prepare a presentation on property values and provincial land assessment for Financial Planning Committee.	Julia Mobbs	Target: 31-Oct-2019	Completed

10-Mar-2020

Activity	Responsibility	Dates	Status
1 That Trust Council request FPC to provide a report detailing the full staff costs associated with processing land-use applications, by application type.	David Marlor Julia Mobbs	Target: 19-Aug-2020	Completed

14-Apr-2020

Activity	Responsibility	Dates	Status
1 that the Financial Planning Committee work with the Regional Planning Committee (formerly the Local Planning Committee) in regards to Islands Trust application fees structure.	David Marlor	Target: 19-May-2021	In Progress

19-Aug-2020

Activity	Responsibility	Dates	Status

Follow Up Action Report

Financial Planning Committee

19-Aug-2020

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee direct staff to explore the use of the Accumulated Surplus Fund with a focus to developing alternatives for possible policy changes.	Julia Mobbs	Target: 14-Oct-2020	Completed

14-Oct-2020

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request the Islands Trust Conservancy manager to provide a Business Case for the proposed Species At Risk (SARA) grant employee positions.	Julia Mobbs Kate Emmings	Target: 12-Nov-2020	Completed
2 that Financial Planning Committee request staff return to the November 12, 2020 meeting with options for a budget that is no more than $8.3M.	Julia Mobbs Russ Hotsenpiller	Target: 12-Nov-2020	Completed

12-Nov-2020

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee forward the September 30, 2020 Quarterly Financial Report to Trust Council for approval as presented.	Julia Mobbs	Target: 01-Dec-2020	Completed
2 that Financial Planning Committee forward the September 30, 2020 Financial Forecast to Trust Council for information.	Julia Mobbs	Target: 01-Dec-2020	Completed

Follow Up Action Report

Financial Planning Committee

12-Nov-2020

Activity	Responsibility	Dates	Status
3 that Financial Planning Committee request staff include expenses related to items #19 and #20 (co-op student positions) in the appendix to the Draft Budget Reductions Option briefing in the proposed 2021/22 budget.	Julia Mobbs	Target: 20-Jan-2021	Completed
4 that Financial Planning Committee request staff to bring forward a business case for a part-time communications position to focus on awareness and understanding of bylaws and permits, with the goal of increasing bylaw compliance across the Trust Area.	Clare Frater	Target: 20-Jan-2021	Completed
5 that Financial Planning Committee forward the version two budget as amended to the December Trust Council.	Julia Mobbs	Target: 01-Dec-2020	Completed
6 staff to include an updated Budget Assumptions and Principles to Trust Council that includes a note in regards to accounting for grants received.	Julia Mobbs	Target: 17-Feb-2021	In Progress
7 that the Financial Planning Committee request staff to include the information from the draft budget reduction options briefing in the draft budget overview and highlights briefing for Trust Council.	Julia Mobbs	Target: 01-Dec-2020	Completed
8 that Financial Planning Committee forward the Top Priorities report to Trust Council as amended.	Julia Mobbs	Target: 01-Dec-2020	Completed
9 that Financial Planning Committee forward the Cost of Local Trust Committee Application and Referral Processing briefing to Trust Council for information.	Julia Mobbs	Target: 01-Dec-2020	Completed

Islands Trust

Follow Up Action Report

Financial Planning Committee

12-Nov-2020

Activity	Responsibility	Dates	Status
10 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.	Julia Mobbs	Target: 20-Jan-2021	Completed
11 that Financial Planning Committee request staff to include actual expenditures in each of the fiscal years shown in the Annual Percentage Change in Property Taxes Since 2012/13 (excludes Bowen Island Municipality) Table, and the proposed budget amount for 2021/22, all in the interest of complete transparency to the public.	Clare Frater Julia Mobbs	Target: 20-Jan-2021	Completed
12 The Committee suggested other changes to the 2021/22 Budget Consultation Process and Director Frater will incorporate the suggested edits, and will incorporate any changes that Trust Council should request, and will return to the Committee at the January 2021 meeting.	Clare Frater	Target: 20-Jan-2021	Completed
13 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: 20-Jan-2021	In Progress
14 that Financial Planning Committee include item #37 (Trust Area Services Communications) in the appendix to the Draft Budget Reductions Option briefing in the budget.	Julia Mobbs	Target: 01-Dec-2020	Completed

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	January 20, 2021
From:	Director, Administrative Services	**Date Prepared:**	December 11, 2020

SUBJECT: **Potential Amendments to Policy 6.5.2 *Reserves and Surplus***

PURPOSE:

To bring back a topic of discussion that Financial Planning Committee (FPC) deferred from their November 12, 2020 meeting to the current meeting.

BACKGROUND:

At its regular meeting on November 12, 2020, FPC passed the following motion:

"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."

This motion was associated with a staff report that discussed potential changes to Trust Council's Policy 6.5.1 Reserves and Surplus. The staff report was circulated as a late agenda item and as such, Committee members deferred the subject to a later meeting date to provide more time for review of the subject matter by the Committee. The previous report is attached to this briefing for review.

ATTACHMENT(S):

1. **Possible Policy Changes re: Accumulated Surplus – Briefing**

FOLLOW-UP: As directed by the Financial Planning Committee.

Prepared By: Director, Administrative Services

Reviewed By/Date: Chief Administrative Officer/

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 12, 2020
From:	Director, Administrative Services	**Date Prepared:**	November 9, 2020
SUBJECT:	Possible Policy Changes Regarding Accumulated Surplus		

PURPOSE:

To explore the use of accumulated surplus funds at Islands Trust (the Trust) and discuss alternatives for possible policy changes regarding these funds.

BACKGROUND:

At its August 2020 meeting, Financial Planning Committee (FPC) passed the following resolution:

"that Financial Planning Committee direct staff to explore the use of the Accumulated Surplus Fund with a focus to developing alternatives for possible policy changes."

A look at the historical policies and use of surplus at the Trust was provided to FPC at their October 2020 meeting and is provided as an attachment to this briefing to assist with discussion. It is suggested the October 2020 report be reviewed prior to review of this report as concepts from that report will be revisited in this briefing.

Solidifying Understanding

The above motion passed by FPC makes reference to the Accumulated Surplus Fund. The Accumulated Surplus Fund is the sum total of all surplus funds held by the Trust, and includes the following individual Funds:

Funds Invested in Tangible Capital Assets (TCA) – This fund reflects amounts that have already been spent on capital purchases. The balance in this fund is made up of historical capital asset costs, less accumulated amortization on said assets, less capital asset lease obligations. This amount exists as a surplus balance due to accounting principles which do not expense capital assets when they are purchased, but rather capitalizes these assets and amortizes them over time. Because this fund reflects amounts that are not available monies, they should not be included in any discussion or calculation of minimum surplus balances under policy. Staff make adjustments to remove the balance of this fund when calculating the minimum surplus fund balance each year during the budget cycle.

Special Property Tax Requisition Fund (SPTRF) – These are unspent monies from special property tax requisitions, and are reserved specifically to be used for the special purpose for which they were collected. As such, considering these funds as available for general use and thus included in the calculation of minimum balances per policy, may not be desirable. However, if borrowing from this fund were considered permissible by Council, the balance of this fund could be considered in the calculation. Currently, staff make adjustments to remove the balance of this fund when calculating the minimum surplus fund balance each year during the budget cycle. However, as these are liquid resources managed by the Trust, inclusion of these funds in the calculation could be made with the assumption that any "borrowed" funds would be promptly repaid upon receipt of tax revenues. This approach would have no adverse affects on Trust operations but in the event of significant cash shortages, may limit the ability of SSIWPA to work effectively the first quarter of the year.

LTC Project Specific Reserve Fund (PSRF) – These are funds that have been reserved (i.e.: set aside) by TC to be used for LTC projects only. This fund is funded by way of transfers from the General Revenue Surplus Fund (GRSF) whenever needed to keep balances adequate to cover upcoming LTC work. Because this fund is covered by the GRSF and LTC projects are supported by expenses funded by the GRSF (such as staff costs), this fund can be considered when calculating the minimum surplus fund balance each year during the budget cycle. Staff include this balance in calculations of minimum balances each year during budget cycle.

General Revenue Surplus Fund (GRSF)– This fund contains the accumulation of all historical unspent surplus funds less amounts invested in TCA, less amounts transferred to the LTC PSRF, less amounts unspent for special requisitions.

Alternatives for Possible Policy Changes

Policy 6.5.1 Reserves of Surplus ("the Policy") guides the manner in which surplus funds are established, reviewed, and used at the Trust. Possible amendments to this policy include:

1 - Changes to Use of Surplus Funds (policy s3.2)

Section 3.2 of the Policy limits the use of surplus funds to specific activities, stating the following:

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

Current practice for budgeting at the Trust sees that strategic plan projects ("one time, intermittent projects") are funded from the GRSF, with all other operational spending covered by the annual tax requisition, grant monies, and other revenue sources. It could be argued that strategic plan projects will occur on an annual basis and as such should not be treated as "one time, intermittent projects" receiving funding from surplus. Concessions could be made for projects with anticipated budgets larger than typical.

Recent years have drawn on surplus funds to offset operational costs in an effort to reduce taxation levels. Restrictions could be added to the policy to prevent this type of use, unless it can be determined that the operational expense being offset is a one-time event (such as a temporary staff position intended for one year only).

Changes of this nature could increase tax requisitions, depending on the magnitude of the budget in any given year.

2 - Changes to the Minimum Balance of Surplus Funds (policy s3.3)

Section 3.3 of the Policy speaks to the minimum balance to be held in the GRSF, stating the following:

"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."

Discussion in the Surplus Analysis briefing to FPC in October 2020 outlines the historical reasons for establishing this three month minimum balance. Most of the reasons relate to the need for cash resources to fund various activities. The report also provides analysis on whether or not the Trust's cash balance has been inadequate, sufficient, or more than adequate in terms of meetings operational spending needs in the first part of the year prior to receipt of tax funds. Findings from that work concluded that liquid resources available to the Trust during these four months of the year are more than sufficient to cover operational needs during that same time period. The analysis examined the balance of liquid resources available to the Trust at July 31 of each of the most recent five fiscal years. Balances ranged from \$1.6M - \$2.3M, which represents an additional 2.0 – 2.8 months of spending based on cash flow projections from recent years. In short, the balance of funds held at the Trust during this time frame covered 5.0 - 5.8 months of cash needs as compared to the minimum recommended balance of three months. This analysis shows that the Trust is very unlikely to experience lack of cash resources to fund operations in the first quarter (barring significant unexpected events) and could consider reducing the minimum surplus balance requirements.

Worth noting is that cash resources in this analysis include monies from three funds: the GRSF, the LTC PSRF, as well as the Special tax requisition fund – not just the GRSF. However, only the GRSF is referenced in the Policy in terms of a required minimum balance. As the rationale for establishing minimum balances is rooted in the availability of cash resources, amendments could be made to the policy formula to include balances from all funds (excluding amounts invested in TCA) as discussed in the next section of this report.

3 – Clarify or change the formula for calculating the minimum balance (policy s.3.3)

Section 3.3 of the Policy (see above) discusses the minimum balance recommended for the GRSF. As mentioned in earlier sections of this report, in practice the calculation of the minimum surplus balance includes monies in the LTC PSRF. This approach acknowledges that the LTC PSRF is funded by the GRSF and that LTC projects would not be able to move forward if general operations ceased due to lack of general funding. Clarification to concur or not concur with this staff approach could be made in the Policy.

Section 3.3 of the Policy makes reference to three months of “expenses”, which is most easily interpreted to mean all expenses, which in the budget includes both capital spending and amortization expense, essentially double counting the impact of capital purchasing. Staff would recommend clarity to the formula to indicate inclusion of only one of amortization expense or capital purchasing, but not both. Additionally, if the intent of the minimum balance is to fund operating expenses only, an amendment could be made to indicate exclusion of both capital spending and amortization expense in this formula.

4 - Administrative Changes

Administrative updates and changes to the Policy may be warranted. Staff-suggested edits include:

- Inclusion of a definition of, and discussion of surplus funds invested in TCA.
- Refinement of s3.4 to include understanding that contributions and withdrawals to various funds are also approved when the annual audited financial statements are approved, as a fall-out of annual financial results.

5 - Changes to Special Property Tax Requisition discussion (policy s5.1)

Trust Council has requested a review of Policy 6.3.2 *Special Property Tax Requisition* which is referenced in the Policy. Any amendments made as a result of this review will be updated in the Policy to ensure both policies align.

ATTACHMENT(S):

1. Surplus Fund Analysis – Briefing (October 2020)

FOLLOW-UP: As directed by the FPC.

Prepared By: Director, Administrative Services
Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/November 11, 2020

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	August 19, 2020
From:	Julia Mobbs, Director, Administrative Services	**Date Prepared:**	August 13, 2020
SUBJECT:	**Islands Trust Surplus Funds Discussion**		

PURPOSE:

At its special meeting in April 2020, Financial Planning Committee (FPC) made the following resolution:

"that the Financial Planning Committee direct staff to prepare a report on the history, intended use and future possibilities for use of the Surplus Fund."

This resolution was made in response to a discussion related to drawing down on surplus funds to supplement the Islands Trust annual budget to provide tax relief in response to the COVID-19 pandemic, as well as discussion about potentially reducing the minimum balance required in the surplus fund. It was determined that an analysis of the surplus fund was warranted before such draws or policy amendments take place.

BACKGROUND:

A) Terminology

For purposes of shared understanding, the following definitions of commonly used terms in this briefing are provided:

Surplus funds – Unspent funds in a given time period, generated from an excess of revenues over expenditures. Annual surplus is the surplus generated from a single financial year. Accumulated surplus is the accumulation of surpluses from all historical years. For purposes of this report, any reference to 'surplus' refers to the accumulated surplus funds.

Reserve funds – Surplus funds that have been earmarked, or reserved, for a specific purpose. Funds are reserved by way of Trust Council (TC) resolution, and may also be 'unreserved' in the same manner.

Contribution to Surplus – Funds deposited to accumulated surplus at the end of a financial year. Planned contributions to surplus would be included in the approved budget at the start of the fiscal year, unplanned contributions to surplus generally take place where annual expenditures are less than budgeted.

Appropriation from Surplus – Funds drawn from accumulated surplus to cover expenditures not funded by current year revenues. Planned appropriations from surplus are included in the approved budget at the start of the fiscal year, unplanned appropriations would take place where actual annual spending exceeds budgeted.

B) History and Intended Use of Surplus Funds

Staff have reviewed FPC reports from 2004 to date related to surplus funds to gather an understanding of historical practices and decisions related to Islands Trust surplus funds. Some of these reports provided insights and information on the years prior to 2004 and as such staff did not determine that it was needed to review material further back than that year.

There have been several reviews of surplus funds at various points in time at Islands Trust, including a review in 2006 which encompasses a good amount of information relevant to the current day review. Information from a briefing to FPC dated February 21, 2006 cites the determined rationale for keeping funds in surplus, as follows:

"Why would the Islands Trust need to have an amount in the GRF [General revenue fund]? The answers to this question are as follows:

1. *to operate without having to borrow funds,*
2. *to have sufficient funds on hand be able to undertake capital works*
3. *to have sufficient funds available to undertake necessary legal action*
4. *the revenues that were collected from taxation in previous years to fund projects or activities that were not completed in that year and will be completed in the next or a future year, the best example of this is the OCP and LUB programs.*
5. *to accumulate funds for major planned expenditures such as the tri-annual elections*
6. *to have sufficient funds on hand to offset a sudden loss of revenue."*

The above noted briefing is attached in Attachment 1: *2006 Briefing Note Re: General Revenue Fund.*

At the time of this historical review, the balance in the general revenue surplus fund (GRSF) was sitting between $352,181 and $403,181 which was deemed inadequate to address the above points, especially point 1 regarding the borrowing of funds. As property tax revenues are received by Islands Trust near the end of July in any given year, cash on hand is needed to cover the expenses in the preceding months of the fiscal year (April, May, June, July) to avoid the need for borrowing. At the time of the 2006 review, the estimated cash required to avoid borrowing in these months was $1.34M, leaving a gap of almost a million dollars between the estimated cash need and the then-current GRSF balance. This analysis generated a desire to bolster the GRSF and resulted in Council decisions to include higher-than-typical tax increases in the following years' budgets: 12.4% in 2006/07; 15.3% in 2007/08; and 6.0% in 2008/09. See Attachment 3 *Approved Budget History 1994/95 – 2020/21* for reference to this historical information, as well as information on approved budget expenditure levels, tax increases/decreases.

Three years later, by the end of fiscal 2008/09, the GRSF fund balance had reached $1.48M (per the audited financial statements), representing 26% of approved expenditures as opposed to the former 10% of approved expenditures. This 26% represents approximately 3 months of annual spending, which is in line with current policy minimum surplus balance recommendations.

Although the original argument for the surplus balance discussed cash on hand needed for 4 months before property tax receipt, a report to FPC and TC in November 2008 and December 2008 respectively, outlined the fact that many larger expenditures at the Trust tend to be incurred in the latter part of the fiscal year (such as audit fees, insurance costs, project costs), and as such the reserves and surplus policy was amended to reflect a recommended minimum balance in the GRSF based on 3 months of expenses as opposed to 4 months, and also as opposed to a fixed amount. While not mentioned in the former review, it is also worth noting that typically there is a delay in when expenses are incurred and when they are paid, as per normal course of business. As such, payment of expenses from July of any given year may not be paid until August, which also supports rationale for 3 months of expenses in surplus versus 4 months.

C) History of the Surplus Fund Balance versus Cash Balances in Quarter One

The minimum balance in the surplus fund was set based on the aforementioned rationale, at a time when surplus balances were deficient enough that cash available for first quarter payables was inadequate. A comparison of surplus balances versus cash on hand for first quarter payables in more recent years with higher surplus balances in place generates the following information. Note that both cash and short-term investments are considered in this assessment as short-term investments are highly liquid assets that are readily accessible if required.

