Islands Trust

Financial Planning Committee
Agenda

Date:	Wednesday, May 30, 2018
Time:	10:30 am - 2:00 pm
Location:	Islands Trust Victoria Boardroom 200-1627 Fort Street, Victoria, BC

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6. NEW BUSINESS

7. NEXT MEETING - August 29, 2018

8. ADJOURNMENT

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

Financial Planning Committee
Minutes of Regular Meeting

Date: **February 21, 2018**

Location: **Islands Trust Victoria Boardroom**
200-1627 Fort Street, Victoria, BC

Members Present
Peter Grove, Chair
Alison Morse, Vice-Chair
Paul Brent, LPC Rep
Peter Luckham, EC Rep
Laura Busheikin, EC Rep, via phone
George Grams, EC Rep
Susan Morrison, EC Rep
Brian Crumblehulme, TPC Rep
Robin Williams, TFB Rep
George Harris, Local Trustee

Staff Present
Julia Mobbs, Director Administrative Services
Russ Hotsenpiller, Chief Administrative Officer, via phone
David Marlor, Director Local Planning Services
Clare Frater, Director Trust Area Services
Nancy Roggers, Finance Officer
Jas Chonk, Recorder

1. CALL TO ORDER

The meeting was called to order at 10:00 a.m.

2. APPROVAL OF AGENDA

New Items: 4.3.1 History, Heritage and Conservation Grants in-aid - RFD

By General Consent, the Committee approved the agenda as amended.

3. ADOPTION OF MINUTES / COORDINATION

3.1 Minutes of Meetings – January 16, 2018

By General Consent, the minutes of January 16, 2018 were adopted as amended.

3.2 Follow up Action List

Provided for information.

4. TRUST COUNCIL BUSINESS

4.1 3rd Quarter Financial Statements - RFD

FPC-2018-003
It was MOVED and SECONDED,
that the Request for Decision "December 31, 2017 Quarterly Financial Report" as presented be forwarded to the March 2018 Trust Council meeting.

CARRIED

Trustee Laura Busheikin joined the meeting via go to meeting at 10:10 a.m.

4.2 2017-18 Financial Forecast - Briefing

The briefing was reviewed by the Committee.

4.3 Finalize 2018-19 Proposed Budget

4.3.1 Briefing Changes since January FPC meeting

The briefing was reviewed by the Committee.

4.3.1 History, Heritage and Conservation Grants in-aid – RFD

FPC-2018-004
It was MOVED and SECONDED,
that Financial Planning Committee recommend to Trust Council that the 2018/19 Fiscal Year budget includes $5,000 for History, Heritage and Conservation Grants in-aid.

CARRIED

4.3.2 Trust Council Policy 7.2.vi Municipal Tax Requisition Calculation – Briefing

Received for information.

4.3.3 Review Public Feedback Received

The feedback was reviewed by the Committee.

FPC-2018-005
It was MOVED and SECONDED,
that Financial Planning Committee request staff to work with Financial Planning Committee to bring forward a new communication strategy for budget consultation.

CARRIED

4.3.4 Discussion and Follow Up

4.4 2018/19 Budget Recommendation to Trust Council

4.4.1 Budget Session Outline

Received as is.

4.4.2 Budget Overview

Received as is.

4.4.3 Budget Assumptions and Principles

Received as amended.

4.4.4 Budget Detail

Received as is.

4.4.5 Project Requests

4.4.5.1 Summary of all Project Requests

Received for information.

4.4.5.2 Salt Spring LTC Special Property Tax Requisition - RFD

Received for information

4.5 Ministry Bylaws

4.5.1 Financial Plan Bylaw No. 172 - RFD

Received as is.

4.5.1 Revenue Anticipation Bylaw No. 173 - RFD

Received as is.

FPC-2018-006
It was MOVED and SECONDED,
that the Financial Planning Committee forward the proposed 2018/19 budget package to Trust Council as amended.

CARRIED

4.6 Financial Planning Committee Work Program

FPC-2018-007
It was MOVED and SECONDED,
that the Top Priorities list as presented be forwarded to the March 2018 Trust Council meeting.

CARRIED

5. BUSINESS

6. NEW BUSINESS

7. NEXT MEETING – May 30, 2018

The next meeting will be held Wednesday, May 30, 2018.