	31-Jul-20	31-Jul-19	31-Jul-18	31-Jul-17	31-Jul-16
Cash	997,123	1,312,470	714,940	806,338	597,492
ST investments	742,124	577,339	1,519,134	1,511,335	995,750
Total	1,739,247	1,889,809	2,234,074	2,317,672	1,593,242

Based on the above cash and short-term investment information, Islands Trust has not been in danger of exhausting available resources in the first quarter of the fiscal year in the last five years. As such, the changes made to policy as a result of the 2006 review, and the subsequent 2008 amendment to policy have had the desired impact on Trust operations and have even more than adequately addressed the reasons for the creation of the minimum balance.

Islands Trust staff prepare cash flow projections at the start of each fiscal year to facilitate investment decisions. Recent monthly cash flow requirement estimates range from $620,000 to $880,000 per month. Based on these estimated monthly cash needs, the July 31, 2020 balance of cash and investments represents an additional 2.0 – 2.8 months of cash flow above requirements. This does not take into account the fact that cash revenue is received on a monthly basis from application fees, interest income, and potential grant funding. As such, there currently appears to be very little risk of the Trust once again finding itself in a place where meeting cash needs in the first quarter is problematic.

D) Use of Surplus Funds

Trust Council policy 6.5.1 *Reserves and Surplus* provides the guidelines under which reserves and surplus should be managed at Islands Trust. This policy can be referenced at Attachment 2 to this briefing.

Section 3.2 of the policy states that *"The General Revenue Surplus Fund may be used to fund significant and/or unanticipated general expenditures, for major emergent operating issues and for onetime and intermittent projects that would create a potential deficit situation at yearend. Trust Council must approve the amount of surplus to be used."*

Where draft budgets at Islands Trust have generated a deficit, this deficit must be covered by an increase in property taxes or an appropriation from surplus funds. In alignment with Policy 6.5.1 s.3.2, surplus appropriations have generally been allocated to specific projects and initiatives. In the event that the budget still remains unbalanced, an allocation of surplus funds has also been made to cover non-specific 'general operations', arguably in keeping with s3.2 when considered 'significant general expenditures'. As mentioned previously, this practice of covering general operations is not considered a best practice by senior finance staff. This is because general operational expenditures tend to be annual expenditures that will require funding every year. It is not reasonable to expect that surplus funds can cover ongoing annual expenditures in perpetuity, and as such there will come a point where an increase in taxation will likely be required to fund the expense. This has the possibility of resulting in a sizeable increase to taxes in a single year.

E) Budgeted Use of Surplus versus Actual Results

Islands Trust has a history of budgeting for appropriations from surplus to cover annual expenditures. Actual results have tended to vary from budget such that planned appropriations have not been required, and in many instances, a contribution to surplus has resulted at the end of the fiscal year as opposed to an appropriation. In some instances, these contributions have been significant. Historical analysis of planned appropriations from/contributions to surplus and related notes can be found in Attachment 4 *Summary of Historical Surplus Activity*.

What factors have contributed to such sizeable differences between budgeted and actual results? First, the budget is prepared and balanced on a cash-basis, to ensure enough liquid funds are available to cover real spending in any given year. However, year-end financial results are reported on a financial accounting basis, which treats capital asset purchases in a different manner. In the budget, capital assets are recorded as an expense requiring funding; however accounting treatment removes capital assets from expenses and capitalises the asset on the Statement of Financial Position, with the related expense being recorded piecemeal over several years in the form of amortization expense. Consequently, in years where capital assets purchases in the budget are sizeable, the potential for differences between cash basis budgeting and accounting basis actual financial reporting is higher.

Prior to 2010, the treatment of capital assets in the budget (cash basis) and in the financial statements (accounting basis) were largely the same. Accounting standards treated the purchase of capital assets as immediate expenses, and thus when an asset was purchased it was expensed right away with no amortisation taking place over time. This accounting methodology was the same as the budget methodology, so any differences between budgeted surplus appropriations/contributions and actual appropriations/contributions were based purely on actual spending differing from budgeted spending (and/or differences in revenues generated).

Underspending against approved budget has been another factor that has contributed to the increase of the surplus funds over time, despite budgets anticipating appropriations. Where a budget requires an appropriation from surplus to balance, but spending is sufficiently lower than planned, the budgeted appropriation is often not required, and in many cases there is actually contribution to the surplus fund where the budget planned for an appropriation. As budget practices are refined, and spending levels more closely align with plans, this trend may be reduced which could put strain on the ability to maintain minimum recommended surplus balances at current policy levels as well as grow the budget at historical rates.

F) Future Possibilities for Surplus Funds

Future possibilities for surplus funds may include:

No change to current use of surplus funds; no change in policy recommended minimums.

If actual appropriations from surplus continue to be significantly less than planned, and unplanned contributions continue as they have historically, the minimum recommended balance may be precariously maintained, however it is noted that maintaining this minimum balance is becoming more and more difficult as annual expenditures grow. Because the minimum recommended balance is based on planned expenditures, as the budget grows, so does the minimum balance.

A change in policy directing a more limited, or less limited, use of surplus funds in the annual budget.

Amendment to language in Policy 6.5.1 s.3.2 could potentially allow for a stricter use of surplus funds to further limit their use, or a more flexible use of surplus funds.

A change in policy to amend the minimum recommended balance in the general revenue surplus fund.

Discussion has been raised in recent years at various Committee and Council meetings regarding the level of the recommended minimum balance in Policy 6.5.1 and whether or not this amount should be amended to reflect a lesser amount (ie: 2 months instead of 3 months). Based on review of cash resources available immediately prior to receiving property tax revenues (see section D), amendment of minimum balances would likely not generate risk of running out of cash prior to receipt of tax funds in the fiscal year. Reducing the minimum balance may require greater scrutiny of planned appropriations from surplus at the time of budget development, especially as we begin to see actual financial results more closely align with budget. It should be noted that recent budget years have not been able to achieve the minimum recommended balance and have fallen short by a few percentage points.

ATTACHMENT(S):

1. **2006 Briefing Note Re: General Revenue Fund**
2. **Policy 6.5.1 Reserves and Surplus**
3. **Approved Budget History 1994/95 – 2020/21**
4. **Summary of Historical Surplus Activity**

FOLLOW-UP:

Staff will refine analysis and will update to include additional information requested by FPC as directed.

Other follow-up as directed.

Prepared By: **Julia Mobbs, Director, Administrative Services**

Reviewed By/Date:

ISLANDS TRUST

BRIEFING

DATE: February 21, 2006

TOPIC: **AMOUNT REQUIRED IN THE GENERAL REVENUE FUND (SURPLUS)**

DIRECTED TO: Trust Council

CONFIDENTIAL: NO

DESCRIPTION OF ISSUE:
In previous fiscal years the Islands Trust had a combination of general ledger accounts for Surplus and Reserves that made up the General Revenue Fund (GRF). A recent policy decision combined these accounts into one account called the General Fund Fund. However, the GRF is also often referred to as "the Surplus".

The GRF is the money that is set aside for a "rainy day" when unexpected costs appear, or revenues drop in an unplanned manner. The question addressed in this briefing note is: how much money should the Islands Trust have in the GRF?

BACKGROUND:

The balance sheet of any organization must balance, for every debit there is an equal and offsetting credit. Cash, investments, accounts receivable and furniture and equipment are the assets (debits) and these are offset by a combination of liabilities and equity (credits). A well managed and fiscally sound organization will have both liabilities and equity. In local government organizations equity has two components the amount that represents the organizations investment in physical assets and the amount of the general revenue fund aka surplus. Why would the Islands Trust need to have an amount in the GRF? The answers to this question are as follows:

- to operate without having to borrow funds,
- to have sufficient funds on hand be able to undertake capital works
- to have sufficient funds available to undertake necessary legal action
- the revenues that were collected from taxation in previous years to fund projects or activities that were not completed in that year and will be completed in the next or a future year, the best example of this is the OCP and LUB programs.
- to accumulate funds for major planned expenditures such as the tri-annual elections
- to have sufficient funds on hand to offset a sudden loss of revenue

Is the present balance in the General Revenue Fund (GRF) adequate? The simple answer is NO.

The amount of the GRF at March 31, 2006 is estimated to be:

Balance at March 31, 2005 per audited financial statements	$403,181.00
Estimated excess of expenditure over revenue for 2005/06	-51,000.00
Estimated fund balance March 31, 2006	$352,181.00

Property taxes are the largest component of the Trust's revenue and they are received in one lump sum in late July or early August and the provincial government grant is received in one lump sum, last year in September. It is a reasonable assumption to assume that all other revenues, fees, sales, interest and other income is received equally each month throughout the year and that all expenses are paid in more or less equal amounts each month. Using the 2005/06 budget as the basis for calculation you get the following estimate of the balance needed in the GRF at March 31 and hence the cash or short term investments that must be on hand to enable the Trust to pay its bills for the 4 months from April 1 until August 1st when the property taxes are received and not have to borrow to do so.

Total budgeted expenditures for fiscal 2005/06		$4,294,410.00
Less budgeted contribution to reserves, non cash item		-66,000.00
Net budgeted cash expenditures		4,228,410.00
Monthly amount 1/12th		352,367.50
Budgeted Revenue		
Fees and sales	$150,000.00	
Interest income	45,000.00	
Other revenue	3,500.00	
	198,500.00	
Monthly amount 1/12th		16,541.67
Net amount required each month to pay expenses		335,825.83
Amount needed for April to July, 4 months so 4 x		1,343,303.32

The above amount is the base amount that is needed at the end of the year to enable the trust to pay its bills for the first four months of each fiscal year. By dragging payables this can be reduced somewhat. However this does not leave any extra to pay unbudgeted expenses such as the legal fees that were incurred in the recent Komas Bluffs case on Denman. It does not include the amount of about $24,000 per year that should be accumulated each year for three years to fund the tri-annual elections for example. It does not include an amount to cover any major capital expenditures for furniture or equipment for new offices or office relocation. It does not include the carry over amounts for incomplete projects such as the OCP and LUB projects. There is also no amount for the rainy day fund or to cover a sudden loss of revenue.

The difference between the estimated balance in the GRF at March 31, 2006 and the balance needed to enable the Trust to pay its bills without borrowing is approximately 1 million dollars. At $100,000 per year and no draw downs on the GRF it will take until 2016 to build the GRF up to 1.3 million. This is a moving target though as the expenses of the Trust will also increase each year due to inflation.

The problem has been that the GRF has been used to fund expenditures with no related planned surpluses or in the old vernacular contributions to reserves to replenish the fund.

History

The attached appendix gives the history of the GRF since April 1, 1990 when the Trust took over financial operations and responsibilities previously carried out by the Ministry of Municipal Affairs. Reserves were created and were reflected as a liability on the balance sheet until 2001. Generally accepted accounting policies changed and in 2001 the reserves were included in the General Revenue Fund. The various reserve pots were accounted for within the general revenue fund and shown by way of a note to the financial statements. These reserve pots were established by Trust policy in 1992. There was a target set in the policies for the total amount of reserves and surplus needed and that was set at one third of the annual operating budget which equates to the 4 months expenditures needed as noted above. Throughout the years if money was needed to fund an expenditure it was taken from the reserves or surplus. At year end various trust council resolutions would be passed to approve the transfers of funds within the various reserve pots. This in essence was a make work project for staff and the auditors. The reserve policies were rewritten in 2003 and stricter controls were put in place for how the funds could be accessed. The process was that they could only be accessed by a resolution of trust council. The policies retained the historical amounts that had been set when the reserves had been established. Within a few short months funds were needed for a legal matter and funds were taken from the reserves. After much debate the reserve policies were amended and the not withstanding clause was added. It read “the executive committee may, where expediency is necessary, approve adjustments to the budget of up to $20,000 per instance. Any such adjustment must be reported to Trust Council at the next scheduled Trust Council meeting. In September 2005 Trust Council approved the recommendation of the FPC that the reserve pots no longer be accounted for separately within the general revenue fund and that a report on the adequacy of the general revenue fund be made to Trust Council at the March budget meeting and again in June when the financial statements were presented. The policies were rewritten accordingly and approved at December 2005 Trust Council.

ATTACHMENT(S): Yes. History of GRF balances.

FOLLOW-UP:

The level of GRF contributions will be part of the 2006/07 budget debate at the Trust Council Budget Session March 9/10, 2006.

PREPARED BY:	Alison Morse		**REVIEWED BY EXECUTIVE COMMITTEE:**
SUBMITTED BY:	Financial Planning Committee		February 21, 2006
REVIEWED BY:	**(Chief Administrative Officer)**		**OTHER REVIEW:**
			FPC February 21, 2006

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
Policy Holder:	Director of Administrative Services

RESERVES AND SURPLUS

Purpose

To establish the framework for the use of reserves and managing annual year-end operating surpluses.

A. Definitions

Reserve – Funds set aside for a specified purpose.

General Revenue Surplus Fund – The accumulated excess of revenue over expenditures from the operations of the Trust, excluding transfers to Specific Reserve Funds.

Specific Reserve Fund – A fund established for a specific purpose.

Surplus – Unappropriated funds in a Reserve Fund.

B. Policy

1. All Reserve Funds must be established, maintained and used for a specified purpose.

2. Islands Trust will strive to develop appropriate 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 capital assets; and (4) safeguard and maximize existing assets.

3. General Revenue Surplus Fund

   3.1 The General Revenue Surplus Fund is created through a transfer of excess revenue over expenditures from the operations of the Trust. 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 to fund significant and/or unanticipated general expenditures, for major emergent operating issues and for one-time and 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.

   3.4 Contributions to or withdrawals from the General Revenue Surplus Fund are approved through the annual Financial Plan Bylaw.

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 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 during the budget process.

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 section B.6(c) and (d) of Islands Trust Council Policy 6.3.2.

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

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

Islands Trust

Approved Budget History 1994/95 to 2020/21

YEAR	Approved Expenditures Budget	*Increase/ (Decrease) $*	*Increase/ (Decrease) %*	Approved Property Taxes	*Increase/ (Decrease) $*	*Increase/ (Decrease) %* [1]	Islands Trust Municipal Property Taxes [2]	*Increase/ (Decrease) $*	*Increase/ (Decrease) %*	% of Total Approved Budget	Provincial Grant	*Increase/ (Decrease) $ since 1991* [4]	*Provincial Grant as % of Budget*	Surplus Funds [5]	Surplus balance as a % of Approved Expenditures	CPI % [3]
2020/21	8,194,811	254,925	*3.2%*	6,783,140	86,388	*0.3%*	303,021	(26,613)	*-8.1%*	3.7%	180,000	*(314,145)*	*2.2%*	1,792,308	22%	3.1
2019/20	7,939,886	(121,248)	*-1.5%*	6,696,752	195,051	*2.0%*	329,634	35,701	*12.1%*	4.2%	180,000	*(314,145)*	*2.3%*	1,955,673	25%	2.3
2018/19	8,061,134	357,622	*4.6%*	6,501,701	189,369	*2.0%*	293,933	51,253	*21.1%*	3.6%	180,000	*(314,145)*	*2.2%*	1,962,300	24%	1.9
2017/18	7,703,512	411,503	*5.6%*	6,312,332	62,498	*0.0%*	242,680	19,262	*8.6%*	3.2%	180,000	*(314,145)*	*2.3%*	2,035,610	26%	1.8
2016/17	7,292,009	102,564	*1.4%*	6,249,834	61,881	*0.0%*	223,418	9,652	*4.5%*	3.1%	180,000	*(314,145)*	*2.5%*	2,105,231	29%	1.1
2015/16	7,189,445	130,365	*1.8%*	6,187,953	61,269	*0.0%*	213,766	(887)	*-0.4%*	3.0%	180,000	*(314,145)*	*2.5%*	2,062,981	29%	1.0
2014/15	7,059,080	106,888	*1.5%*	6,126,684	60,660	*0.0%*	214,653	(10,961)	*-4.9%*	3.0%	119,122	*(375,023)*	*1.7%*	1,991,566	28%	0.0
2013/14	6,952,192	119,719	*1.8%*	6,066,024	136,826	*1.3%*	225,614	60,240	*36.4%*	3.2%	85,184	*(408,961)*	*1.2%*	1,818,233	26%	1.3
2012/13	6,832,473	(20,852)	*-0.3%*	5,929,198	58,842	*0.0%*	165,374	(55,506)	*-25.1%*	2.4%	186,998	*(307,147)*	*2.7%*	1,879,948	28%	2.1
2011/12	6,853,325	400,351	*6.2%*	5,870,356	115,275	*1.0%*	220,880	(3,637)	*-1.6%*	3.2%	247,710	*(246,435)*	*3.6%*	1,879,000	27%	2.1
2010/11	6,452,974	139,938	*2.2%*	5,755,081	307,890	*4.7%*	224,517	15,674	*7.5%*	3.5%	50,545	*(443,600)*	*0.8%*	1,903,985	30%	2.0
2009/10	6,313,036	151,087	*2.5%*	5,447,191	102,935	*0.9%*	208,843	11,150	*5.6%*	3.3%	318,331	*(175,814)*	*5.0%*	1,695,396	27%	0.4
2008/09	6,161,949	659,495	*12.0%*	5,344,256	348,461	*6.0%*	197,693	19,633	*11.0%*	3.2%	156,000	*(338,145)*	*2.5%*	1,631,592	26%	0.8
2007/08	5,502,454	716,662	*15.0%*	4,995,795	737,918	*15.3%*	178,060	21,745	*13.9%*	3.2%	138,000	*(356,145)*	*2.5%*	1,192,903	22%	1.6
2006/07	4,785,792	455,382	*10.5%*	4,257,877	535,112	*12.4%*	156,315	31,170	*24.9%*	3.3%	120,000	*(374,145)*	*2.5%*	691,110	14%	2.0
2005/06	4,330,410	178,385	*4.3%*	3,722,765	281,105	*6.2%*	125,145	12,180	*10.8%*	2.9%	178,000	*(316,145)*	*4.1%*	456,532	11%	2.5
2004/05	4,152,025	205,300	*5.2%*	3,441,660	317,280	*5.2%*	112,965	14,155	*14.3%*	2.7%	236,000	*(258,145)*	*5.7%*	403,181	10%	1.8
2003/04	3,946,725	(50,450)	*-1.3%*	3,124,380	222,510	*5.7%*	98,810	9,950	*11.2%*	2.5%	294,000	*(200,145)*	*7.4%*	646,311	16%	2.9
2002/03	3,997,175	71,715	*1.8%*	2,901,870	51,901	*-0.2%*	88,860	11,031	*14.2%*	2.2%	352,000	*(142,145)*	*8.8%*	697,761	17%	1.6
2001/02	3,925,460	134,580	*3.6%*	2,849,969	164,296	*4.1%*	77,829	10,064	*14.9%*	2.0%	352,000	*(142,145)*	*9.0%*	916,178	23%	1.5
2000/01	3,790,880	244,365	*6.9%*	2,685,673	(208,512)	*-9.2%*	67,765	67,765		1.8%	352,000	*(142,145)*	*9.3%*	874,931	23%	1.3
1999/00	3,546,515	6,925	*0.2%*	2,894,185	42,750	*0.0%*					352,000	*(142,145)*	*9.9%*	876,226	25%	0.2
1998/99	3,539,590	5,565	*0.2%*	2,851,435	55,910	*1.0%*					423,000	*(71,145)*	*12.0%*	838,124	24%	0.8
1997/98	3,534,025	(16,300)	*-0.5%*	2,795,525	155,635	*3.9%*					423,000	*(71,145)*	*12.0%*	704,415	20%	0.9
1996/97	3,550,325	263,290	*8.0%*	2,639,890	197,790	*5.1%*					469,435	*(24,710)*	*13.2%*	416,493	12%	2.1
1995/96	3,287,035	380,675	*13.1%*	2,442,100	320,175	*10.1%*					469,435	*(24,710)*	*14.3%*	356,511	11%	
1994/95	2,906,360	2,906,360		2,121,925							469,435	*(24,710)*	*16.2%*	149,913	5%	

1. The percentage change applies to property owners overall, and includes a reduction based on tax revenue from new construction and land development (non-market growth).
   Non-market growth reduces tax increases for existing taxpayers. The estimated non-market growth rate for 2020/21 based on BC Assessment data.
   The yearly property tax impact on individual property owners may vary compared to the overall tax increase depending on a number of factors such as relative changes in assessment values throughout the Trust.
2. Bowen Island became an island municipality within Islands Trust in December 1999. In the 2000/01 fiscal year, property taxes for Islands Trust began to be calculated on a different formula as defined in the *Islands Trust Act* . In general, island municipalities within the Trust pay a portion of Trust Council and Trust Conservancy Board costs based on the municipalities' assessed value in proportion to the total assessed value of the whole Trust Area. The relatively large year-to-year increases reflect the increased proportion of the Islands Trust budget devoted to Trust Council and Trust Fund Board.
3. Available at http://www.bcstats.gov.bc.ca/pubs/ using Victoria annual CPI. For the most recent year, the CPI to December of the prior year is used.
4. This section of the table shows the decreasing proportion of the provincial grant and the increasing support from Islands Trust property owners, however, it is not intended to infer any direct relationship between tax increases and grant decreases. In 1991, the provincial grant was $494,145 (or about 32% of expenditures totalling $1.53 million).
5. Surplus Funds are funds kept in reserve to fund operations, elections and any significant unexpected expenses.
   The minimum level of surplus in the General Revenue Surplus Fund consist of three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant.
   This minimum balance is guided by Trust Council policy and is at their discretion.

ISLANDS TRUST
GRSF AND SURPLUS HISTORY

As of March 31	Annual surplus (deficit) per FS	Contribution to (Apropriation from) Surplus	Transfer (to) from Capital Fund	Transfer (to) from reserves/ ssiwpa/ ltc projects	Adjustments/ Change in TCA	*Notes*	***Annual Net Change in GRSF***	General Revenue Fund Balance	Capital Fund	Invested in TCA	SSIWPA	LTC project specific reserve fund	Fund Balances /Accumulated Surplus balance	*Acc. Surplus Change: Increase (Decrease)*
Opening balance								-						
1991	102,358	-	-	-	-		*102,358*	**102,358**	-				**102,358**	
1992	61,914	(86,880)	-	-	-		*(24,966)*	**77,392**	86,880				**164,272**	*61,914*
1993	1,398	-	-	-	-		*1,398*	**78,790**	86,880				**165,670**	*1,398*
1994	29,073	(76,790)	-	-	-		*(47,717)*	**31,073**	163,670				**194,743**	*29,073*
1995	111,210	(20,000)	-	-	27,630	*legal*	*118,840*	**149,913**	183,670				**333,583**	*138,840*
1996	295,228	(16,000)	-	(72,630)	-		*206,598*	**356,511**	199,670				**556,181**	*222,598*
1997	396,932	(158,500)	-	(178,000)	-		*60,432*	**416,943**	358,170				**775,113**	*218,932*
1998	65,080	(105,500)	-	(238,079)	-		*(278,499)*	**138,444**	463,670				**602,114**	*(172,999)*
1999	117,232	(40,432)	-	(77,080)	-		*(280)*	**138,164**	504,102				**642,266**	*40,152*
2000	65,802	(92,330)	-	(30,000)	-		*(56,528)*	**81,636**	423,311				**504,947**	*(137,319)*
2001	112,769	-	(108,135)	788,661	-		*793,295*	**874,931**	473,020				**1,347,951**	*843,004*
2002	158,558	-	(117,311)	-	-		*41,247*	**916,178**	574,306				**1,490,484**	*142,533*
2003	1,629	-	(220,046)	-	-		*(218,417)*	**697,761**	775,418				**1,473,179**	*(17,305)*
2004	68,970	-	(120,420)	-	(47,976)	*change in PSAS - EFBO*	*(99,426)*	**598,335**	820,930				**1,419,265**	*(53,914)*
2005	35,068	-	(230,222)	-			*(195,154)*	**403,181**	1,001,811				**1,404,992**	*(14,273)*
2006	163,838	-	(110,487)	-	-		*53,351*	**456,532**	1,041,032				**1,497,564**	*92,572*
2007	324,542		(89,964)				*234,578*	**691,110**	1,058,026				**1,749,136**	*251,572*
2008	653,481		(151,688)				*501,793*	**1,192,903**	1,167,481				**2,360,384**	*611,248*
2009	409,826		(121,237)				*288,589*	**1,481,492**		150,100			**1,631,592**	*(728,792)*
2010	63,804				150,100	*change in PSAS - TCA*	*213,904*	**1,695,396**		115,536			**1,695,396**	*63,804*
2011	208,591				(114,224)	*impact of TCA*	*94,367*	**1,789,763**		114,224	-		**1,903,987**	*208,591*
2012	212,323				114,126	*impact of TCA*	*326,449*	**2,116,212**		84,444	-	-	**2,200,656**	*296,669*
2013	203,067				2,946		*206,013*	**2,322,225**		81,498	-	-	**2,403,723**	*203,067*
2014	21,354			-	21,441		*42,795*	**2,365,020**		60,057	-	-	**2,425,077**	*21,354*
2015	41,392			(42,981)	14,927		*13,338*	**2,378,358**		45,130	42,981	-	**2,466,469**	*41,392*
2016	53,250				1,509		*54,759*	**2,433,117**		43,621	42,981	-	**2,519,719**	*53,250*
2017	400,768			35,875	(21,431)		*415,212*	**2,848,329**		65,052	7,106	-	**2,920,487**	*400,768*
2018	(71,064)			130	(60,722)		*(131,656)*	**2,716,673**		125,774	6,976	-	**2,849,423**	*(71,064)*
2019	21,847			(59,652)	(201,716)		*(239,521)*	**2,477,152**		327,490	24,341	42,287	**2,871,270**	*21,847*
2020	11,653			(139,910)	(130,064)		*(258,321)*	**2,218,831**		457,554	85,266	121,272	**2,882,923**	*11,653*

Islands Trust

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	January 20, 2021
From:	**Director Administrative Services**	**Date Prepared:**	January 13, 2021
SUBJECT:	**Changes to the Draft 2021/22 Budget**		

PURPOSE:

To inform the Financial Planning Committee (FPC) of changes made to the draft 2021/22 budget since it was last reviewed by the Committee

BACKGROUND:

Since FPC met in December and reviewed the 2021/22 Budget draft 1, version 2, the following activities and budget amendments have taken place:

- **The proposed budget was presented to Trust Council at their December 2020 meeting;**
    - Trust Council passed the following resolution(s) to amend the draft budget, which has been reflected in the current draft:

      (1)
      TC-2020-117
      That Trust Council approve the entering into a contract with a management consultant firm (certified by the Canadian Association of Management Consultants) to undertake a comprehensive performance review of the Islands Trust's governance, management and operations, in accordance with the Terms of Reference attached as Appendix 1 to the Request for Decision using reserve funds from fiscal 2020-21 to a maximum of $75,000; this work will be overseen by an ad hoc Steering Committee of Trust Council identified in the Terms of Reference document attached as Appendix 1 to the report.

      The impact of this adjustment to the overall budget is approximately $75,000. Impact to taxation is approximately nil as this project is funded by surplus funds as directed by Trust Council. The draw from surplus funds has consequently been increased by this same amount.

      No adjustments have been made to trustee remuneration to compensate for the anticipated meetings of this Select Committee. Staff have consulted with the Manager, Legislative Services whose interpretation of Trust Council's Policy 7.2.1 Trustee Remuneration is that only standing Council Committees (RPC, TPC, FPC) are remunerated for meeting attendance.

(2)
TC-2020-124
That Trust Council include the budget funding request for a Communications Specialist for bylaw infraction prevention in its 2021-22 draft budget.

The impact of this adjustment to the overall budget is approximately $34,360 for salaries and wages. Training for this role will be funded from existing budgets. Hardware and software needs are currently being assessed and will be updated in the next version of the budget.

(3)
TC-2020-101
That Trust Council adopt the following meeting locations for its 2021 schedule: March/electronic format; June /electronic format; September/in-person in Nanaimo; December/in‐person Victoria.

One Trust Council meeting was budgeted for in the previous budget draft, at a cost of $22,500, with an additional $1,000 per electronic meeting included to fund the Chair and a vice-Chair travel and accommodation in Victoria to facilitate the meetings from the Victoria boardroom. The TC resolution requires funding for one more in-person meeting, and also gives location information which is helpful to inform budget figures.

The current budget draft now includes $27,000 for the in-person meeting to be held in Victoria and $25,000 for the in-person meeting to be held in Nanaimo. These costs have been based on 3 year-historical meeting costs in each of these locations. An additional $1,000 per meeting remains for the two planned electronic meetings.

- **The BC Assessment Non-Market Change (NMC) reports have been made available;**
    - A NMC of 0.87% is reported by BC Assessment for the general local trust area (based on area 763 and 764 as per Budget Assumptions and Principles approved by Trust Council). The draft 2021/22 budget previously reviewed by FPC and Trust Council reflected an anticipated 0.93% NMC. The impact of this change generates a small decrease in NMC taxation dollars with a corresponding increase to the existing taxation base.
    - A NMC of 1.08% is reported by BC Assessment for Bowen Island Municipality. The draft 2021/22 budget previously reviewed by FPC and Trust Council reflected an anticipated 1.08% NMC. The impact of this change in the portion of the BIM levy apportioned to NMC is nil.

- **The BC Assessment Converted Net Taxable Values have been made available:**
    - This information is used internally to allocate specific revenues and expenditures across different Local Trust Areas (LTAs). For budget purposes, it is used to generate the percent of total Islands Trust Area assessed values that Bowen Island Municipality (BIM) makes up, which influences how much they contribute to the budget.
    - Assessment information has been made available from BC Assessment to update Net Converted Assessment Values in each local trust area and BIM. The newly reported figures show an increase in the portion of property value held by BIM in relation to the rest of the trust, from 17.6% in the previous draft to 18.30% in the current draft. This has contributed to an overall increase in the levy requisition from BIM (discussed below).

- **Trustee Remuneration**
    - The BC Assessment folios information has been updated. Folios information is used in the calculation of trustee remuneration, in accordance with Trust Council Policy 7.2.1 Trustee

Remuneration. Updated folios information has been provided in conjunction with the revised rolls in December 2020.

- BC Statistics 12 month CPI information has been released for the month of November 2020. CPI information is used in the calculation of trustee remuneration in accordance with Policy 7.2.1 as above. November 2020 CPI information remains consistent with the previous version of the draft budget at 1.2%. When information for December 2020 is released, the budget draft will be updated accordingly, in line with policy direction.

- **Grant Funding Revenues**
  - Islands Trust Conservancy has been awarded $25,000 in grant funding under the Conservation Economic Stimulus Initiative to support and expand wetland restoration and enhancement for Species at Risk on ITC properties. These funds will be used to undertake this work on properties held on Lasqueti Island, Salt Spring Island, and Sidney Islands and to assess restoration needs at other sites. Of this total grant funding, $23,000 is expected to be spent in fiscal 2021/22 and as such revenues have been increased by this amount with an offsetting increase in the ITC property management expense line. Paperwork for this funding agreement will be finalised in coming weeks and any noted changes will be updated in time for FPC's February meeting, though no changes are anticipated by staff at this time.

- **Islands Trust Conservancy Board (ITCB)**
  - The ITCB passed the following resolution at its November 24, 2020 meeting.

    ITC-2020-042
    that the Islands Trust Conservancy (ITC) Board direct staff to request the following edits to the ITC Budget: $2,000 reduction in board training; $1,050 reduction in staff training; and $550 in associated travel for a total of $3,600 in reduced spending.

    Items noted above were communicated to Trust Council verbally at their December meeting, and have subsequently been adjusted in draft 2, version 1 of the budget.

- **SSIWPA meeting**
  - SSIWPA has met to discuss their budget request. They have endorsed a budget that seeks $75,500 in special property tax funds, which aligns with the figure already in the draft budget. The SSI LTC will meet on January 19, 2021 to debate this request and will make a recommendation to Trust Council on the matter.
  - SSIWPA also discussed the use of SSIWPA reserve funds for freshwater projects in next fiscal year. They have endorsed the use of approximately $14,000 for a Westin Lake study, and a request is being made of the SSI LTC on January 19, 2021 to seek a resolution to spend these funds in this manner. Per policy, special requisition reserve funds may be used in a LTA by resolution of the LTC, if included in the budget. As this is a new use of SSIWPA reserve funds not yet debated by the LTC, staff have not included any amount for this in the budget and await the LTC decision.

- **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 27.7% versus the previous budget draft rate of 26.8% which contributes to an increase in the BIM levy.
  - As previously discussed, NCAV has risen for BIM (from 17.6% to 18.5%) which also contributes to an increase in the BIM levy. The impact of this change accounts for approximately $12,175 of the increase over the previous budget draft.

   - The BIM levy is calculated at $318,555 in the current draft budget, which is $26,286 higher than the previous draft budget. This figure represents an increase over the prior year levy of $15,534 or 5.1%. Of this 5.1%, 1.1% is associated with NMC factors.

- **Draw from Surplus changes:**
   - The previous version of the draft budget included a draw from general surplus of $288,000. The current draft of the budget includes a draw from general surplus of $363,000. This $75,000 increase is a result of TC's resolution TC-2020-117 cited at the start of this report.
   - The previous version of the draft budget included a draw from LTC-specific reserve funds of $159,000. The current draft of the budget retains this same amount.

  The total draw from surplus funds is $597,500 in the current draft budget.

- **The communications team has prepared the budget consultation package for FPC review and discussion:**
   - Budget consultation documents will be reviewed as part of the FPC agenda on January 20, 2021.
   - All changes noted in this budget have been reflected in the budget consultation materials.

Summary of Changes

Expenses

The current draft budget totals $8,791,660 which is an overall budget increase of approximately $159,000 from the previous draft. The main drivers of this increase are summarised as follows:

- TC-approved governance, operations, and management review project +$75,000.
- TC-moved addition of a part-time bylaw communications staff +$34,360.
- TC-moved addition of one more in-person TC meeting plus an increase in budgeted funds for the existing in-person meeting +$27,500.
- Addition to ITC property management plans, funded by stimulus grant +$22,000.

Revenues

Sources of revenue to fund budgeted expenses:

- $227,000 of expenses have their own specific grant funding (ITC SAR and ITC stimulus grants);
- $188,000 of expenses are funded by Provincial and other non-specific grant monies;
- $7,062,605 of expenses are funded by general property taxes;
- $318,555 of expenses are funded by the BIM tax levy;
- $75,500 of expenses are funded by special property tax requisition;
- $522,000 of expenses are funded by transfers from surplus funds;
- $120,000 of expenses are funded by application fees revenue;
- $60,000 of expenses are funded by investment income;
- $218,000 of expenses relate to amortization expense which is has no funding given its non-cash nature.

The current draft budget has a general tax increase is 3.25% plus an additional 0.87% from NMC factors, resulting in an increase to total general taxation of $279,465.

The current draft budget has a BIM tax levy increase of 5.1%, of which 1.1% will come from NMC in property base. The resulting BIM levy is $318,555.

Pending

Items that have not been updated in the current budget draft, that may require update in future drafts include:

- **Project updates and changes:**
    - Islands Trust has applied for grant funding to support freshwater initiatives in the Trust Area. If approved, funding up to $180,000 may be received for this work. A portion of this funding would offset existing expenses in the budget with the remainder facilitating completion of new work. A briefing presented to RPC on this subject is attached to this agenda.
    - Assessment of all current projects will be conducted as part of the third quarter forecast to determine if carry over funding will be required in the 2021/22 budget.

- **Operational expenditure changes:**
    - None identified at this time.

ATTACHMENT(S):

1. None.

FOLLOW-UP:

Further changes to the draft 2021/22 budget may occur when the following information is received:

- Completion of the Q3 Actual Financial results and Q3 Forecasted Financial results;
- Receipt of Public Feedback on the current draft budget;
- Other follow-up as directed by FPC.