8. ADJOURNMENT

By General Consent, the meeting adjourned at 11:30 a.m.

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Peter Grove, Chair

Certified Correct

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Jas Chonk, Recorder

Islands Trust

Follow Up Action Report

Financial Planning Committee

21-Feb-2018

No	Activity	Responsibility	Target Date	Status
1	that Financial Planning Committee request staff to work with Financial Planning Committee to bring forward a new communication strategy for budget consultation.	Clare Frater Andrew Templeton	30-May-2018	On Going
2	that Financial Planning Committee recommend to Trust Council that the 2018/19 Fiscal Year budget includes $5,000 for History, Heritage and Conservation Grants in-aid.	Julia Mobbs David Marlor	28-Feb-2018	Done

Financial Planning Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Finalize the 2018/19 Budget and forward to Ministry for approval	**Current:** Reviewed the proposed 2018/19 Budget at Feb 28, 2018 meeting, including the results of the public consultation. Reviewed the RFDs for the Financial Plan Bylaw and Borrowing Anticipation Bylaw. **Planned:** Forward proposed budget to Trust Council meeting in March 2018 for approval, with subsequent forwarding to the Ministry for approval.	01-Feb-2018	Julia Mobbs	31-Mar-2018
2	Complete the 2017/2018 Forecast	Current: Reviewed the 2017/18 Forecast based on Q3 actual results at the Feb 21, 2018 FPC meeting. Planned: Forward the briefing to the March 2018 Trust Council meeting	21-Feb-2018	Julia Mobbs	14-Mar-2018
3	Conduct the 2017/18 Year-end Audit.	Current: Discuss audit planning with KPMG and put together the 2017/18 audit package and schedule. Planned: Review the 2017/18 Audited FS with KPMG at the May 2018 Audit Committee Meeting. Forward the Audited FS andÃ‚Â Audit Findings Report to the June 2018 Trust Council Meeting.	21-Feb-2018	Julia Mobbs	30-May-2018

BRIEFING

To: Financial Planning Committee **For the Meeting of:** May 30, 2018

From: Nancy Roggers, Finance Officer **Date Prepared:** May 18, 2018

SUBJECT: **2017/18 FISCAL YEAR FINANCIAL RESULTS**

PURPOSE: To provide an analysis of actual expenditures compared to budget for the fiscal year ended March 31, 2018.

BACKGROUND:
Results for the fiscal year ending March 31, 2018 reflect a deficit of $71,065.
The transfer from surplus to cover this overspending was $71,065, which is $528,935 less than the $600,000 planned for in the 2017/18 budget.
A transfer to the SSI special property tax requisition fund of $6,976 has taken place to account for unspent funds in the year related to this work.
This has resulted in a total accumulated surplus as of March 31, 2018 of $2,849,422.

Analysis is provided below for each section on the Consolidated Statement of Revenues and Expenditures where the year to date actual expenditures vary significantly from the annual budget.

REVENUES

Total Revenue is lower than budget by $83,000 due to the following:

- **Fees & Sales** from applications were $29,000 higher than anticipated. The budget for 2018/19 was increased by 9% to account for a continuation of this trend.
- **Investment Income** was higher by $21,000 as GIC investment rates were higher than previous year which supported budget calculations. Also a larger amount remained invested during the fiscal year as it was not required to fund operations.
- **Other Revenues** – grant income was lower than budget by $133,000. $100,000 of this amount was to be received from the Provincial Government for transition funds if Salt Spring Island (SSI) incorporated. Since the vote results were no to incorporation, this funding was not received. The remaining $33,000 is grant funds that were budgeted but not received due to a lower number of grant applications than expected.

EXPENSES

COUNCIL

Trust Council - Expenditures were lower than budget by $29,000. This was due to a budget that included an allowance for higher insurance rates than what were ultimately realized at renewal of the insurance.

Executive and Council Committees - Expenditures were higher than budget by $18,000 due to higher than anticipated expenditures for meetings and attendance at conferences by executive committee members.

Trust Area Services - Expenditures were lower than budget by $68,000 primarily due to lower than anticipated expenditures related to the Policy Statement Review ($47,500) and Trust Program Committee expenditures of ($10,500).

LOCAL PLANNING SERVICES

Local Trust Committees Expenditures were lower than budget by $83,000 due to underspending in the following areas:

- Legal expenses underspent - $73,000.
- LTC Expenses underspent - $23,000.
- Offset by higher than anticipated expenditures for:
    - Statutory Notices - $8,000.
    - Executive expenditures while acting as chair for LTC's - $5,000

Projects - Overall projects were underspent against budget by $276,000 ($150,000 for expenditures funded by grants which included the SSI transition funds; $126,000 for LTC projects budgets).

Planning Staff - Expenditures were lower than budget by $43,000 due primarily to underspending in Salaries & Benefits ($85,000) due to vacancies which is offset by Contract Services where contractors were hired to assist when necessary ($52,000).

LPS Facilities - Expenditures were lower than budget by $18,000 due to underspending on telephone charges due to VPN installation.

Bylaw Enforcement - Expenditures were lower than budget by $33,000 due primarily to underspending salaries and benefits due to a bylaw enforcement officer vacancy

TRUST FUND

Board - Expenditures were higher than budget by $3,500 due to overspending on meeting expenditures where an additional meeting was held.

Operations - Expenditures were lower than budget by $25,000 due to underspending in Salaries and Benefits due to position incumbents working less than the full time hours budgeted for these positions.

Property Management - Expenditures were higher than budget by $6,000 due to expenditures covered by a grant where the grant funds appear under revenue ($10,000). This is offset by underspending in legal ($4,000).

GENERAL ADMINISTRATION

CAO Office - Expenditures are higher than budget by $12,000 due to an unbudgeted increase for an excluded employee to bring their salary in line with equivalent provincial government positions.

Admin Services - Expenditures were lower than budget by $46,000 due to underspending in the following:

- Salaries and Benefits - $39,000 – due to staff vacancies during the year in three positions which were partially offset by contractors.
- Training and Travel - $7,000

Office Operations - Expenditures were lower than budget by $39,000 due to underspending in the following:

- Office Move and Lease - $35,000
- Loss on Disposal of capital leases - $23,000
- Offset by higher than anticipated expenditures for:
    - Insurance - $10,000
    - Recruitment, Office Supplies and Services - $10,000

Information Systems/ Computer Equipment - Expenditures were lower than budget by $19,000 due underspending for electronic meeting equipment ($34,000) offset by overspending in salaries and benefits due to position overlap of a retiring employee ($15,000).

ATTACHMENT(S):

1. Consolidated Statement of Revenue and Expenditures for the Year Ending March 31, 2018.

FOLLOW-UP: None identified.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By: Julia Mobbs, Director Administrative Services

Russ Hotsenpiller,
Chief Administrative Officer

Islands Trust

Balance Sheet

For The Year Ending March 31, 2018

Description	Current YTD Actual	Prior YTD Actual
Financial Assets		
Cash & Short-term Investments	4,376,856	4,391,127
Accounts Receivable	53,917	187,821
Total Financial Assets	4,430,772	4,578,948
Liabilities		
Wages & benefits payable	1,154,784	1,116,701
Accounts payable & accrued liabilities	248,764	270,151
Development Application Deposits	234,690	211,933
Deferred Revenue	37,491	29,983
Employee Benefit Obligations	119,140	138,864
Capital Lease Obligations	78,309	58,059
Cost Recovery Deposits	22,979	13,251
Total Liabilities	1,896,158	1,838,942
Net Financial Assets	**2,534,614**	**2,740,006**
Non-Financial Assets		

Tangible Capital Assets	204,083	123,111
Prepaid Expenses	110,724	57,370
Total Non-Financial Assets	314,807	180,481
Surplus	**2,849,422**	**2,920,487**