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

ISLANDS TRUST

BUDGET DRAFT: 2021/22

		2016/17	2017/18	2018/19	2019/20	2020/21			2021/22	Budget-Budget Comparisons		Budget-Actual Comparisons	
	Amt to balance budget, excluding amort =	-	-	-					0				
		ACTUALS	ACTUALS	ACTUALS	ACTUALS	**BUDGET** (COVID-19 amended)	Q2 Actuals	Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2019/20 Actuals*	*Draft Budget to 2019/20 Actuals % change*
	REVENUE												
40300	Fees & Sales	136,863	139,199	166,154	102,051	115,000	68,505	115,000	**120,000**	*5,000*	*4.3%*	*17,949*	*18%*
45000	Provincial Grant	177,880	180,000	180,000	180,000	180,000	180,000	180,000	**180,000**	*-*	*0.0%*	*-*	*0%*
	ITC Species at Risk Grant Funds								**205,000**	*205,000*		*205,000*	
	ITC Conservation Stimulus Funds								**22,000**	*22,000*		*22,000*	
46000	Property Tax Levy - LTA	6,249,834	6,312,332	6,312,331	6,696,752	6,783,140	6,783,141	6,783,141	**6,783,140**	*-*	*4.1%*	*86,388*	*1%*
3.25%	Property Tax Levy - LTA General Increase			126,247					**220,452**	*220,452*		*220,452*	
0.87%	Property Tax Levy - LTA NMC Increase			63,123					**59,013**	*59,013*		*59,013*	
	Property Tax Levy - Bowen	223,418	242,680	293,933	329,634	303,021	303,026	303,026	**303,021**	*-*	*5.1%*	*(26,613)*	*-8%*
4.0%	Property Tax Levy - Bowen General Increase								**12,261**	*12,261*		*12,261*	
1.1%	Property Tax Levy - Bowen NMC Increase								**3,273**	*3,273*		*3,273*	
46200	Special LTC Tax Requisition - SSIWPA	110,500	98,500	98,500	98,500	75,500	75,500	75,500	**75,500**	*-*	*0.0%*	*(23,000)*	*-23%*
47000	Transfer from LTC Specific		0			71,500			**159,000**	*87,500*	*122.4%*	*159,000*	
47000	Transfer from General Revenue Surplus Fund		0			429,650			**363,000**	*(66,650)*	*-15.5%*	*363,000*	
	Transfer from SSIWPA Reserve Fund								**0**	*-*		*-*	
48000	Interest Income	63,629	71,295	104,385	102,281	85,000	16,588	47,213	**60,000**	*(25,000)*	*-29.4%*	*(42,281)*	*-41%*
49000	Other income	10,214	16,795	8,692	161,853	-	38,536	192,400	**0**	*-*		*(161,853)*	*-100%*
49001	Grant income - projects	16,965	0	8,329	13,201	12,000	1,158	2,158	**8,000**	*(4,000)*	*-33.3%*	*(5,201)*	*-39%*
	Total Revenue	6,989,304	7,060,801	7,361,694	7,684,271	**8,054,811**	***7,466,454***	***7,698,438***	8,573,660	*518,849*	*6.4%*	*889,389*	*12%*
										518,849			
	EXPENSES												
50900	Amortization	67,668	92,719	79,978	175,329	140,000	87,154	179,012	**218,000**	*78,000*	*55.7%*	*42,671*	*24%*
50950	Applications sponsored by Exec Committee	0	(5,312)	10,050	2,035	5,000	1,000	5,000	**5,000**	*-*	*0.0%*	*2,965*	*146%*
50960	History and Heritage Funding Grants-in-Aid	0	0	1,500	4,500	5,000	0	5,000	**5,000**	*-*	*0.0%*	*500*	*11%*
51000	Audit	16,825	20,000	23,725	13,725	20,000	(2,000)	20,000	**20,000**	*-*	*0.0%*	*6,275*	*46%*
51500	Bank Charges & Interest	3,507	2,553	3,176	4,181	4,000	1,248	2,500	**4,000**	*-*	*0.0%*	*(181)*	*-4%*
52500	Board of Variance	138	0	747	1,974	1,100	0	50	**1,100**	*-*	*0.0%*	*(874)*	*-44%*
53500	Carbon Offset Purchases	549	(2,678)	300	(922)	500	(622)	0	**-**	*(500)*	*-100.0%*	*922*	*-100%*
54000	Committee Meeting Expense - FPC			5,965	2,269	4,918	0	0	**-**	*(4,918)*	*-100.0%*	*(2,269)*	*-100%*
54100	Committee Meeting Expense - RPC			3,049	1,526	1,921	0	0	**-**	*(1,921)*	*-100.0%*	*(1,526)*	*-100%*
54200	Committee Meeting Expense - TPC			4,973	2,200	1,324	0	0	**1,000**	*(324)*	*-24.5%*	*(1,200)*	*-55%*
54300	Cultural Working Group			-	75	2,500	0	1,000	**-**	*(2,500)*	*-100.0%*	*(75)*	*-100%*
54500	Communications and ITC Fundraising	23,447	31,292	40,666	16,243	33,000	5,143	29,000	**49,000**	*16,000*	*48.5%*	*32,757*	*202%*
54580	FN Protocol Funds			-	1,831	6,000	0	2,502	**-**	*(6,000)*	*-100.0%*	*(1,831)*	*-100%*
55105	SW Support and Licensing	41,874	53,025	59,371	64,521	76,700	36,032	76,700	**103,900**	*27,200*	*35.5%*	*39,379*	*61%*
55200	Internet	44,183	40,149	48,022	43,895	41,000	23,569	47,000	**48,000**	*7,000*	*17.1%*	*4,105*	*9%*
55500	Technical Support	85,429	92,514	74,180	89,251	89,000	56,052	89,000	**88,000**	*(1,000)*	*-1.1%*	*(1,251)*	*-1%*
56000	Contingency	0	2,466	48	2,737	12,000	(561)	6,000	**5,000**	*(7,000)*	*-58.3%*	*2,263*	*83%*
56500	Contract Services	134,385	294,396	96,265	66,801	58,500	20,712	66,224	**45,000**	*(13,500)*	*-23.1%*	*(21,801)*	*-33%*
57000	Elections - General	0	0	125,868	-	-			**-**	*-*	*0.0%*	*-*	
57050	Elections - By-elections	0	0	14,997	61	5,000	0	0	**-**	*(5,000)*	*-100.0%*	*(61)*	*-100%*
60000	Insurance	107,162	106,422	106,588	119,259	151,385	82,035	173,899	**185,000**	*33,615*	*22.2%*	*65,741*	*55%*
61100	ITC - Board Honoraria	4,650	7,600	6,850	7,000	6,600	2,000	2,700	**6,600**	*-*	*0.0%*	*(400)*	*6%*

ISLANDS TRUST
BUDGET DRAFT: 2021/22

	Amt to balance budget, excluding amort =	-	-	-					0				
		2016/17	2017/18	2018/19	2019/20	2020/21			2021/22	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
		ACTUALS	ACTUALS	ACTUALS	ACTUALS	**BUDGET** (COVID-19 amended)	Q2 Actuals	Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2019/20 Actuals*	*Draft Budget to 2019/20 Actuals % change*
61200	ITC - Board Meeting Expense	8,618	14,100	11,451	8,982	13,850	11	0	**6,925**	*(6,925)*	*-50.0%*	*(2,057)*	*-23%*
61210	ITC - Board Training & Conferences	2,298	1,398	94	3,010	4,000	0	1,000	**2,000**	*(2,000)*	*-50.0%*	*(1,010)*	*-34%*
61300	ITC - Property Management	59,933	74,589	55,835	61,067	72,000	4,438	48,000	**124,810**	*52,810*	*73.3%*	*63,743*	*104%*
61500	ITC - Conservation Planning & Land Securement	20,990	14,577	13,366	12,177	15,000	1,170	19,500	**30,000**	*15,000*	*100.0%*	*17,823*	*146%*
61600	ITC - Ecosystem Mapping	0	18,981	22,000	1,449	15,000	0	5,000	**20,000**	*5,000*	*33.3%*	*18,551*	*1280%*
62000	Land Title Registrations	4,067	3,546	3,476	3,600	1,500	1,918	4,000	**4,500**	*3,000*	*200.0%*	*900*	*25%*
63000	Legal - general	60,345	96,598	73,003	80,475	90,000	35,151	90,001	**90,000**	*(0)*	*0.0%*	*9,525*	*12%*
63100	Legal - bylaw enforcement litigation	73,892	63,491	97,524	81,806	85,000	42,312	85,000	**85,000**	*-*	*0.0%*	*3,194*	*4%*
63200	Legal - litigation defence	-109,009	27,100	64,387	89,639	70,000	60,101	90,000	**90,000**	*20,000*	*28.6%*	*361*	*0%*
65000	LTC "Trustee Expenses"	9,502	8,857	6,928	4,745	7,610	385	1,200	**5,000**	*(2,610)*	*-34.3%*	*255*	*5%*
65050	LTC "Executive Expense on LTC's"	22,155	23,832	18,274	14,458	18,469	480	1,500	**12,000**	*(6,469)*	*-35.0%*	*(2,458)*	*-17%*
65200	LTC Meeting Expenses	40,212	37,948	37,579	39,150	28,378	12,479	22,458	**36,000**	*7,622*	*26.9%*	*(3,150)*	*-8%*
65210	LTC Local Exp APC Meeting Expenses	7,296	5,190	5,745	8,096	3,632	1,031	2,978	**5,400**	*1,768*	*48.7%*	*(2,696)*	*-33%*
65220	LTC Local Exp Communications	3,032	4,693	3,144	5,166	5,000	2,260	6,675	**5,000**	*-*	*0.0%*	*(166)*	*-3%*
65230	LTC Local Exp Special Projects	5,735	4,336	3,491	4,648	5,000	0	2,941	**5,000**	*-*	*0.0%*	*352*	*8%*
67000	Meeting Expense	126,247	129,426	167,826	136,652	95,718	5,910	15,470	**59,000**	*(36,718)*	*-38.4%*	*(77,652)*	*-57%*
67500	Memberships	13,657	14,208	13,406	13,822	16,815	1,770	13,685	**15,210**	*(1,605)*	*-9.5%*	*1,388*	*10%*
68100	Notices - Statutory & Non-Statutory	31,714	24,789	19,755	18,085	25,000	3,108	10,000	**21,000**	*(4,000)*	*-16.0%*	*2,915*	*16%*
69000	Office - Lease costs	363,604	380,928	387,820	406,751	397,940	197,830	397,940	**388,700**	*(9,240)*	*-2.3%*	*(18,051)*	*-4%*
69005	Office - outside services	39,367	39,715	53,754	58,256	60,060	20,184	50,300	**58,900**	*(1,160)*	*-1.9%*	*644*	*1%*
70000	Postage, Courier & Delivery	12,976	10,573	10,403	13,164	10,000	4,484	10,000	**10,100**	*100*	*1.0%*	*(3,064)*	*-23%*
74000	Recruitment	11,199	8,801	6,471	4,216	8,000	4,097	8,000	**6,000**	*(2,000)*	*-25.0%*	*1,784*	*42%*
74900	Safety	4,175	6,096	327	1,548	5,000	4,125	7,000	**5,000**	*-*	*0.0%*	*3,452*	*223%*
75100	Sal & Ben - Salaries - Exec/TAS/ITC/Admin staff	1,621,684	1,716,731	1,747,836	1,940,821	2,112,238	1,002,645	4,809,693	**2,227,188**	*114,949*	*5.4%*	*286,366*	*15%*
75110	Sal & Ben - Benefits - Exec/TAS/ITC/Admin staff	407,507	413,561	427,874	487,330	531,900	251,846		**565,706**	*33,806*	*6.4%*	*78,375*	*16%*
76100	Sal & Ben - Salaries - Planners & RPMs	1,115,822	1,137,665	1,192,741	1,306,864	1,341,960	583,524		**1,417,357**	*75,398*	*5.6%*	*110,494*	*8%*
76110	Sal & Ben - Benefits - Planners & RPMs	280,969	274,592	292,343	329,987	344,708	146,593		**360,009**	*15,301*	*4.4%*	*30,022*	*9%*
77100	Sal & Ben - Salaries - Planning Support Staff	353,243	366,740	351,127	390,031	394,741	196,881		**456,215**	*61,474*	*15.6%*	*66,184*	*17%*
77110	Sal & Ben - Benefits - Planning Support Staff	89,289	88,450	86,195	97,666	99,898	49,441		**115,879**	*15,981*	*16.0%*	*18,213*	*19%*
78100	Sal & Ben - Salaries - Bylaw	214,971	189,439	216,064	200,787	217,565	67,754		**278,803**	*61,238*	*28.1%*	*78,016*	*39%*
78110	Sal & Ben - Benefits - Bylaw	54,417	45,636	53,134	50,270	54,160	17,025		**70,816**	*16,656*	*30.8%*	*20,546*	*41%*
79000	Stationery & Supplies	50,779	52,256	52,546	47,775	33,000	14,494	28,500	**34,200**	*1,200*	*3.6%*	*(13,575)*	*-28%*
79500	Subscriptions	6,405	5,122	6,630	6,627	6,500	1,745	6,000	**6,500**	*-*	*0.0%*	*(127)*	*-2%*
80100	Telephone	36,069	18,534	16,945	18,127	14,000	6,395	14,000	**11,500**	*(2,500)*	*-17.9%*	*(6,627)*	*-37%*
80300	Mobile Devices	21,741	23,928	25,072	23,511	23,400	12,350	23,400	**24,100**	*700*	*3.0%*	*589*	*3%*
81100	Training - Organization-wide	8,837	2,297	3,524	2,886	4,421	0	4,421	**3,000**	*(1,421)*	*-32.1%*	*114*	*4%*
81200	Training - staff recognition & meetings	13,472	19,566	16,837	17,529	8,753	774	2,000	**4,000**	*(4,753)*	*-54.3%*	*(13,529)*	*-77%*
81300	Training & Conferences	47,000	51,909	41,180	41,723	41,126	8,646	20,328	**33,500**	*(7,626)*	*-18.5%*	*(8,223)*	*-20%*
81305	Travel for Training	38,329	37,394	28,590	32,010	26,312	20	3,000	**17,835**	*(8,477)*	*-32.2%*	*(14,175)*	*-44%*
82300	Travel	82,370	108,337	74,427	84,624	61,346	10,872	18,399	**59,072**	*(2,274)*	*-3.7%*	*(25,552)*	*-30%*
84100	Trustee Remuneration	373,293	383,213	387,062	415,456	518,753	260,977	521,954	**522,424**	*3,670*	*0.7%*	*31,687*	*6%*
84110	Trustee Remuneration - CPP Expense	16,107	16,049	15,937	16,345	21,667	9,052	18,105	**18,907**	*(2,760)*	*-12.7%*	*2,562*	*16%*
84120	Trustee Remuneration - Health/Dental benefits	40,416	42,753	43,243	43,014	43,558	18,371	37,371	**37,598**	*(5,960)*	*-13.7%*	*(5,416)*	*-13%*
84130	Trustee Remuneration - MSP Benefits	31,846	29,627	18,122	13,200	-	-	-	**-**	*-*	*0.0%*	*(13,200)*	*-100%*

ISLANDS TRUST

BUDGET DRAFT: 2021/22

		2016/17	2017/18	2018/19	2019/20	2020/21			2021/22	Budget-Budget Comparisons		Budget-Actual Comparisons	
	Amt to balance budget, excluding amort =	-	-	-					0				
		ACTUALS	ACTUALS	ACTUALS	ACTUALS	**BUDGET** (COVID-19 amended)	Q2 Actuals	Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2019/20 Actuals*	*Draft Budget to 2019/20 Actuals % change*
84140	Trustee Remuneration - Pay in Lieu of benefits	4,000	4,000	3,500	1,333	1,000	500	1,000	**1,000**	*-*	*0.0%*	*(333)*	*-25%*
84150	Trustee Remuneration - Employer Health Tax			2,268	9,715	10,135	5,134	10,135	**10,207**	*72*	*0.7%*	*491*	*5%*
84500	Trustee Remuneration - Executive on LTCs	69,565	72,045	73,558	75,281	-			**-**	*-*	*0.0%*		
	Operating Budget Subtotal	6,319,953	6,848,759	6,959,130	7,342,368	**7,629,561**	***3,380,043***	***7,116,540***	8,145,960	*516,399*	*6.8%*	*803,593*	*11%*
CAPITAL													
55100	Computer H/W & S/W	39,809	34,964	98,021	61,750	90,600	90,852	*91852.22*	**29,200**	*(61,400)*	*-67.8%*	*(32,550)*	*-53%*
69100	Office - Equipment & Furniture	14,561	7,730	1,835	3,844	8,000	5,663	*8000*	**4,000**	*(4,000)*	*-50.0%*	*156*	*4%*
69500	Office - Renovations	6,794	3,553	11,101		-			-	*-*	*#DIV/0!*	*-*	
73001-825-8024	Prior Year Project - Electronic Meetings									*-*	*#DIV/0!*	*-*	
	Capital Subtotal	61,164	46,247	110,957	65,856	98,600	*96,515*	*99,852*	**33,200**	*(65,400)*	*-66.3%*	*(32,656)*	*-50%*
									3.62%				
PROJECTS	LTA Projects:												
73001	LTC Projects	58,002	58,406	57,713	33,023	71,500	3,011	48,040	**159,000**	*87,500*	*122.4%*	*125,977*	*381%*
	LTC Projects Funded by Grants (590)			0	2,757	12,000	(1,083)	3,917	**8,000**	*(4,000)*	*-33.3%*	*5,243*	*190%*
	LTC Projects funded by surplus								**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
	LTA Work Funded by Special requisition (SWIPPA)	105,894	91,524	96,571	45,256	75,500	30,600	65,000	**75,500**	*-*	*0.0%*	*30,244*	*67%*
73001-A	Strategic Plan Projects									*-*		*-*	
	Create a model DPA for LTC-BIM OCP bylaws to protect CDF zones throughout the Trust Area (Strat Plan item #2)								**5,000**	*5,000*			
	Continue to map the extent of eelgrass and kelp beds throughout the Trust Area (Strat Plan Item #5)								**-**	*-*			
	Finish mapping and develop water budgets for groundwater aquifers in the Trust Area (Strat Plan Item #8)								**50,000**	*50,000*			
	Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling (S								**5,000**	*5,000*			
	Implement actions outlined in TC Strategic Actions and Develop model density bonus bylaws for LTC consideration (Strat Plan item #16)								**10,000**	*10,000*			
	Develop set of climate change, demographic + environmental data along with performance criteria (strat plan item #12)								**25,000**	*25,000*			
	Broadcast public meetings (Strat Plan item #13)								**19,000**	*19,000*			
	Develop and implement a stewardship education program (strat plan item # 21)								**15,000**	*15,000*			
	Implementation of the Trust Reconciliation Action Plan (strat plan item #18, 19)								**17,000**	*17,000*			
	Amend the Policy Statement project (strat plan item # 10,16,22,23)								**10,000**	*10,000*			
	Develop heritage overlay mapping								**30,000**	*30,000*			
	Secretariat Function (Strat Plan item # 21)								**12,000**	*12,000*			
	Freshwater stretegy (Strat Plan item #7) - completion of phase 1								**30,000**	*30,000*			
	Website Refresh - new funds required								**7,000**	*7,000*			
*	Prior Year project carry over: Policy Statement Amendment, phase 1								**10,000**	*10,000*			
*	Prior Year project carryover - Eelgrass mapping phase 1								**50,000**	*50,000*			
	Prior Year Projects	43,523	86,930	113,604	183,357	296,650	83,518	313,873	**-**	*(296,650)*			
73001-B	Operational Projects								**-**	*-*			
	Goverance, Operations, and Management review								**75,000**	*75,000*			
	Salish Sea Conference								**-**	*-*			
	Electronic Data Management (EDM)					5,500	3,465	5,500	**-**	*(5,500)*			
*	Prior Year project carryover - Photo Management					5,500	1,788	5,500	**-**	*(5,500)*			
	Photo Management								**-**	*-*			
	Prior Year Project - Electronic Meetings								**-**	*-*			
	Projects Total	**207,419**	**236,859**	**267,888**	**264,394**	**466,650**	**121,299**	**441,830**	**612,500**	*145,850*	*31.3%*	*348,106*	*132%*
	Contribution to Surplus												
	Total Expenditures	**6,588,536**	**7,131,865**	**7,337,974**	**7,672,618**	**8,194,811**	**3,597,857**	**7,658,222**	**8,791,660**	*596,849*	*7.3%*		