Islands Trust

Statement of Revenue and Expenditure
For The Year Ending March 31, 2018

Description	Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
Revenue:				
Fees & Sales	136,863	139,199	110,000	127%
Provincial Grant	177,880	180,000	180,000	100%
Property Tax Levy General	6,249,834	6,312,332	6,312,330	100%
Special Property Tax Requisition	110,500	98,500	98,500	100%
Property Tax Levy Bowen	223,418	242,680	242,680	100%
Investment Income	63,629	71,295	50,000	143%
Other Revenues	27,179	16,793	150,000	11%
Total Revenue	6,989,304	7,060,800	7,143,510	99%
Expenses:				
Trust Council Expenses				
Trust Council	267,531	290,698	319,942	91%
Executive Committee	115,604	121,821	103,560	118%
Trust Area Services	396,444	394,807	462,518	85%
General Admin Allocation - 17%	291,428	309,865	301,250	103%
Total Council Expenses	1,071,007	1,117,190	1,187,270	94%
Local Planning Services Expenses				
Local Trust Committees	505,280	646,588	729,782	89%
Projects	177,906	207,942	470,500	41%
Planning Staff	2,317,389	2,507,790	2,525,215	99%
LPS Facilities	315,555	339,574	357,750	95%
Bylaw Enforcement	303,201	274,840	307,826	89%
General Admin Allocation - 74%	1,268,570	1,348,822	1,488,879	91%
Total Local Planning Services Expenses	4,887,902	5,325,556	5,879,952	91%
Trust Fund Expenses				
Board	15,566	23,098	20,000	115%
Operations	378,852	426,641	450,683	95%
Property Management	80,923	89,166	83,000	107%
General Admin Allocation - 9%	154,286	164,046	187,605	87%
Total Trust Fund Expenses	629,627	702,951	741,288	95%
General Admin				
Executive Office	372,837	381,902	369,979	103%
Admin Services	729,470	532,382	578,139	92%
Office Operations	355,842	294,988	333,750	88%
Information Systems	127,303	474,495	459,366	103%
Computer/Furniture & Equipment	114,546	137,099	171,500	80%
Amortization Expense	67,668	92,719	65,000	143%
General Admin Recovery	(1,714,284)	(1,822,733)	(1,977,734)	92%
Total General Admin Expenses	53,382	90,852	-	0%
Less Non-Cash Expenditures - Amortization			(65,000)	
Transfer from General Surplus Fund			(600,000)	
Transfer to Capital from Computer/Furtniture & Equipment	(53,382)	(104,684)		
Total Expenses	6,588,536	7,131,865	7,143,510	99.8%
Surplus (Deficit) to date	400,768	(71,065)	0	
Transfer to (from) Special Propterty tax requisition general revenue surplus fund	7,106	6,976		
General Revenue Surplus Fund, beginning of the period	2,512,613	2,913,511		
General Revenue Surplus Fund, end of the period	2,920,487	2,849,422		

REQUEST FOR DECISION

To: Financial Planning Committee

For the Meeting of: May 31, 2018

From: Julia Mobbs,
Director of Administrative Services

Date Prepared: May 21, 2018

SUBJECT: 2017/18 ANNUAL REPORT – APPROVAL OF FINANCIAL PLANNING COMMITTEE SECTION

RECOMMENDATION: That the Financial Planning Committee approves the attached text for inclusion in the 2017/18 Annual Report for approval (as amended, if required) by Trust Council and submission to the Minister of Municipal Affairs and Housing.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Preparation of the Islands Trust Annual Report is undertaken by Trust Area Services Communications staff, reporting to the Executive Committee and consistent with Trust Council's Annual Report Policy 6.10.i. Under Trust Council's Policy, all LTCs and Council committees are expected to review and approve their sections at a regular meeting prior to submission to Executive Council and Trust Council.

FINANCIAL: None

POLICY: No implications for existing policy

IMPLEMENTATION/COMMUNICATIONS: The process for development of the Annual Report is outlined in Trust Council's Annual Report policy 6.10.i. Once each committee has approved its section, staff will create a draft Annual Report for review by the Executive Committee and consideration of Trust Council in June. Upon approval by Trust Council, staff will send the Annual Report to the Minister of Municipal Affairs and Housing and circulate it as indicated in Trust Council's policy.

OTHER: n/a

BACKGROUND

- Trust Area Services staff has provided the format and outline of the 2017/18 Annual Report for Committees to follow.

REPORT/DOCUMENT: FPC Report for 2017-2018 Annual Report_DRAFT.docx

KEY ISSUE(S)/CONCEPT(S): Consistent Annual Report sections from each committee

RELEVANT POLICY: This approach complies with Section 19 of the *Islands Trust Act and* Trust Council's Annual Report Policy 6.10.i.

DESIRED OUTCOME: Trust Council is able to easily approve its annual report in June 2018 without further editing from staff or trustees at the Trust Council meeting.

RESPONSE OPTIONS

Recommended: **That the Financial Planning Committee approves the attached text for inclusion in the 2017/18 Annual Report for approval by Trust Council and submission to the Minister of Municipal Affairs and Housing.**

Alternative: None

Prepared By: Julia Mobbs, Director Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer

Role (Trust Council Policy 2.3.iii FPC Terms of Reference)

The Financial Planning Committee is responsible for facilitating Trust Council's involvement in the annual budget process; facilitating the linkage of the annual strategic planning process with the annual budget process; reporting and making recommendations to Trust Council regarding the organization's financial management practices; reviewing audit reports and recommendations; providing advice to the Trust Fund Board on financial services and support; and monitoring and reviewing the organization's financial management, budget and financial practices .

Members:

The committee is comprised of ten trustees from across the Islands Trust Area: the Chair (or an appointee) from each of the other standing committees (2), members of the Executive Committee (4), a member chosen by the Trust Fund Board (1), and three other locally-elected or municipal trustees(3). The Chair of the Committee is elected by the committee from amongst the three other trustees. The Committee Members include:

Position	April 1, 2015 to March 31, 2016 (ongoing with the exception of Dereck Atha – see note below)
Chair	Peter Grove Salt Spring Island
Vice-Chair	Alison Morse Bowen Island
Trust Programs Committee	April 1 – May 31, 2016 – Derek Masselink, North Pender Island May 31 – March 31, 2017 - Brian Crumblehume, Mayne Island
Local Planning Committee	Paul Brent Saturna Island
Trust Fund Board	April 1 – May 31, 2016 Dereck Atha Trust Fund Board appointee (resigned) April 4, 2017 Robin Williams - Salt Spring Island was appointed by the Trust Fund Board to replace the vacancy created with Dereck Atha's resignation. (In the interim Susan Morrison represented the Trust Fund Board).
Member	George Harris Galiano Island
Executive Committee	Laura Busheikin Denman Island
Executive Committee	George Grams Salt Spring Island
Executive Committee	Peter Luckham Thetis Island
Executive Committee	Susan Ann Morrison Lasqueti Island

The Audit Committee is a sub-committee of the Financial Planning Committee that includes all members with the exception of the Executive Committee. The Audit Committee meets at least twice per year to meet with the external auditors and review the year end audit work program, the final report and the management letter recommendations and to determine necessary actions.

2016-2017 Highlights

As part of its ongoing responsibilities, the Financial Planning Committee oversaw the completion of the 2015/16 financial audit for Islands Trust and Islands Trust Fund, through its Audit Committee. The Audit Committee met the external auditors, KPMG, to review their audit findings report. Planning for the 2016/17 financial audit was also initiated.

The Financial Planning Committee facilitated Trust Council's involvement in the 2017/18 budget, recommending that Trust Council adopt a budget with no tax increase to taxpayers, with the exception of residents of the Salt Spring Island Local Trust Area where the Salt Spring Island Local Trust Committee had requested a Special Property Tax Requisition for coordination of the Salt Spring Island Watershed Protection Authority and Bowen Island Municipality where the municipal contribution increased due to higher assessed values in comparison to the rest of the trust area.

Quarterly financial updates on actual results, as well as forecasts based on the 2^{nd} and 3^{rd} quarter results, were provided to the Committee for information and review.

During the 2016-2017 fiscal period, the Financial Planning Committee contributed to several Trust Council Strategic Plan initiatives including:

Strategic Plan Objective 7. Improve organizational cost-effectiveness and resilience
T.7.1.3 Undertake Information Technology system audit and performance review
The Committee provided input into staff's response to the review by KPMG and forwarded to Trust Council.

The Financial Planning Committee provided input to the Executive Committee on updates to the 2014-18 Strategic Plan.

The Financial Planning Committee also worked on several Trust Council policy changes supporting Streategic Plan Objective 6. Improve organizational cost and operational effectiveness, including:
- Revised Purchasing Procedure Policy 6.5.iiii – estimated completion date September 2017
- Revised Trustee Remuneration Policy 7.2.i – estimated completion date June 2017
- Revised General Revenue Fund Surplus Policy 6.5.i – estimated completion date June 2017
- Revised Municipal Tax Requisition Calculation Policy 7.2.vi – estimated completion date December 2017

Financial Planning Committee

Role

The Financial Planning Committee (the "Committee") is responsible for facilitating Trust Council's involvement in the annual budget process. This includes aligning the annual strategic planning process with the annual budget process, reporting and making recommendations to Trust Council regarding the organization's financial management practices, and reviewing audit reports and recommendations. Further, the Committee monitors and reviews the organization's financial management, budget, and financial practices. The committee also provides advice to the Trust Fund Board on financial services and support.