	2016/17	2017/18	2018/19	2019/20	2020/21			2021/22	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
	ACTUALS	ACTUALS	ACTUALS	ACTUALS	**BUDGET** (COVID-19 amended)	Q2 Actuals	Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2019/20 Actuals*	*Draft Budget to 2019/20 Actuals % change*
Amt to balance budget, excluding amort =	-	-	-					0				
Net Surplus (Shortfall)	400,768	(71,064)	23,719	11,654	(140,000)		40,216	(218,000)				
Add non-cash Item - amortization					140,000			218,000				
Surplus (deficit)	**400,768**	**(71,064)**	**23,719**	**11,654**	**(0)**	**-**	**40,216**	**0**				
<u>Adjustments for reporting:</u>												
Capitalized Expenditures							54,672					
Transfer from (to) General Revenue Surplus Fund	(400,768)	71,064	(23,719)	(11,654)			(142,928)					
Transfer from (to) LTC Project Specific Reserve Fund							48,040					
Net Balance	**-**	**-**	**-**	**-**	**(0)**	**-**	**(0)**	**0**				

Islands Trust
Budget 2021/22 D2 V1
SURPLUS ALLOCATIONS + BALANCES

ALLOCATION OF SURPLUS DRAW TO SPECIFIC EXPENDITURES

	Project/Area	Amount	Area	*Bowen Contrib Factor*	$ Credit Included in Bowen Calc
Gen	Amount to fund general operations	-		*27.5%*	$ -
Strat	Create a model DPA for LTC-BIM OCP bylaws to protect CDF zones throughout the Trust Area (Strat Plan item #2)	5,000	LPS	*0%*	$ -
Strat	~~Continue to map the extent of eelgrass and kelp beds throughout the Trust Area (Strat Plan Item #5)~~	-	LPS	*0%*	$ -
Strat	Finish mapping and develop water budgets for groundwater aquifers in the Trust Area (Strat Plan Item #8)	50,000	LPS	*0%*	$ -
Strat	Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycl	5,000	LPS	*0%*	$ -
Strat	Implement actions outlined in TC Strategic Actions and Develop model density bonus bylaws for LTC consideration (Strat Plan item #16)	10,000	LPS	*0%*	$ -
Strat	Develop set of climate change, demographic + environmental data along with performance criteria (strat plan item #12)	25,000	TAS	*100%*	$ 25,000
Strat	Broadcast public meetings (Strat Plan item #13)	19,000	LPS-Ad	*0%*	$ -
Strat	Develop and implement a stewardship education program (strat plan item # 21)	15,000	TAS	*100%*	$ 15,000
Strat	Implementation of the Trust Reconciliation Action Plan (strat plan item #18, 19)	17,000	TAS	*100%*	$ 17,000
Strat	Amend the Policy Statement project (strat plan item # 10,16,22,23)	10,000	TAS	*100%*	$ 10,000
Strat	Develop heritage overlay mapping	30,000	LPS	*0%*	$ -
Strat	Secretariat Function (Strat Plan item # 21)	12,000	TAS	*100%*	$ 12,000
Strat	Freshwater stretegy (Strat Plan item #7) - completion of phase 1	30,000	LPS	*0%*	$ -
TC	Goverance, Operations, and Management review	75,000	TC-LPS	*15%*	$ 11,202
PY	Prior Year project carry over: Policy Statement Amendment, phase 1	10,000	TAS	*100%*	$ 10,000
PY	Prior Year project carryover - Eelgrass mapping phase 1	50,000	LPS	*0%*	$ -
	Total transfer from General Revenue Surplus Fund (GRSF)	**363,000**			**100,202**

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	January 20, 2021
From:	Trust Area Services	**Date Prepared:**	January 12, 2021
SUBJECT:	**2021/22 Budget Public Consultation Survey**		

PURPOSE:

To seek endorsement from Financial Planning Committee on a draft survey for the 2021/22 budget consultation program.

BACKGROUND:

The Financial Planning Committee has the responsibility to co-ordinate an effective annual budget process that includes designing the process for public input. On November 12th, 2020, the Financial Planning Committee approved draft communication materials for the 2021/22 budget consultation process and made the following resolution:

> ***FPC-2020-057***
> *that Financial Planning Committee request staff to include actual expenditures in each of the fiscal years shown in the Annual Percentage Change in Property Taxes Since 2012/13 (excludes Bowen Island Municipality) Table, and the proposed budget amount for 2021/22, all in the interest of complete transparency to the public.*

The Committee also suggested amending the draft survey by changing the phrasing of some questions, including mention of COVID-19, and including more questions on planning and bylaw compliance and enforcement funding. Staff have made changes to the survey and are returning it to FPC for further review and comment.

<u>2021/22 Consultation Promotion</u>

Islands Trust will issue a news release, subscriber message, and social media posts (minimum of two tweets and two Facebook posts). Along with the purchased advertisements in newspapers (Bowen Island Undercurrent, Gulf Islands Driftwood, Gabriola Sounder, Coast Reporter, Hornby Tribune, and Denman-Hornby Grapevine), staff has purchased ads in monthly publications (Active Page, Saturna Scribbler, Our Isle and Times, Mayneliner, Pender Post, The Flagstone). Staff is also purchasing an online banner display ad on the Salt Spring Exchange website. In addition, staff will be directly e-mailing non-profit organizations on the islands to encourage them to advise their members of the survey opportunity.

In response to feedback from a trustee and member of the public, staff are also exploring on-island paper-based survey options and/or mailings notifying residents of the surveys for the Saturna Island and Galiano Island Local Trust Areas.

ATTACHMENT:

1. DRAFT Survey regarding the draft 2021/22 Trust Council budget

FOLLOW-UP: Staff will amend the survey as requested by FPC. The survey will be open from January 22nd to February 7th (17 days) and survey results will be brought to the February 17th, 2021 FPC meeting.

Prepared By: Gillian Nicol, Program Coordinator, Trust Area Services

Reviewed By/Date: Clare Frater, Director, Trust Area Services, January 14, 2021
Julia Mobbs, Director, Administrative Services, January 15, 2021

DRAFT #2

Islands Trust 2021/22 Budget Survey

We Need Your Input!

Thank you for taking the time to complete our Budget 2021/22 survey.

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

Survey Closes

Sunday, February 7th, 11:59 p.m.

Anonymous Survey and Personal Information

When you complete the survey you are anonymous.

Survey results, and any other input we get about Budget 2021/22, may be shared publically 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.

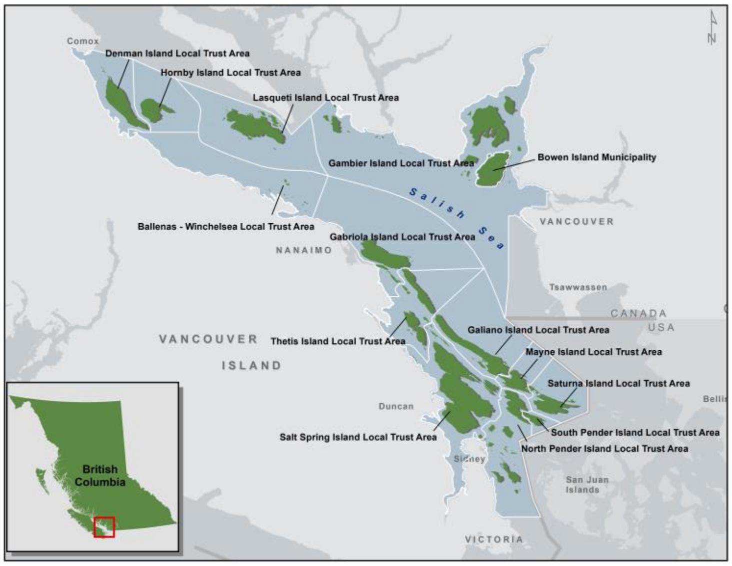
Tell us about yourself

The Islands Trust Area occupies almost 5,200 square kilometres within the Salish Sea.

QUESTION:

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

- ☐ I am a member of a Coast Salish First Nation
- ☐ I am a part-time resident
- ☐ I am a full-time resident
- ☐ I am a visitor
- ☐ Other Please explain: ___________________________
- ☐ I do not wish to answer



The Islands Trust Area is made up of 13 local trust areas (like communities within a district) and Bowen Island Municipality.

QUESTION:

Which one do you feel most connected with?

- ☐ Ballenas-Winchelsea
- ☐ Bowen
- ☐ Denman
- ☐ Gabriola
- ☐ Galiano
- ☐ Gambier
- ☐ Hornby
- ☐ Lasqueti
- ☐ Mayne
- ☐ North Pender
- ☐ Salt Spring
- ☐ Saturna
- ☐ South Pender
- ☐ Thetis
- ☐ The entire Islands Trust Area
- ☐ Other _____________

Proposed 2021/22 Budget

Islands Trust works to preserve and protect over 450 islands in the Salish Sea 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. This year, COVID-19 has impacted families, businesses, and the operations of the Islands Trust so, more than ever, we want your input.

In developing the proposed budget for 2021/22 ($8,791,660), the Islands Trust Council assumes that the Islands Trust will maintain existing service levels and implement the 2018-2022 Strategic Plan. View breakdown of the draft budget numbers here.

Highlights of the proposed 2021/22 budget:

- 7.3% increase in total expenditures, which includes $227,000 in spending associated with new grant funds
- 3.25% projected tax increase overall for the Islands Trust Area (other than Bowen Island Municipality), plus 0.87% new tax funds from Non-Market (NMC) factors such as new development and zoning changes
- 5.1% projected general tax increase in Bowen Island Municipal tax levy
- $522,000 draw from accumulated surplus funds
- Climate actions funded through regular operations and Strategic Plan projects
- Trust Council's Reconciliation Action Plan funded through regular operations and program funding
- Wage increases per union agreements and Public Service policies:
  - 2.0% wage increase for all union staff per the British Columbia Government Employees Union (BCGEU) Collective Agreement
  - Up to 1.5% effective wage increase for excluded staff per the Public Service Agency Management Classification and Compensation Framework rules.
  - 1.2% increase to trustee base remuneration. Learn more.

Annual % change in property taxes (excludes Bowen Island Municipal levy), approved budget expenditures, and actual expenditures since 2012/13.

Fiscal Year	% Property Tax Change (excludes increase due to non-market increase)	Approved Operating Budget Expenditures[1]	Actual Expenditures[2]
2021/2022 (proposed)	3.25%	8,758,460	Not Applicable
2020/21	0%	8,096,211	Not Available
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	1.3%	6,892,192	6,500,914
2012/13	0%	6,762,473	6,347,261

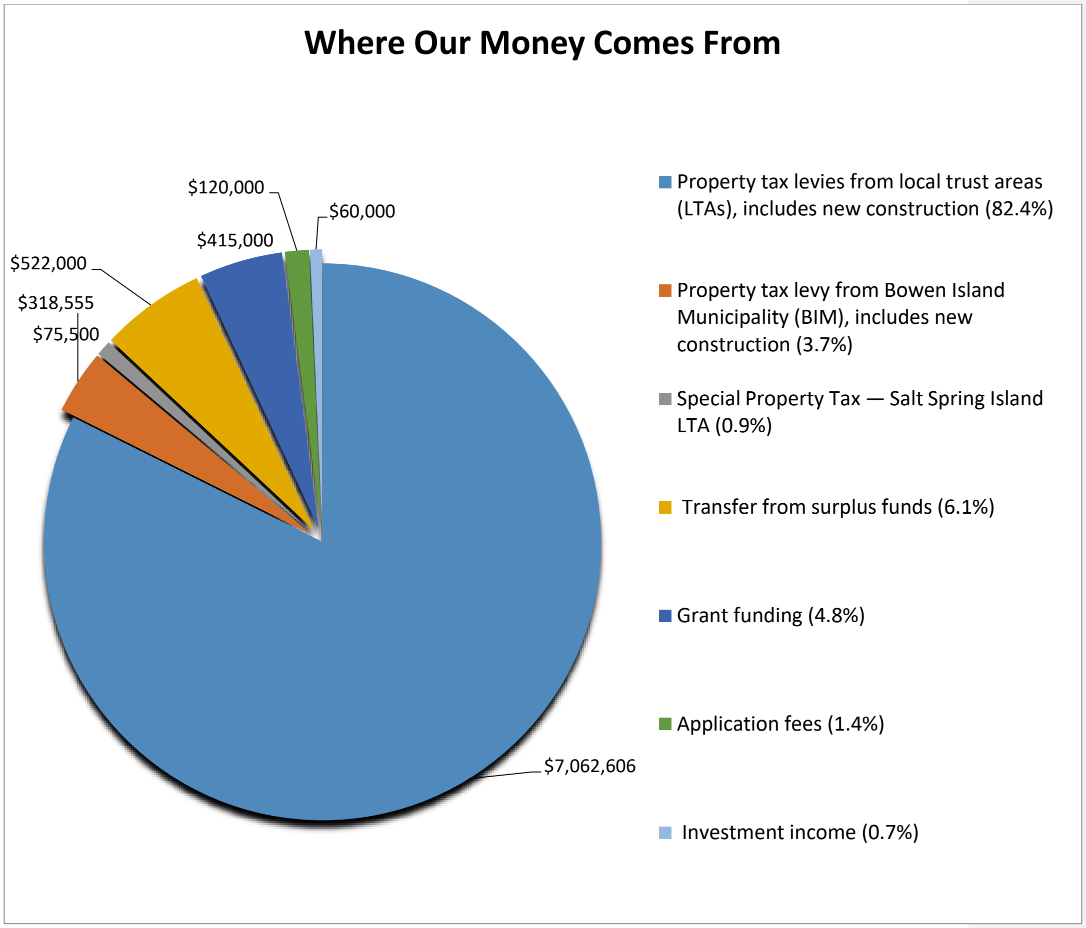
Revenue: Where We Get Our Funding

In the 2021/22 fiscal year, our proposed budget would be funded from:

- Property taxes in local trust areas
- Bowen Island municipal property tax levy
- Grant funding
- Applications fees (development permits and rezoning applications)
- Transfer from Islands Trust surplus funds
- Salt Spring Island Local Trust Area special tax levy

[1] The operating budget excludes purchases of tangible capital assets and includes amortization expense, which aligns with financial reporting for Actual Expenditures

[2] As reported in the annual audited financial statements



QUESTION 1:

What Budget Principles do you Support?

- ☐ 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

Why did you make this choice? ________________________________

Salt Spring Island Special Tax Levy

A special property tax levy is a mechanism by which the Islands Trust funds 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 taxing power 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.

Commented [GN1]: This section will only appear when SSILTA is chosen.