Members

The Committee consists of 10 trustees from across the Islands Trust Area: One member from Trust Programs Committee (the chair, unless otherwise appointed), one member from the Local Planning Committee (the chair, unless otherwise appointed), the four members of Executive Committee, one member from the Trust Fund Board, and three other locally-elected or municipal trustees. The chair of the Committee is elected from amongst the three other locally-elected or municipal trustees.

The members of the Committee include:

Members appointed for the 2014–2018 term
Peter Grove, Salt Spring Island, Chair
Alison Morse, Bowen Island, Vice-Chair
Derek Masselink, North Pender Island, Trust Programs Committee
(April 1–May 31, 2016)
Brian Crumblehume, Mayne Island, Trust Programs Committee
(May 31, 2016–present)
Paul Brent, Saturna Island, Local Planning Committee
Dereck Atha, Trust Fund Board appointee (April 1, 2015–March 31, 2016)
Robin Williams, Salt Spring Island, Trust Fund Board appointee
(April 4, 2017 – present, following resignation of Dereck Atha. Susan Morrison,
Lasqueti Island, was the interim Trust Fund Board representative)
George Harris, Galiano Island
Laura Busheikin, Denman Island, Executive Committee
George Grams, Salt Spring Island, Executive Committee
Peter Luckham, Thetis Island, Executive Committee
Susan Ann Morrison, Lasqueti Island, Executive Committee

The Audit Committee is a sub-committee of the Financial Planning Committee and includes all members with the exception of the four Executive Committee members. The Audit Committee convenes a minimum of twice annually to meet with the external auditors and review the year-end audit work program, the audit findings report and any management letter recommendations, and to determine follow-up actions if required.

2017–2018 Highlights

As part of its ongoing responsibilities, the Committee oversaw, through its Audit Committee, the completion of the annual financial statement audit for the Islands Trust and the Islands Trust Fund for the fiscal year ending March 31, 2017. The Audit Committee met with external auditors, KPMG LLP, to review their audit findings reports and at a separate meeting, initiated planning for the March 31, 2018 financial statement audit.

The Financial Planning Committee facilitated Trust Council's development of the 2018–2019 budget, recommending that Trust Council adopt a budget reflecting a 2% general tax increase to trust area landowners, excluding Bowen Island whose tax requisition is based on Trust Council's approved Policy 7.2.6 Municipal Tax Requisition Calculation. Bowen Island Municipality's contribution increased due to higher assessed values and a greater administrative contribution rate. Salt Spring Island Local Trust Committee requested an additional Special Property Tax Requisition for co-ordination of the Salt Spring Island Watershed Protection Alliance, which was approved by Trust Council upon recommendation from the Committee.

Quarterly financial updates on actual results, as well as forecasts based on the 2nd and 3rd quarter results, were provided to the committee for information and review.

During the 2017–2018 fiscal year, the Committee contributed to the following Trust Council Strategic Plan initiatives:

Strategic Plan Objective 7, Improve organizational cost-effectiveness and resilience

The Financial Planning Committee completed the review and update of several Trust Council policy changes, including:

- Purchasing Procedure Policy 6.5.iiii
- Trustee Remuneration Policy 7.2.i
- General Revenue Fund Surplus Policy 6.5.i
- Municipal Tax Requisition Calculation Policy 7.2.vi

IslandsTrust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	May 30, 2018
From:	Julia Mobbs, Director, Administrative Services	**Date Prepared:**	May 22, 2018
SUBJECT:	**Salt Spring Island office staffing levels**		

PURPOSE: To consider a referral from the Salt Spring LTC to reallocate resources to the Salt Spring office in order to complete project work.

BACKGROUND: Salt Spring Island is currently experiencing higher than normal application volumes, while also experiencing challenges with finding and retaining full staffing levels. This has prompted a discussion by the Salt Spring Island LTC about the appropriateness of staffing resources allocated to the Salt Spring office.