QUESTION 2:

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

- ☐ Yes
- ☐ No
- ☐ I don't know
- ☐ I don't have an opinion

QUESTION 3:

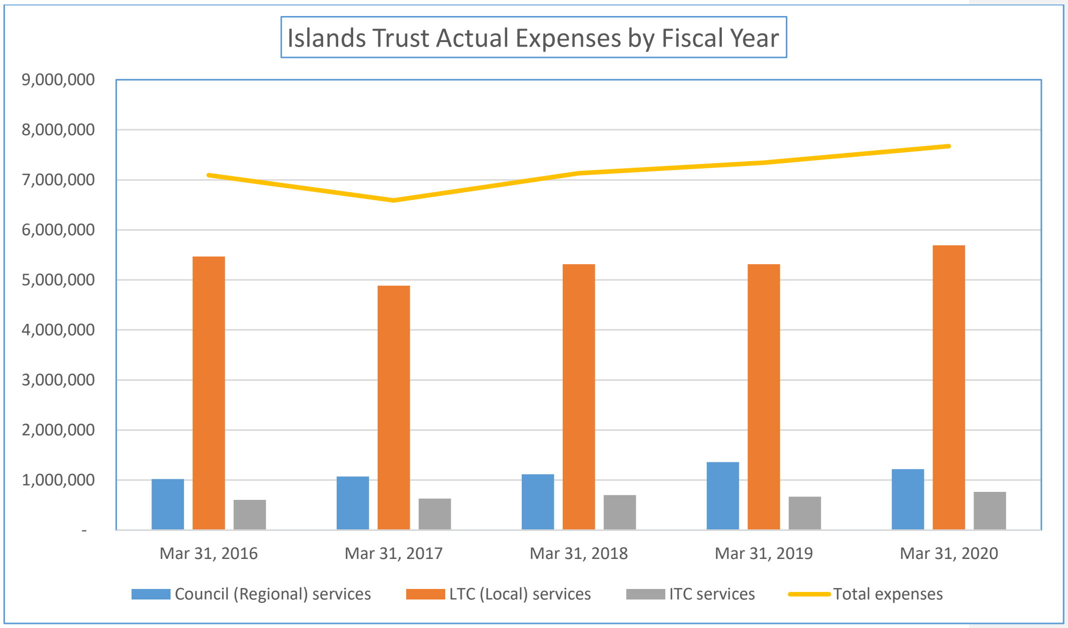
The special property tax requisition to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island in 2021/22 is proposed to be $75,500.

Is this amount:

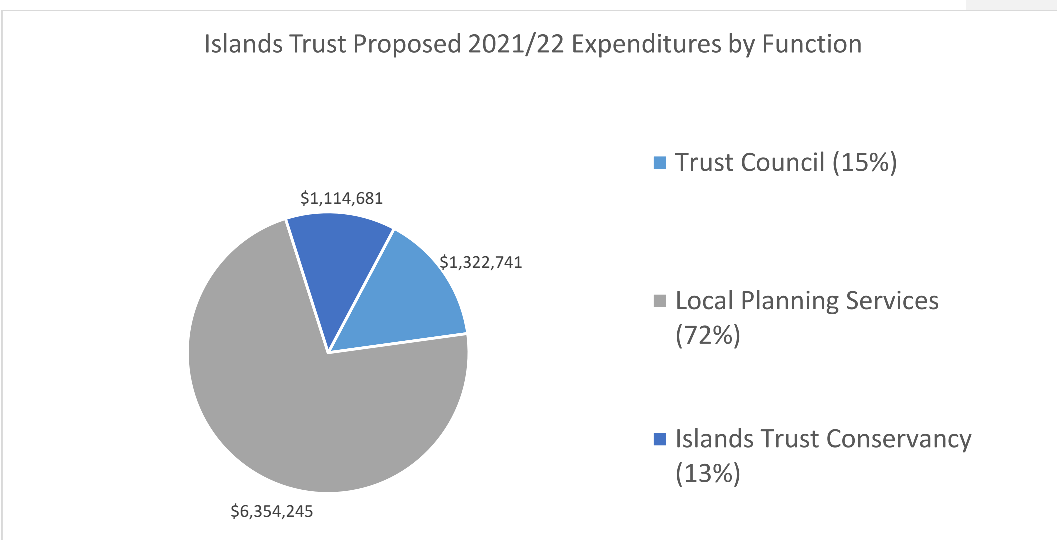
- ☐ Too much
- ☐ Too little
- ☐ Just right
- ☐ I don't know
- ☐ I don't have an opinion

Expenditures: Where Our Money Goes

The 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 draft budget.



Islands Trust Actual Expenses by Fiscal Year
9,000,000
8,000,000
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
-
Mar 31, 2016
Mar 31, 2017
Mar 31, 2018
Mar 31, 2019
Mar 31, 2020
Council (Regional) services
LTC (Local) services
ITC services
Total expenses

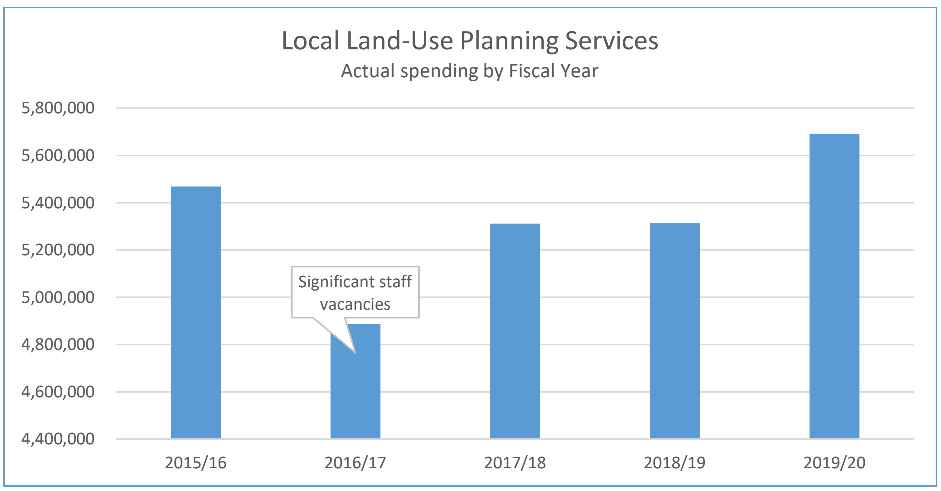


Islands Trust Proposed 2021/22 Expenditures by Function
$1,114,681
$1,322,741
$6,354,245
Trust Council (15%)
Local Planning Services (72%)
Islands Trust Conservancy (13%)

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



QUESTION 4:

Would you like to see funding for local land use planning services:

- ☐ Increased
- ☐ Decreased
- ☐ Stay the same
- ☐ I don't have an opinion

Please explain your answer:_________________

QUESTION 5:
Would you like funding for long-term planning work (official community plans/land use bylaws):

- ☐ Increased
- ☐ Decreased
- ☐ Stay the same
- ☐ I don't have an opinion

Please explain your answer:_________________

QUESTION 6:
In terms of your support for increased funding for long-term planning work, would you still support this if it meant less funding for application processing, resulting in slower application processing times?

- ☐ Yes
- ☐ No
- ☐ I don't have an opinion

Please explain your answer:_________________

QUESTION 7:
Would you like to see funding for bylaw compliance and enforcement:

- ☐ Increased
- ☐ Decreased
- ☐ Stay the same
- ☐ I don't have an opinion

Please explain your answer:_________________

Regional Programs

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

- Public education programs (e.g. Community Stewardship Award program; educational workshops on topics such as water, climate action, species at risk)
- Legislative services (e.g. Freedom of Information requests)

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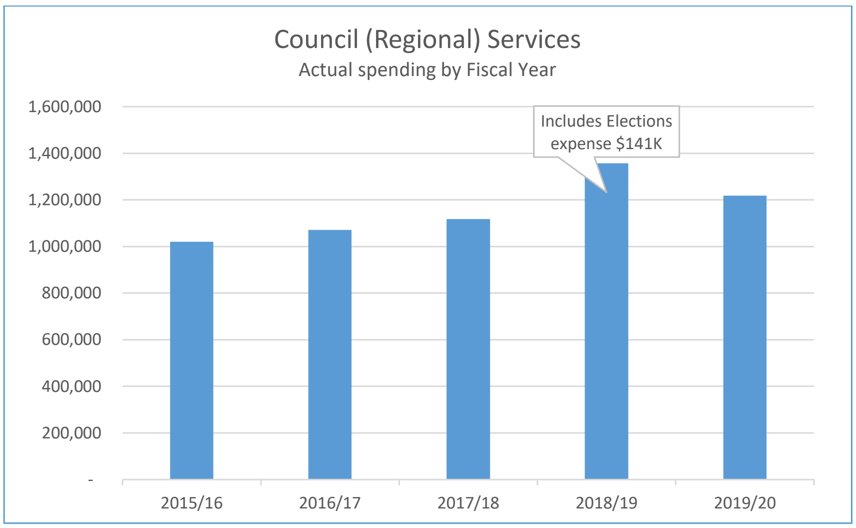
- Communications (e.g website, social media, advertising, publications, news releases)
- Intergovernmental relations (e.g. reconciliation, agreements with other levels of government, hosting of coordination events)
- Trust Area-wide policy management, including the Policy Statement (e.g. updating, interpreting)
- Advocacy (e.g. lobbying about topics such as marine shipping safety, climate action)
- Islands Trust Council meetings and Council committee meetings



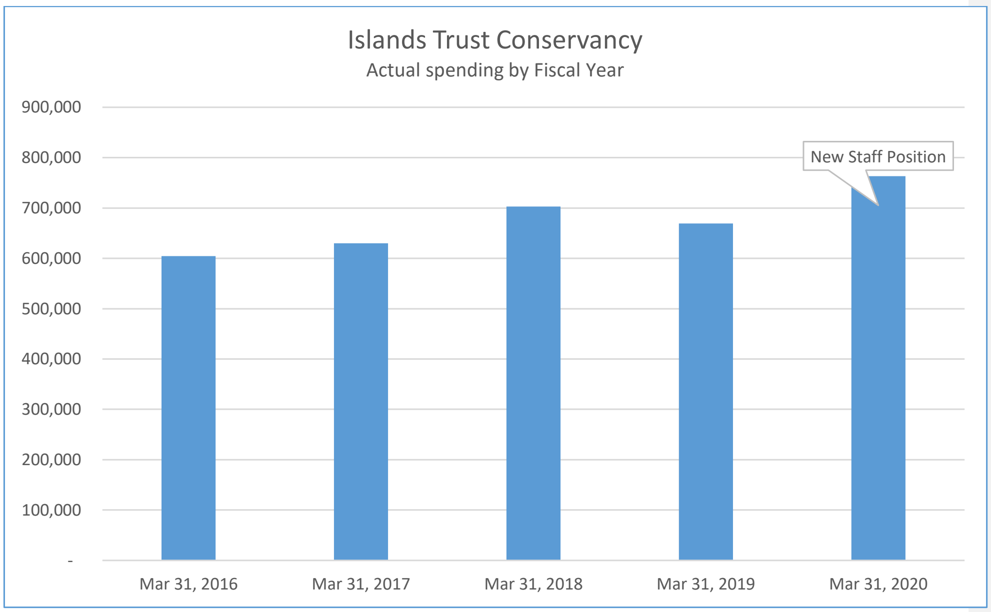
QUESTION 8:
Would you like to see funding for regional programs and services:

- ☐ Increased
- ☐ Decreased
- ☐ Stay the same
- ☐ I don't have an opinion

Please explain your answer:_________________

Islands Trust Conservancy

The ecosystems of the Islands Trust Area are among the most at risk in Canada. The Islands Trust Conservancy protects natural landscapes (1,307 hectares) across the region within 30 nature reserves and 76 conservation covenants. Islands Trust Conservancy empowers property owners to protect private land through innovative programs, covenants and volunteer conservation initiatives. The Conservancy's administration costs, including the costs of managing the 106 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, 2020, the Conservancy's nature reserves had a combined BC Assessment Value of over $19.2 million. In 2021-22, the Islands Trust Conservancy will also receive $205,000 in external funding for a Species at Risk Program through Environment and Climate Change Canada which is part of a three-year grant totalling $597,000.



QUESTION 9:
Would you like to see funding for the Islands Trust Conservancy?

- ☐ Increased
- ☐ Decreased
- ☐ Stay the same
- ☐ I don't have an opinion

Please explain your answer:________________

Climate Action

The Islands Trust mandate to preserve and protect the Islands Trust Area has a climate action focus that is strengthened by the Islands Trust Council's Strategic Plan 2018-2022. The following strategic climate action projects are proposed for 2021/22 for a combined cost of $236,000 (excluding overhead costs such as staff resources associated with the projects).

Please rate the following planned climate-action activities according to their importance to you:

- Stewardship education programming – program activities still to be determined.
- Islands Trust Policy Statement updating with input from First Nations, the public and referral agencies.
- Secretariat program which gives administrative support for regional coordination groups
- Climate change indicator development
- Technology requirements for online streaming of Islands Trust in-person public meetings to foster transparency and public engagement
- Mapping the extent of eelgrass beds throughout the Trust Area
- Completion of Freshwater Sustainability Strategy (Phase 1)
- Finish groundwater mapping and develop water budgets for groundwater aquifers in the Trust Area
- Develop model bylaws for local trust committees/Bowen Island Muncipality that address groundwater use, rainwater catchment and greywater recycling to use promote freshwater sustainability
- Develop model bylaws for local trust committees/Bowen Island Muncipality to use to exchange bonus density for affordable housing

QUESTION 10:
Would you like to see increased funding for climate action?

- ☐ Yes
- ☐ No
- ☐ I think funding is appropriate
- ☐ I don't have an opinion

Please explain your answer:_________________

Tell Us More

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

QUESTION 11:

How do you prefer to receive information from the Islands Trust? Select all that apply.

- ☐ Local newspaper
- ☐ Email
- ☐ Direct mail
- ☐ Islands Trust website
- ☐ Facebook
- ☐ Twitter
- ☐ Online community bulletin boards
- ☐ Meetings of the local trust committee
- ☐ Meetings of Bowen Island Municipality
- ☐ Other (please specify): ________________

QUESTION 12:

How did you hear about this survey?

- ☐ Community blog or website (apart from Islands Trust)
- ☐ Email from Bowen Island Municipality
- ☐ Email from the Islands Trust
- ☐ Facebook
- ☐ Twitter
- ☐ Other social media
- ☐ Islands Trust website
- ☐ Local trustee
- ☐ Newspaper advertisement
- ☐ Newspaper article
- ☐ Word of mouth
- ☐ Other ______________________________

QUESTION 13:

Please indicate your age:

- ☐ 12-24
- ☐ 25-39
- ☐ 40-59
- ☐ 60-79
- ☐ 80+
- ☐ I don't wish to answer.

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

Thank you for taking the Budget 2021/22 Survey. Gathering input from the people we serve helps us to understand different viewpoints and make decisions that reflect them. Your contribution to the budget process is greatly appreciated!

Send Us Feedback Anytime

We'd like to hear from you! Any time you'd like to give us feedback, go to:
http://www.islandstrust.bc.ca/connect/share-your-ideas/

You can connect with our Conservancy at: http://www.islandstrustconservancy.ca/contact-us.aspx

Stay Up-to-Date

Want to stay up-to-date with the Islands Trust? You can sign up for news and information at:
http://www.islandstrust.bc.ca/connect/stay-informed/subscribe-or-unsubscribe/

If it's Conservancy news and information you want, go to:
http://www.islandstrustconservancy.ca/subscription/

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	January 20, 2021
From:	**Director, Trust Area Services**	**Date Prepared:**	January 7, 2021
SUBJECT:	**2021/22 Tax Notice Insert**		

PURPOSE:

To seek feedback regarding a draft Islands Trust tax notice insert for 2021/22.

BACKGROUND:

In August 2019, Islands Trust learned that it was eligible to include a Rural Tax Notice Insert in the mailing of Rural Property Tax Notices by the Ministry of Finance, with associated mailing costs paid by the Ministry of Finance. As far as current staff are aware, Islands Trust has not previously used this service or mailed information about the Islands Trust to all taxpayers. A draft insert was prepared and approved by Financial Planning Committee in February 2020 (attached) but near the end of March, 2020, the Executive Committee decided to defer sending it out for one fiscal year due to the COVID-19 pandemic.

A finalized tax notice insert must be submitted to the Province by April 1 each year as a file attachment. The insert will be printed on yellow legal-sized paper in greyscale, as per Ministry requirements.

Staff have attached the draft 2020/21 insert for discussion, to inform the draft of the 2021/22 insert planned for circulation to all Trust taxpayers. As this is the first insert to be sent by Islands Trust, the notice provides general information about Islands Trust and basic budget information. Staff are already working on minor editorial changes and updates to the budget information. Staff are providing the draft insert to Financial Planning Committee for feedback.

Staff are in conversation about the possibility of including an insert in the tax notice sent by Bowen Island Municipality. If this becomes a possibility, staff plan to work on a custom notice for Bowen Island.

ATTACHMENT(S):

1. DRAFT tax notice insert for 2020/21

FOLLOW-UP: Staff will integrate feedback received and send to the graphic designer for revisions. The final draft insert will be provided to the Financial Planning Committee for review at their February 17, 2021 meeting. This final insert will be amended to incorporate any feedback from Financial Planning Committee and again, as needed, after Trust Council approval of the 2021/22 budget in March, and then sent to provincial staff before the April 1 deadline.

Prepared By: Clare Frater, Director, Trust Area Services
Reviewed By/Date: Director, Administrative Services/January 7, 2021

Islands Trust

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

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.

Programs and Services

The Islands Trust Council supports the preserve and protect mandate through region-wide programs and services. They advocate about 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 landowners, donors, First Nations and island organizations, the Conservancy has protected more than 1,300 hectares of land and over 105 properties through conservation covenants and nature reserves.

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.

Natural Area Protection Tax Exemption Program (NAPTEP)

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.
- ✓ The Islands Trust Conservancy will visit the land annually and work with landowners to ensure ongoing protection.

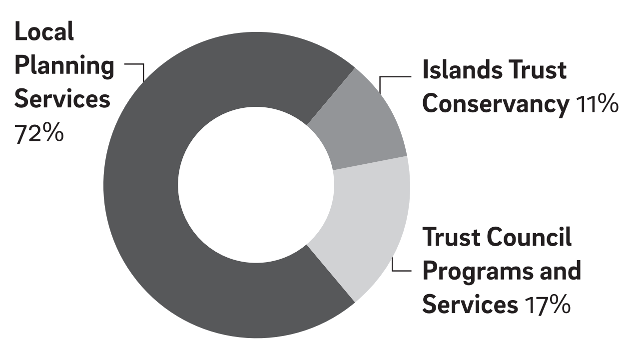
Questions? E: itcmail@islandstrust.bc.ca T: 250-405-5191

Islands Trust Budget 2020/21

Following public input by 750 people, the Islands Trust Council adopted its 2020/21 budget in March 2020. The budget features:

- A 5% increase in total expenditures for a budget of $8.3 million.
- A 2% base tax increase for the Islands Trust Area as a whole* (other than Bowen Island Municipality) plus an additional 1.3% in new tax revenue from new construction and property class changes.
- A 5.1% net tax decrease in the Bowen Island Municipal tax levy.
- A $501,150 draw from surplus funds to balance the budget (surplus funds are unspent monies accumulated from previous years).