At its meeting on March 29, 2018, Salt Spring Island LTC carried the following motion:

> **SS-2018-72**
> **It was MOVED and SECONDED,**
> That the Salt Spring Island Local Trust Committee request Chair Luckham to write to CAO Hotsenpiller requesting additional staffing be allocated to the Salt Spring office in order to deal with the backlog of work.

At its meeting on May 2, 2018, Executive Committee carried the following motion:

> **EC-2018-069**
> **It was Moved and Seconded,**
> That the Executive Committee refer to the Financial Planning Committee Salt Spring Island resolution SS-2018-072 from item 8.2.2 of this agenda to the next Financial Planning Committee meeting.

Staff has identified the following options to address the noted concern:

1. **Reallocate Staff from the Northern Office and/or Southern Office to Salt Spring Island Office**

   This option has an adverse effect on other LTC's ability to complete their work programs and process development applications in a timely fashion, but does not require additional financial resources.

2. **Hire additional planning support for Salt Spring Island Office**

   This option would increase the salaries budget by approximately $74,000 for the fiscal year, should a new Island Planner be brought on board FT from July 1, 2018, but would allow all LTCs to complete their work programs as planned. It should be noted that there has been difficulty in finding and retaining qualified planning staff for Salt Spring Island so this option, if chosen, may not realize its desired potential.

ATTACHMENT(S):

1. LPS Staffing Allocation Analysis.docx

FOLLOW-UP: Pending discussion.

Prepared By:	Julia Mobbs, Director, Administrative Services
Reviewed By/Date:	David Marlor, Director, Local Planning Services/ Russ Hotsenpiller, Chief Administrative Officer/

BRIEFING ATTACHMENT

Purpose: To provide information on planner staff levels to facilitate discussion.

Prepared by: David Marlor, Director, Local Planning Services

The following table shows the Normal complement of staff in the Salt Spring Office, the current situation and the planned complement from June to September 2018. As of September 2018, the staffing would return to 9 FTEs (the "normal" complement).

Normal (fully staffed)	**Current**	**Planned (to September 2018)**
1 x Regional Planning Manager (Stefan)	1 x Regional Planning Manager (Stefan)	1 x Regional Planning Manager (Stefan)
1 x Island Planner (Jason)	1 x Island Planner (Jason)	1 x Island planner (Jason)
1 x Planner 2 (Seth)	1 x Planner 2 (Seth)	1 x Planner 2 (Seth)
1 x Planner 1 (Serena)	1 x Planner 1 (Serena)	1 x planner 2 (Serena)
1 x Planner 1 (Shelley)	- (Mat Leave)	2 x 0.5 Planner 1 (Shelley + new recruit)
-	0.4 x Planner 1 (Ian)	0.4 Planner 1 to August 2018 (Ian)
	0.2 x Consultant (Island Planner level) (Susan)	0.2 x Consultant (Island Planner level) to September 2018 (Susan)
-	-	1 x Co-op (Planner 1 level) to Aug 31(new recruit)
1 x Legislative Clerk (Daniela)	1 x Legislative Clerk (Daniela)	1 x Legislative Clerk (Daniela)
1 x Planning Team Assistant (Lara)	- (Medical leave)	1 x Planning Team Assistant (Lara)
	0.75 x Admin support (John) .25 x Admin support (Sarah)	
1 x Office Administrative Assistant (Lisa)	1 x Office Administrative Assistant (Lisa)	1 x Office Administrative Assistant (Lisa)
1 x Bylaw Enforcement Officer (Karol)	1 x Bylaw Enforcement Officer (Karol)	1 x Bylaw Enforcement Officer (Karol)
Total = 9 FTEs	**Total = 8.6 FTEs**	**Total = 10.6 FTEs**

The following table shows the staffing from June to September 2018 in all three offices.

Planned June to September (FTEs)				
Position	**South**	**North**	**Salt Spring**	**Total**
RPM	1	1	1	**3**
Island Planner*	3	3	1.2	**7.2**
Planner 2	-	1	1	**2**
Planner 1	1	1	2.4	**4.4**
Coop			1	**1**

BRIEFING ATTACHMENT

Leg Clerk	1	1	1	**3**
PTA	1	1	1	**3**
Office Admin	-	1	1	**2**
Bylaw Enforcement	1	1	1	**3**
Total (FTE)	**8**	**10**	**10.6**	**28.6**
Total%	28%	35%	37%	**100%**

* includes consultant at Island Planner level