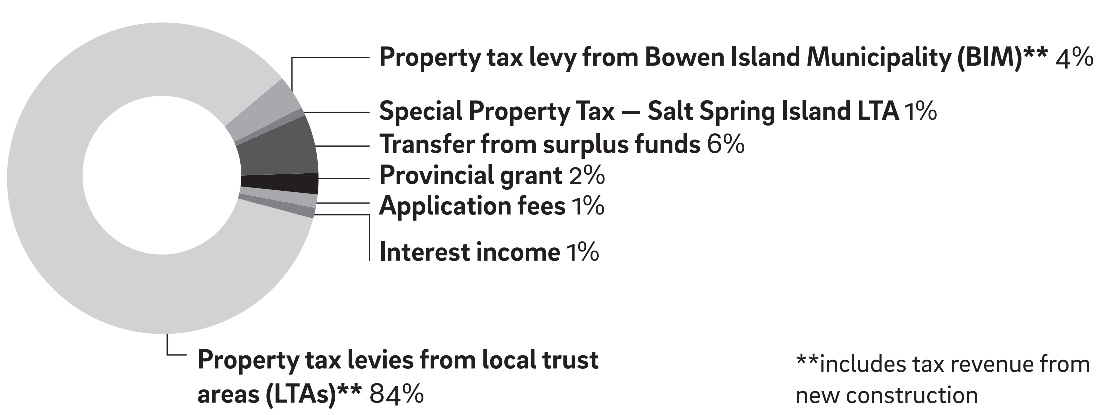
Where we spend our money



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

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.

Where our money comes from



**includes tax revenue from new construction

For more information or to subscribe for regular update e-mails:

islandstrust.bc.ca
islandstrustconservancy.ca

April 2020

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:**	January 20, 2021
From:	Stefan Cermak, A/Director, Local Planning Services	**Date Prepared:**	January 15, 2021

SUBJECT: **Regional Planning Committee 2021/22 Budget Amendments Pending Receipt of Grant**

PURPOSE:

The purpose of this briefing is to inform the Financial Planning Committee of resolutions made by the Regional Planning Committee (RPC) requesting amendment of the draft 2021/22 budget, subject to approval of grant funding from the provincial Healthy Watersheds Initiative.

BACKGROUND:

In December 2020, staff identified a grant opportunity with the Healthy Watersheds Initiative that could provide funding for a number of Islands Trust projects already identified as top priorities for Trust Council and/or Local Trust Committees. As the remaining window of time to submit a grant application was short, staff recommended a special meeting of the Regional Planning Committee to discuss the proposed use of grant funds, should the Islands Trust application be approved.

At its special meeting on December 22, 2020, the RPC passed the following resolutions in relation to this Healthy Watershed Initiative grant:

> ***RPC-2020-081***
> *that Regional Planning Committee approve the allocation of $90,000 of funding from Healthy Watersheds Initiative to support the development of a Freshwater Sustainability Strategy.*
>
> ***RPC-2020-082***
> *that Regional Planning Committee approve the allocation of $90,000 of funding from the Healthy Watershed Initiative to support implementation demonstration projects as identified in the December 22, 2020 Request For Decision.*
>
> ***RPC-2020-083***
> *that Regional Planning Committee endorse the revised Freshwater Sustainability Strategy Project Charter to include Phase 2.*
>
> ***RPC-2020-084***
> *that Regional Planning Committee request staff to advise the Financial Planning Committee of the budget adjustment for this project, removing the request of $30,000 and replacing with a grant of $180,000 from the Healthy Watershed Initiative Grant for FY2021/22 budget, pending approval of the grant.*

RPC-2020-085
that Regional Planning Committee endorse the business case for a Watershed Ecosystems Technologist co-op student position for the summer 2021 term.

RPC-2020-086
that Regional Planning Committee request staff to advise the Financial Planning Committee to adjust the budget by $18,000 to accommodate Watershed Ecosystems Technologist co-op student position for the summer 2021 term, subject to the approval of Healthy Watershed Initiative grant funding.

DISCUSSION:

Staff introduced this initiative to RPC via Request For Decision (Attachment 1), indicating that the Healthy Watersheds Initiative grant opportunity provides for advancing the Freshwater Sustainability Strategy (FWSS) and Reconciliation – both topics of priority for Trust Council in their strategic plan. The Healthy Watersheds Initiative is a program created by the Province of BC intended to improve the health of watersheds, create economic and skills development opportunities, generate new learning, and strengthen relationships with First Nations and Indigenous-led organizations in ways that support reconciliation. The program is managed by the Real Estate Foundation of BC in partnership with Watersheds BC.

The proposed work would build on the first phase of the FWSS project already underway in the current fiscal with $20,000 that was approved in the current 2020/21 budget. Because this and other top priority projects are already identified work of Trust Council and LTCs, Islands Trust is in a strong position to be able to take advantage of this funding and meet the grantor deadlines and deliverable requirements.

At the same special meeting, the Regional Planning Committee also discussed the business case for a new co-op student position (Attachment 2) in the fiscal 2021/22 draft budget. The value of the position is in helping the Senior Freshwater Specialist manage the extra work of multiple ongoing projects funded by the grant, and is conditional on obtaining the grant.

ATTACHMENTS:

Supportive Material from the December 22, 2020 Regional Planning Committee Agenda:

1. RFD to RPC Regarding: Watersheds BC Fund for Freshwater Sustainability Strategy and Implementation
2. RFD to RPC Regarding: Business Case for a temporary Watershed Ecosystems Technologist, university co-op student position in Summer 2021

FOLLOW-UP: Once the grant approvals are received, staff will request budget amendments. It is hoped that the grant approvals will be received in time for the Financial Planning Committee's review during their February 17th, 2021 regular business meeting.

Prepared By: **Stefan Cermak, A/Director of Local Planning Services**
Reviewed By/Date: **Julia Mobbs, Director, Administrative Services/ January 15, 2021**

Islands Trust

REQUEST FOR DECISION

To:	Regional Planning Committee	**For the Meeting of:**	December 22, 2020
From:	David Marlor, Director, Local Planning Services	**Date Prepared:**	December 18, 2020

SUBJECT: **Watersheds BC Fund for Freshwater Sustainability Strategy and Implementation Projects**

RECOMMENDATIONS:

1. **That Regional Planning Committee approve the allocation of $90,000 of funding from Healthy Watersheds Initiative to support the development of a Freshwater Sustainability Strategy.**

2. **That Regional Planning Committee approve the allocation of $90,000 of funding from the Healthy Watershed Initiative to support implementation demonstration projects as identified in the December 22, 2020 request for decision.**

3. **That Regional Planning Committee endorses the revised Freshwater Sustainability Strategy Project Charter to include Phase 2.**

4. **That Regional Planning Committee request staff to advise the Financial Planning Committee of the budget adjustment for this project, removing the request of $30,000 and replacing with a grant of $180,000 for FY2021/22 budget.**

DIRECTOR COMMENTS:

The Healthy Watersheds Initiative grant opportunity became known to staff within the last month, and the opportunity was made public in early December. Given the tight timelines for the grant, and the opportunities the grant provides for advancing the Strategic Plan freshwater water initiatives, as well as reconciliation, Staff is recommending changes to the project charter to accommodate the grant funding.

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1 PURPOSE:

The purpose of the report is to provide background on the Healthy Watersheds Initiative (HWI) funding of $180,000 that the Islands Trust is currently eligible to receive and the options provided to the HWI for the use of the funding.

2 BACKGROUND:

The Regional Planning Committee (RPC) is asked to consider the allocation of HWI funding now, ahead of the budget draft decision in March 2021, as the funding agreement with HWI needs to be signed by January 15, 2021. Projects must be completed by December 15, 2021.

The Healthy Watersheds Initiative

The Healthy Watersheds Initiative is a program created by the Province of BC intended to improve the health of watersheds, create economic and skills development opportunities, generate new learning, and strengthen relationships with First Nations and Indigenous-led organizations in ways that support reconciliation. The program is managed by the Real Estate Foundation in partnership with Watersheds BC. The initial process to identify projects was informal and under tight timelines, mostly due to the 2020 provincial election. The turn-around for project confirmation after the announcement of funding eligibility was very tight, about two weeks.

In late 2020, Islands Trust Staff retained a consultant to undertake the first phase of the Freshwater Sustainability Strategy (FWSS). The FWSS, along with a number of related “shovel ready” projects available to fund, places the Islands Trust in a position to be able to take advantage of this funding and meet the grantor deadlines and deliverable requirements.

Timeline

- **September 17, 2020:** Provincial Governments Announces $27 million investment in watershed security post-election.

- **October 2020:** Islands Trust staff was approached by Watersheds BC to identify “shovel ready” projects that would meet the criteria for a potential funding program focused on supporting watershed protection and freshwater sustainability. Staff provided options and budget estimates.

- **November 2020:** The HWI funding program officially announced.

- **December 3, 2020**: Islands Trust was identified as eligible for $180,000 in funding from the HWI.

- **December 18, 2020**: Islands Trust Staff were required to provide project work plans to include allocation of funding to encourage advancement of employment opportunities to create inclusive work experience, specifically for equity seeking group such as Indigenous and racialized people, women, youth, LGBTQ2S+ communities, and persons with disability.

- **January 15, 2021:** HWI funding agreement signing deadline.

- **December 15, 2021**: All work must be completed

Islands Trust “Shovel Ready” Project Options

As a result of the early development of the Freshwater Sustainability Strategy, a number of related potential implementation projects that can benefit from appropriate funding have been identified. Islands Trust staff were able to provide Watersheds BC with budget estimates of these implementation projects that would meet the tight timelines of the HWI funding in addition to content criteria and the interests of economic recovery and employment creation.

Freshwater Sustainability Strategy - $20,000 (IT) + $90,000 (HWI)

At the May 20, 2020 RPC meeting, the Committee endorsed a project charter to undertake Phase 1 of the Freshwater Sustainability Strategy. The FWSS is comprised of two development phases (Phase 1 and Phase 2), an implementation phase (Phase 3) and an evaluation and update phase (Phase 4). At the time, only $20,000 was available to the project. A consultant was retained through a Request For Proposal (RFP) process in October 2020.

The consultant identified cost estimates for Phase 1 and 2 based on similar work for other jurisdictions:

Phase 1 (Scoping and Situation Analysis) - $50,000
Phase 2 (Strategy Development and Options) - $60,000

The existing funding available to the project from the Islands Trust 2020/21 budget ($20,000) is being used to initiate Phase 1. It was anticipated Phase 1 would be funded with an additional $30,000 out of its 2021/22 budget.

The HWI funding will cover the additional $30,000 needed to complete Phase 1 as well as the $60,000 needed for the completion of Phase 2. The intention of increased funding is to enable Phase 1 and Phase 2 strategy to be completed by June 2021 providing time for Phase 3 and prioritization of implementation projects and next step options in the 2022/23 fiscal year.

Implementation Demonstration Projects - $90,000 (HWI)

When Islands Trust Staff was initially asked by Watersheds BC to provide budget estimates for the Healthy Watersheds opportunity, staff was working with original estimates provided in the proposal by the successful consultant of the FWSS procurement process. Staff included additional funding for communications and implementation of demonstration projects in the estimate.

Islands Trust received confirmation from Watersheds BC of the potential to receive the $180,000 just two weeks before requiring detailed project plans. Discussions with Trust Area Services, the Senior Freshwater Specialist, the Senior Intergovernmental Policy Advisor and the Local Planning Services management team were had to determine possible options.

The criteria used to identify options were:

- Ability to support HWI criteria to encourage advancement of employment opportunities to create inclusive work experience, specifically for equity seeking group such as Indigenous and racialized people, women, youth, LGBTQ2S+ communities, and persons with disability.
- Economic recovery for BC communities and possible creation of jobs for residents of the Islands Trust Area.
- How “shovel ready” potential implementation projects are. Is the project already underway? Does it have a project charter? Is it on an LTC top priority list? Has it been introduced to Trust Council? Are the projects funded? Do they need more funding?
- First Nations reconciliation and engagement.
- Opportunity to support of climate adaptation.
- The ability of the potential implementation project to leverage future funding for those projects or similar projects within the Islands Trust.
- If the project can be complete by December 15th, 2021.

The projects identified are as follows:

Heritage Preservation Overlay Mapping (HPOM) Phase 1 (HWI Fund $25,000)
This project was introduced to Trust Council on December 1, 2020, with a proposal for $30,000 to support the project. Phase 1 of the project focuses on data collection and research. With the HWI funding going to Phase 1, the project will be able to move into Phase 2 (the methodology and mapping implementation) before the end of the 2021/22 fiscal year. Supporting this project with HWI funding will enable a holistic focus on the significance of watershed ecosystems to First Nations heritage and culture. This project will be undertaken by an indigenous owned business by indigenous employees which

satisfies the HWI funder's interest and criteria. The Senior Intergovernmental Policy Advisor suggested that connecting the HPOM project to the FWSS will help facilitate more meaningful engagement in the FWSS process and ensure that the projects meet reconciliation goals set out within the Islands Trust.

Hornby Island Drinking Water and Watershed Protection Project (HWI Fund $25,000)
This project will provide essential funding to an on-island drinking water quality monitoring program under the auspices of the Hornby Water Stewardship Project. The Hornby Water Stewardship Project produced a water plan in 2016 and the Hornby Island Local Trust Committee has a top priority of Watershed Protection since 2017 enabling the Senior Freshwater Specialist to provide an advisory role in their projects. In 2018 an on-island pilot testing project was undertaken to collect groundwater quality samples from ten volunteers from across the island to test for coliform bacteria and E.coli using an affordable methodology for on-island testing. The sampling service is now located in the Hornby Spark, a community driven makerspace.

Lasqueti Island Drinking Water and Watershed Protection Project (HWI Fund $25,000)
This project will provide essential funding to an on-island drinking water quality monitoring program under the auspices of the Pete's Lake Water Users Society. The Society holds a water license to provide water distribution to many domestic households and essential community infrastructure. Pete's Lake is currently on a permanent boil water advisory from Vancouver Island Health Authority. In response to this advisory, the society undertook an on-island pilot water quality testing project in 2019 to collect samples from several locations on the water distribution testing for coliform bacteria and E.coli using an affordable methodology. The sampling service is similar to the Hornby Water Stewardship pilot project. Since 2018, Lasqueti Island Local Trust Committee has maintained a top priority of water sustainability enabling the Senior Freshwater Specialist to provide an advisory role to the Pete's Lake Water Society.

Salt Spring Island Stream Restoration ($5,000)
The Islands Trust Conservancy (ITC) stewards several streams as they pass through protected areas on Salt Spring Island. $5,000 will be allocated to restoration work along two streams: Mawhinna Creek and McFadden Creek. ITC will work with a Salt Spring Island-based restoration professional to assemble a local work team to remove English Ivy that has invaded the riparian area and plant native species. The project will restore a biodiverse riparian area that will improve habitat and water quality both in-stream and in Walter Bay downstream. ITC will work with a local environmental professional to assess the health of the riparian area including water quality testing. This assessment will determine whether further intervention is necessary to protect water quality and habitat for Threespine Stickleback (*Gasterosteus aculeatus*) and Coastal Cutthroat Trout (*Oncorhynchus clarkii clarkii*), which are present in the creek.

Water licensing and water related development approvals processes communications ($10,000)
In response to interest from the K'òmoks First Nation, Trust Area Services would like to develop a graphic and video storyboard outlining water licensing requirements and water related development approvals processes to better inform First Nations and newcomers to the islands as well as current residents.

Summary of Project Funding

Project	Grant Funding HWI	Islands Trust Funding	Start	Finish
Grant Funding Start:	**-**	**-**	**Jan 15, 2021**	**-**
Freshwater Strategy Phase 1	$30,000	$20,000	Nov 2020	Mar 2021
Freshwater Strategy Phase 2	$60,000	-	April 1, 2021	Sep 2021
Heritage Mapping Phase 1	$25,000	-	Feb 2021	Nov 2021
Heritage Mapping Phase 2	-	$30,000	Nov 2021	Mar 31, 2022
Hornby Watershed protection	$25,000	-	Feb 2021	Dec 15, 2021
Lasqueti Watershed Protection	$25,000	-	Feb 2021	Dec 15, 2021
SSI Stream Restoration	$5,000	-	Feb 2021	Dec 15, 2021
Communications	$10,000	-	Feb 2021	Dec 15, 2021
HWI Final Report:	**-**	**-**	**-**	**Jan 15, 2022**
Total	**$180,000**	**$50,000**	**-**	**-**

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
A consultant is already in place for working on all elements of the FWSS. The implementation demonstration projects are a combination of projects with consultants identified, local organizations taking the lead, or already part of IT staff work program. Staff will be required to report out to the grantor in June and a final report in July.

As the Senior Freshwater Specialist will be providing technical support to the Hornby and Lasqueti projects in addition to current and accumulating workload, an RDF is being put forward to the RPC to support the hiring of a University of Victoria co-op student to provide support.

FINANCIAL:
The funding agreement based on detailed work plans provided on December 18, 2020, need to be signed by January 15, 2021, to meet the grant requirements. Work must be completed by December 15, 2021. There will be opportunity for minor adjustments to work plans once the agreement is signed.

As identified, the $30,000 for Part 1 of Phase 1 of the FWSS can now be covered by the HWI funding.

Demonstrating the value of implementation projects and having a strategy in place to identifying future priorities may lead to additional funding opportunities from a variety of sources, including the potential extension of the HWI program.

POLICY:
The development of the FWSS is supported by the Strategic Plan goals to "*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"*.

IMPLEMENTATION/COMMUNICATIONS:
The tight timeline of the HWI funding does not allow for time to effectively execute communications and engagement on the strategy. This will have to be considered in the allocation

for funding for its 2021/22 or 2022/23 budget year. The FWSS will identify communications options.

FIRST NATIONS:
First Nations engagement will be a key component of the development of the FWSS strategy. Being able to integrate with the Heritage Preservation Overlay Mapping project will provide the opportunity for more meaningful engagement as well as education for staff, trustees and Island residents of the interconnected nature of water and Indigenous cultural heritage.

OTHER:
By participating in the HWI, the Islands Trust becomes part of a cohort of 60 organizations. In addition to funding projects, the HWI endeavors to help facilitate peer learning and assist with First Nations engagement.

4 RELEVANT POLICIES:

Identified above.

5 ATTACHMENT:

1. Revised Project Charter

<u>RESPONSE OPTIONS</u>

Recommendations:

1. That Regional Planning Committee approve the allocation of $90,000 of funding from Healthy Watersheds Initiative to support the development of a Freshwater Sustainability Strategy.

2. That Regional Planning Committee approve the allocation of $90,000 of funding from the Health Watershed Initiative to support implementation demonstration projects as identified in the December 22 request for decision.

3. That Regional Planning Committee endorses the revised Freshwater Sustainability Strategy Project Charter to include Phase 2

4. That Regional Planning Committee request staff to advise the financial Planning Committee of the budget adjustment for this project, removing the request for $30,000 and replacing it with a grant of $180,000 for FY2021/22 budget.

Alternative:

1. That Regional Planning Committee not approve the allocation of $90,000 of funding from Healthy Watersheds Initiative to support the development of a Freshwater Sustainability Strategy.

   The RPC may decide not to receive funding for the FWSS. This will extend the timeline of the completion of the FWSS, and require future budget commitments of Trust Council to complete beyond the 2021/22 fiscal year. It will likely extend the completion of the Heritage Preservation Overlay Mapping project and the timing of the other projects would be uncertain. If this option is chosen, staff will continue with the ask for $30,000 for Fiscal Year 2021/22 to complete Phase 1 of the FWSS, and subsequently, provide options to the RPC for scope and funding of Phase 2 in Fiscal Year 2022/23.

2. That Regional Planning Committee not approve the allocation of $90,000 of funding from the Healthy Watershed Initiative to support implementation demonstration projects as identified in the December 22, 2020 Request For Decision.

   The RPC could choose not to approve the allocation of funding to the implementation projects that have been proposed. If the RPC choses to do this they may consider alternative projects in-lieu of the recommended projects. If the RPC does not include some implementation demonstration projects, it could lose a portion, or all, of the funding as one of the grant requirements is economic stimulus. It is recommended to meet that requirement, and the requirements are achievable during the grantor time constraints. Only minor alterations to the project proposed can be made once the grant is approved.

Prepared By: Narissa Chadwick, Island Planner

Reviewed By/Date: David Marlor, Director, Local Planning Services/December 18, 2020

Trust Council Freshwater Sustainability Strategy (TC-FWSS)- Phase 1 & 2: Scoping, Situation Analysis, Development and Evaluation of Strategy Options

Regional Planning Committee REVISION Date: December 22, 2020

Purpose: The Trust Council Freshwater Sustainability Strategy Development Process (Phase 1 and 2) will facilitate the identification and evaluation of options and opportunities to support existing Islands Trust initiatives and implement new approaches to supporting the long-term sustainability of freshwater in the Islands Trust Area.

Background: Islands Trust policy states that islands should be self-sufficient in their supply of freshwater. Freshwater sustainability has been a concern of the Islands Trust for decades. It is further threatened by climate change. In order to strengthen commitment to freshwater sustainability the 2018-2022 Strategic Plan identified freshwater stewardship as a top priority. $90,000 of provincial funding form the Healthy Watersheds Initiative has been designated to support the development of a freshwater sustainability strategy.

Objectives

- Complete a situation analysis of previous freshwater resource planning, data availability/ management and stakeholder perspectives
- Comprehensive engagement process to inform development of a draft FWSS
- Identification of FWSS options and opportunities

In Scope

- identifying/clarifying goals and targets
- identify IT jurisdiction with respect to FWSS
- situation analysis
- identifying knowledge and data gaps
- identifying policy gaps
- identifying best practices in other jurisdictions
- identifying and evaluating options and opportunities (to include estimating costs of next stages including webpage development)
- provision of budget estimates for implementation

Out of Scope

- Detailed technical work

Workplan Overview

Deliverable/Milestone	Date
Project Charter endorsed by Local Planning Committee	May 20, 2020
Initial scoping analysis with Islands Trust Staff	June, 2020
Terms of Reference and Request for Expressions of Interest created	July, 2020
Hiring Consultant	Oct, 2020
Completion of Situation Analysis	Jan-Feb 2021
Stakeholder Consultation	Feb – April 2021
Finalize Draft FWSS	April -June, 2021
Trust Council Approval of FWSS	Sept. 2021

Project Team

Narissa Chadwick, Island Planner	Project Manager
William Shulba, Freshwater Specialist	Technical Advisor
David Marlor, Director LPS	Project Sponsor
ECONICS/Compass	Consultant

Budget

Budget Sources: LPC $20,000 Grant: $90,000

Fiscal	Item	Cost
20/21	Consultant Work – initial work on Phase 1	$50,000
21/22	Consultant – finish Phase 1 and Phase 2	$60,000

Change Sheet:

Date	Amendment
Sept. 30	Phase 1 broken into two parts to address funding availability limit of $20,000 for 2020/21
Dec.17	Full Phase 1 and 2 added to be supported by Healthy Watershed Initiative funding, budget amended to include $90,000 grant from WatershedBC. Total budget including the $20,000 already allocated is $110,000.

Islands Trust

REQUEST FOR DECISION

To:	Regional Planning Committee	**For the Meeting of:**	December 22, 2020
From:	William Shulba, P.Geo Senior Freshwater Specialist	**Date Prepared:**	December 16, 2020

Subject: Business Case for a temporary Watershed Ecosystems Technologist, university co-op student position in Summer 2021

RECOMMENDATION:

1. **THAT the Regional Planning Committee endorse the business case for a Watershed Ecosystems Technologist co-op student position for the summer 2021 term.**

2. **THAT the Regional Planning Committee request staff to advise the Financial Planning Committee to adjust the budget by $18,000 to accommodate Watershed Ecosystems Technologist co-op student position for the summer 2021 term.**

DIRECTOR OF LOCAL PLANNING SERVICES COMMENTS:

Due to the tight deadlines imposed by the Healthy Watershed Initiatives grant, this co-op position will provide capacity for the Senior Freshwater Specialist to manage the various projects and deliverables subject of the grantor.

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1 PURPOSE

The purpose of the request for decision is to provide background on the proposed Watershed Ecosystems Technologist co-op student position for summer 2021. The intention of the position is to support the Senior Freshwater Specialist in the delivery of the implementation projects of the Freshwater Sustainability Strategy as well as local trust committee top priorities relating to freshwater.

2 BACKGROUND

The Regional Planning Committee considered the allocation of budget and staff time to the Freshwater Sustainability Strategy (FWSS) under an expanded scope to engage in the Healthy Watersheds Initiative grant from WatershedsBC. Staff has identified the need for a Watershed Ecosystems Technologist to assist the Senior Freshwater Specialist to undertake data management services and other technical deliverables in anticipation of the amount of staff time needed for the successful carrying out of the FWSS and HWI implementation projects. In addition to the existing *Southern Gulf Islands Groundwater Sustainability Strategy* and the *Islands Trust Groundwater Recharge Mapping* projects, currently applications, and inquiries Senior Freshwater Specialist could focus more on strategic goals if a Watershed Ecosystems Technologist is retained through a university co-op program in the summer of 2021. A promising goal of this position is to continue to engage in the University of Victoria Department of Geography student co-op program, which over the years has provided excellent exposure of Islands Trust project to academic and ultimately provides an exceptional opportunity for a student.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The Watershed Ecosystems Technologist funding will enable the Senior Freshwater Specialist to dedicate more time resources to the FWSS under the expanded scope of the Healthy Watersheds Fund in the summer of 2021. A Watershed Ecosystems Technologist can undertake data management and other technical tasks that can consume a considerable amount of the Senior Freshwater Specialist's time.

FINANCIAL:

The Regional Planning Committee was presented with a business case for the Freshwater Sustainability Strategy for $30,000, however with the influx of the Healthy Watersheds Initiative funds, the FWSS is not fully funded. Therefore a Co-Op opportunity would intend to pivot that business case to a lesser amount by providing essential support to the Senior Freshwater Specialist.

POLICY:

There are no policy implications of the recommendation.

IMPLEMENTATION/COMMUNICATIONS:

Implementation and communications will be through the regular Trust Council budgetary process.

FIRST NATIONS:

The University of Victoria states a responsibility and a role to play in creating an equitable, diverse and inclusive community. They state that embedding equity is not only the right thing to do but essential for attracting and retaining people with the knowledge, perspectives and skills that they need to achieve excellence. The University of Victoria focuses on an equitable employment process that intends to support and engage women, Indigenous peoples, persons with disabilities and members of visible minorities. Islands Trust will coordinate with the University of Victoria co-op program to support these initiatives if available for this opportunity.

Further, if the recommendations of this request for decision are endorsed, Senior Freshwater Specialist resources are may become available to engage in First Nation initiatives as they relate to freshwater sustainably, groundwater licensing, and other similar projects. The K'òmoks First Nation has expressed interest to engage on water concerns, as did the W̱SÁNEĆ Leadership Council.

4 RELEVANT POLICY(S):

Trust Council policy 6.3.1 budget Process

5 ATTACHMENT(S):

1. Watershed Ecosystems Technologist Co-Op Student Business Case.
2. Watershed Ecosystems Technologist Co-Op Student Job Profile.

RESPONSE OPTIONS

Recommendation:

1. THAT the Regional Planning Committee endorse the business case for a Watershed Ecosystems Technologist co-op student position for the summer 2021 term.

2. THAT the Regional Planning Committee request staff to advise the Financial Planning Committee to adjust the budget by $18,000 to accommodate Watershed Ecosystems Technologist co-op student position for the summer 2021 term.

Alternative:

1. THAT the Regional Planning Committee not endorse the business case for a Watershed Ecosystems Technologist co-op student position for summer 2021, and request the Director of Local Planning Services to limit the amount of time the Senior Freshwater Specialist allocates to current planning applications, public inquiries, coordination with Islands Trust Conservancy, Trust Area Services, and coordination with other agencies/governments to allow for appropriate amount of time for existing strategic programs and local trust committee top priorities.

Prepared By: William Shulba, P.Geo, Senior Freshwater Specialist

Reviewed By/Date: David Marlor, Director Local Planning Services / December 17, 2020

Islands Trust

SHORT-FORM BUSINESS CASE
Budget Requests $18,000

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: William Shulba,P.Geo Senior Freshwater Specialist	**Budget Source:** ☐ **Equipment** ■ **<u>Staff</u>** Local Planning Service Staff Budget Amount: $18,000 ☐ **Other – please describe**
Operational Unit: Regional Planning Team	
Name of Request: Watershed Ecosystems Technologist Co-op Student for term summer 2021	
Date initiated: December 16, 2020	**Date required:** May 1, 2021

1. **BACKGROUND**

The Regional Planning Committee considered the allocation of budget and staff time to the Freshwater Sustainability Strategy (FWSS) under an expanded scope to engage in the Healthy Watersheds Initiative grant from WatershedsBC.

Staff has identified the need for a Watershed Ecosystems Technologist to assist the Senior Freshwater Specialist to undertake data management services and other technical deliverables in anticipation of the amount of staff time needed for the successful carrying out of the FWSS and HWI implementation projects.

In addition to the existing *Southern Gulf Islands Groundwater Sustainability Strategy* and the *Islands Trust Groundwater Recharge Mapping* projects, currently applications, and inquiries Senior Freshwater Specialist could focus more on strategic goals if a Watershed Ecosystems Technologist is retained through a university co-op program in the summer of 2021.

A promising goal of this position is to continue to engage in the University of Victoria Department of Geography department student co-op program, which over the years has provided excellent exposure of Islands Trust project to academic and ultimately provides an exceptional opportunity for a student.

2. **PROBLEM STATEMENT/OBJECTIVES** *(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)*

The Watershed Ecosystems Technologist funding will enable the Senior Freshwater Specialist to dedicate more time resources to the FWSS under the expanded scope of the Healthy Watersheds Fund in the summer of 2021. A Watershed Ecosystems Technologist can undertake data management and other technical tasks that can consume a considerable amount of the Senior Freshwater Specialist's time.

3. **PROJECTED RESULTS/DELIVERABLES**
(How does this address the objectives described above?)

The Watershed Ecosystems Technologist Co-Op student will provide data management services, mapping deliverables, and technical reporting as directed by the Senior Freshwater Specialist. Ability for the Senior Freshwater Specialist to manage substantial projects funded through a grant opportunity with very tight timelines.

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

   1. Not approve funding = lost opportunity to attract and retain qualified and trained staff in the future
   2. Limit the amount of time the Senior Freshwater Specialist allocates to current planning applications, public inquiries, coordination with Islands Trust Conservancy, Trust Area Services, and coordination with other agencies/governments to allow for appropriate amount of time for existing strategic programs and local trust committee top priorities.

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

Co-op students tend to bring new ideas, new technologies, and other emerging knowledge from academia. They tend to be very receptive to handling a wide range of tasks; they may be unfamiliar with the complex organizational structure of the Islands Trust and detailed hydrogeology of the current projects. However, the co-op placement is an excellent learning opportunity, especially in this time of need of economic drivers and creative ways of undertaking Islands Trust strategic projects.

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

None.

7. **BENEFIT/COST ANALYSIS SUMMARY** *(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)*

Time and resources are required for the first week(s) to training the employee. After, the amount of support for the employee decreases as they begin to work independently.

8. RECOMMENDED DECISION (*Clearly outline the decision being sought and why this particular decision is being recommended)*

Approve the funding as requested.

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

Establishment of a new Co-op Watershed Ecosystems Technologist position for Summer 2021.

William Shulba, P.Geo	December 16, 2020
Initiator	Date
David Marlor	December 17, 2020
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: December 2020	**Approved: ☐ Yes ☐ No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in a request for decision from the Regional Planning Committee to include in the 2021/22 fiscal year budget at the stated amount.

- Financial Planning Committee will review this business case at their January XX, 2021 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2021/22 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their March 2021 meeting.

Islands Trust

DRAFT JOB PROFILE
Proposed Position #_______

TITLE: WATERSHED ECOSYSTEMS TECHNOLOGIST
ISLANDS TRUST, MINISTRY OF MUNICIPAL AFFAIRS
SUPERVISOR TITLE: SENIOR FRESHWATER SPECIALIST
WORK UNIT: LOCAL PLANNING SERVICES

CLASSIFICATION: LICENSED SCIENCE OFFICER 2
SCIENTIFIC TECHNICAL OFFICER 24
OR UNIVERSITY CO-OP STUDENT

JOB OVERVIEW

The Islands Trust mandate is to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally. Islands Trust guiding principles commit that freshwater wetlands, bodies of surface water, natural drainage patterns, water courses, fish-bearing streams, watershed and groundwater recharge areas of the Islands Trust Area be identified, protected and, where possible, restored or rehabilitated. In official community plans and regulatory bylaws, Islands Trust address measures that ensure; neither the density nor intensity of land use is increased in areas, which are known to have a problem with the quality or quantity of the supply of freshwater; water quality is maintained, and existing, anticipated and seasonal demands for water are considered and allowed for.

The Watershed Ecosystems Technologist will contribute to watershed protection and freshwater sustainability initiatives to help achieve these commitments, specifically relating to watershed ecosystems data and information services. The focus of the position will be to provide scientific and technical support in collating geographical information systems data, processing monitoring data, assisting in the development of three-dimensional island geovisualizations, creating maps, and drafting technical reports under the direct and indirect supervision of the Islands Trust Senior Freshwater Specialist and Director of Local Planning Services.

KEY ACCOUNTABILITIES

- Assisting in developing watershed ecosystem protection strategies for the Islands Trust.
- Assisting in freshwater management programs and projects.
- Implementing scientific components of the Freshwater Sustainability Strategy.
- Working with other provincial agencies to integrate data into Freshwater Sustainability Strategy.
- Assisting in the creation of a freshwater GIS atlas.
- Compiling, estimating and analyzing watershed ecosystems data.
- Assisting in the development of complex hydrologic computer design models,
- Coordinate with research agencies, geomorphologists, hydrogeologists, geotechnical engineers and other specialists.
- Developing solutions and writing and presenting technical reports.
- Writing procedural manuals and handbooks
- Assist in the development and management of watershed ecosystems databases

Date: December 15, 2020

EDUCATION AND SKILLS

- A undergraduate or graduate student eligible for a University of Victoria Cooperative Program in watershed science or a related field in physical geography, earth sciences, or environmental studies or geographical information systems.
- Experience in one or more related watershed ecosystem sciences including but not limited to hydrology, geomorphology, water resource engineering, and/or hydrogeology.
- Experience interpreting and analyzing maps and data related to resource and water management.
- Experience coordinating large data sets in watershed hydrology or water resource management.
- Experience in complex scientific studies.
- Experience in a geospatial information software (ArcGIS or QGIS) with a focus on watershed or landscape assessments.
- Experience producing technical reports.

BEHAVIOURAL COMPETENCIES

Problem Solving and Judgement is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Innovation indicates an effort to improve performance by doing or promoting new things, such as introducing a previously unknown or untried solution or procedure to the specific area or organization.

Conceptual Thinking is the ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations. It includes using creative, conceptual or inductive reasoning.

Decisive Insight combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.

Listening, Understanding and Responding is the desire and ability to understand and respond effectively to other people from diverse backgrounds. It includes the ability to understand accurately and respond effectively to both spoken and unspoken or partly expressed thoughts, feelings and concerns of others. People who demonstrate high levels of this competency show a deep and complex understanding of others, including cross-cultural sensitivity.

Information seeking is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include digging or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental scanning for potential opportunities or miscellaneous information that may be of future use.

Teamwork and Co-operation is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals.