Financial Planning Committee
Agenda

Date: Wednesday, August 29, 2018
Time: 10:00 am - 3:00 pm
Location: Islands Trust Victoria Boardroom
200-1627 Fort Street, Victoria, BC

4.5 FPC Top Priorities 55 - 55

FPC work program to report to TC in September.

5. BUSINESS

5.1 Trustee Morse Sponsored Item: Accounting Change for Elections Costs

Awaiting documents from trustee Morse.

5.2 Trustee Morse Sponsored Item: Proposed Amendment to Policy 7.2.6 Municipal Tax Requisition Calculation

Awaiting documents from trustee Morse.

5.3 Trustee Luckham Sponsored Item: Budget Consultation Tool 56 - 61

Email communication from Citizen Budget attached.

Verbal update from Andrew Templeton, Communications Specialist.

5.4 Project Update: Victoria Office Renovation 62 - 72

Update by CAO Hotsenpiller.

6. NEW BUSINESS

7. NEXT MEETING - October 17, 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 Meeting

Date: **May 30, 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 (via phone)
Peter Luckham, EC Rep
George Grams, EC Rep
Brian Crumblehulme, TPC Rep
Robin Williams, TFB Rep
George Harris, Local Trustee (via phone)
Laura Busheikin, EC Rep (via phone)
Susan Morrison, EC Rep

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

1. CALL TO ORDER

The meeting was called to order at 10:45 a.m.

2. APPROVAL OF AGENDA

2.1 Introduction of New Items

4.3 LTC Specific Reserve Fund - RFD

2.2 Approval of Agenda

FPC-2018-008
It was MOVED and SECONDED,
that the Committee approve the agenda as amended.

3. ADOPTION OF MINUTES / COORDINATION

3.1 Minutes of Meetings – February 21, 2018

By General Consent, the minutes of February 21, 2018 were adopted as presented.

3.2 Follow up Action List

Director Mobbs provided an update on each of the items in the follow up action list.

CAO Hotsenpiller provided update on Council Committee system that is going to June Trust Council meeting.

4. TRUST COUNCIL BUSINESS

4.1 March 31, 2018 Audited Financial Statements - RFD

FPC-2018-009
It was MOVED and SECONDED,
that Financial Planning Committee receives the audited financial statements of the Islands Trust including the Statement of Financial Position, the Statement of Operations, the Statement of Changes in Net Financial Assets, and the Statement of Cash Flows for the year ended March 31, 2018, and forwards them to Trust Council for approval.

CARRIED

4.2 Financial Planning Committee Work Program

Staff to update the Financial Planning Committee's top priorities and forward the amended work program to June Trust Council.

4.3 LTC Specific Reserve Fund: Approval and Initial Funding

Paul Brent noted that he wants the minutes to reflect that he is opposed to using the LTC Reserve Fund to increase staffing.

FPC-2018-010
It was MOVED and SECONDED,
that the Request for Decision "LTC Specific Reserve Fund: Approval and Initial Funding" as amended be forwarded to the June 2018 Trust Council meeting.

CARRIED

5. BUSINESS

5.1 2017/18 Financial Results - Briefing

The briefing provides an analysis of actual expenditures compared to budget for the fiscal year ended March 31, 2018. Briefing was received as information.

5.2 FPC Section of 2017/18 Annual Report - RFD

FPC-2018-011
It was MOVED and SECONDED,
that the Financial Planning Committee approves the attached text for inclusion in the 2017/18 Annual Report as amended for approval by Trust Council and submission to the Minister of Municipal Affairs and Housing.

CARRIED

5.3 Salt Spring Island Staffing Allocations

Director Marlor provided overview to the Committee in regards to the briefing.

FPC-2018-012
It was MOVED and SECONDED,
that the Financial Planning Committee recommends additional staffing for Salt Spring Island planning and that budget amendment be made if required.

CARRIED

6. NEW BUSINESS

No new business.

7. NEXT MEETING

The next meeting will be held Wednesday, August 29, 2018.

8. ADJOURNMENT

By General Consent, the meeting adjourned at 12:10 p.m.

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Peter Grove, Chair

Certified Correct

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Jas Chonk, Recorder

FINANCIAL PLANNING COMMITTEE

<u>RESOLUTION WITHOUT MEETING</u>

RESOLUTION WITHOUT MEETING NO. RWM-01-2018

The following matter is considered urgent and necessary in order to forward the revised Financial Planning Committee Work Program to June Trust Council.

It was Moved by Trustee George Grams and Seconded by Trustee George Harris:

That the Financial Planning Committee forward its work program to the Islands Trust Council with the top three items as:

1. **Allocated Financial Statements**
2. **Statement of Financial Information (SOFI)**
3. **Budget Assumptions and Principles**

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
Robin William	June 1, 2018	In Favour
George Grams	June 1, 2018	In Favour
George Harris	June 1, 2018	In Favour
Peter Luckham	June 1, 2018	In Favour
Peter Grove	June 1, 2018	In Favour
Laura Busheikin	June 1, 2018	In Favour
Brian Crumblehulme	June 1, 2018	In Favour
Paul Brent	June 1, 2018	In Favour
Susan Morrison	June 1, 2018	In Favour

<u>TRUSTEES VOTE NOT AVAILABLE</u>

Alison Morse

FINAL VOTE COUNT 9 <u>IN FAVOUR</u>

<u>OPPOSED</u>

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON JUNE 1, 2018.

_____________________________________ ___________________________________

CHAIR'S SIGNATURE RECORDER'S SIGNATURE

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

30-May-2018

No	Activity	Responsibility	Target Date	Status
1	that Financial Planning Committee receives the audited financial statements of the Islands Trust including the Statement of Financial Position, the Statement of Operations, the Statement of Changes in Net Financial Assets, and the Statement of Cash Flows for the year ended March 31, 2018, and forwards them to Trust Council for approval.	Julia Mobbs	06-Jun-2018	Done
2	that RFD LTC Specific Reserve Fund - Approval and Initial Funding as amended be forwarded to the June 2018 Trust Council meeting.	Julia Mobbs	06-Jun-2018	Done
3	that the Financial Planning Committee approves the attached text for inclusion in the 2017/18 Annual Report as amended for approval by Trust Council and submission to the Minister of Municipal Affairs and Housing.	Julia Mobbs	06-Jun-2018	Done
4	that the Financial Planning Committee recommends additional staffing for Salt Spring Island planning and that budget amendment be made if required.	Julia Mobbs David Marlor	31-Jul-2018	Done

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	**September 18-20, 2018**
From:	**Financial Planning Committee**	**Date Prepared:**	August 19, 2018
SUBJECT:	**JUNE 30, 2018 (Q1) QUARTERLY FINANCIAL REPORT**		

RECOMMENDATION:
That the Islands Trust Council approve the June 30, 2018 Quarterly Financial Report as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The financial report indicates that Islands Trust is generally following the financial plan for 2018/19.

1 PURPOSE:

To update Trust Council on Islands Trust's financial performance to the end of the first quarter, June 30, 2018.

2 BACKGROUND:

Islands Trust's Policy 2.3.3 *Financial Planning Committee Terms of Reference* requires the Financial Planning Committee to report to Trust Council regarding the organization's financial management practices.

Quarterly financial reports are prepared by staff and reviewed by FPC for reporting to Trust Council. At each of their business meetings, Trust Council receives the report for information and approval.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: As expenditures to June 30, 2018 are within approved budgets, no financial implications at this time.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Managers and Directors receive ongoing reporting on their expenditures throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Policy 2.3.3 *Financial Planning Committee Terms of Reference*
Bylaw No. 172 *Islands Trust Financial Plan 2018/19*

5 ATTACHMENT(S):

Islands Trust June 30, 2018 Statement of Net Financial Position
Islands Trust June 30, 2018 Statement of Revenue and Expenditure

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<u>RESPONSE OPTIONS</u>

Recommendation:
That the Islands Trust Council approve the June 30, 2018 Quarterly Financial Report as presented.

Alternative:
None identified.

Prepared By:	Julia Mobbs, Director, Administrative Services
Reviewed By/Date:	Russ Hotsenpiller, Chief Administrative Officer/August 20, 2018 Financial Planning Committee/August 29, 2018 Executive Committee/September 5, 2018

Q1 June 30, 2018
Financial Report

Statement of Net Financial Position
Differences are due to timing of expenditures, receipt of revenues, and reversal of accruals following fiscal year end.

Statement of Revenue and Expenditure
The benchmark for budget consumption for many revenue and expenditure line items after the first quarter of operations is approximately 25% of the annual budget, when based on a percentage of time passed in the fiscal year. This approximation assumes that revenues will be earned and received, and expenditures incurred, evenly throughout the year. Exceptions to this general rule include the following:

- Provincial Grant Revenue – received in a lump sum in June of each year.
- Property Tax Revenues – received in a lump sum in July of each year.
- Other Income – this includes other grant revenue, which is received when awarded for specific grants. In the current fiscal period, this also includes contributions towards the Victoria office renovation which will only be received once the offsetting expenditures have been incurred and the project completed to the landlord's satisfaction.
- Specific Items – specific projects, events, or activities that make up a significant portion of a budget line item and occur at a specific time can impact expected budget consumption rate.

The Q1 June 30, 2018 Financial Report shows that all line items fall within 10% of the generally expected 25% of budget consumption, with the exception of Other Revenues and Trust Council Expenses.

Revenue:

- **Fees and Sales** - slightly higher than expected primarily due to an increase in development permit and zoning amendment applications received in the first quarter of this year.
- **Property Taxes** (General Levy, Special Levy, Bowen Island Levy) – these revenues were not received as of June 30, 2018. However, subsequent to the report date, in July 2018, all tax levies were received in full.
- **Investment Income** – lower than expected due to the drawing down of invested monies to fund operations until receipt of the current year property tax levy. Interest will increase in the second quarter as the property tax requisition will be received and invested to maximize the interest income.
- **Other Revenues** - lower than expected due to timing of expenditures for projects utilizing grant funds and recognition of the landlord contribution towards the Victoria office renovation which will occur later in the fiscal year.

Expenditures:

Council Expenses

- **Trust Council** - lower than expected due to the timing of expenditures related to election costs. These will be incurred in the third quarter.
- **Executive Committee** - higher than expected due to the timing of expenditures for the Salish Sea Conference, which took place in the first quarter.
- **Trust Area Services** - lower than expected due to timing of expenditures for the Policy Statement Review Project which has been deferred, and well as underspending in salaries as the Program Coordinator position remains vacant.

Local Planning Services

- **Projects** - lower than expected. It is anticipated that project expenditures will increase as LTCs advance their project work later in the fiscal year.

Trust Conservancy

- **Board** - higher than expected due to the timing of ITC meetings. ITC meetings are scheduled six times annually. With two meetings taking place in Q1, it is not unusual that approximately 33% (2/6) of this budget line has been consumed.
- **Property Management** - lower than expected as the scheduled acquisition of property management plans expected to occur later in the fiscal year.

Administration

- **Executive Office** - lower than expected due to timing of expenditures incurred for the Electronic Data Management project and contingency which are expected to occur later in the fiscal year.
- **Information Services** - higher than expected due to timing of expenditures for software support which are typically renewed at the beginning of each fiscal year.
- **Computer, Furniture & Equipment -** purchases are higher than expected due to the timing of computer purchases made at the beginning of the fiscal year to achieve the benefit of new equipment and technology solutions for the full fiscal period.

Financial Projections to March 31, 2019

A detailed forecast to March 31, 2019 will be conducted in the fall for presentation to the Financial Planning Committee and to Trust Council in December.

Islands Trust

Balance Sheet

For The 3 Months Ending June 30, 2018

Description	Current YTD Actual	Prior YTD Actual
Financial Assets		
Cash & Short-term Investments	2,695,283	2,899,226
Accounts Receivable	19,893	54,143
Total Financial Assets	2,715,176	2,953,369
Liabilities		
Wages & benefits payable	1,007,232	1,140,377
Accounts payable & accrued liabilities	249,488	202,073
Development Application Deposits	238,307	213,074
Deferred Revenue	37,491	54,983
Employee Benefit Obligations	119,140	138,864
Capital Lease Obligations	73,244	46,852
Cost Recovery Deposits	16,937	10,706
Total Liabilities	1,741,840	1,806,930
Net Financial Assets	**973,336**	**1,146,438**
Non Financial Assets		
Tangible Capital Assets	186,805	151,702
Prepaid Expenses	56,205	51,653
Total Non Financial Assets	243,010	203,355
Surplus	**1,216,346**	**1,349,793**

Islands Trust

Statement of Revenue and Expenditure

For The 3 Months Ending June 30, 2018

	Description	Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
Revenue:					
	Fees & Sales	31,212	42,469	120,000	35%
	Provincial Grant	180,000	180,000	180,000	100%
	Property Tax Levy General	-	-	6,501,701	0%
	Special Property Tax Requisition	-	-	98,500	0%
	Property Tax Levy Bowen	-	-	293,933	0%
	Investment Income	10,500	12,885	60,000	21%
	Other Revenues	(378)	842	202,000	0%
Total Revenue		221,334	236,195	7,456,134	3%
Expenses					
	Trust Council	66,157	64,133	461,719	14%
	Executive Committee	27,888	48,597	148,028	33%
	Trust Area Services	94,914	84,660	495,733	17%
	General Admin Allocation - 18%	89,416	96,769	384,764	25%
Total Council Expenses		278,375	294,159	1,490,244	20%
Local Planning Services					
	Local Trust Committees	159,747	173,303	661,554	26%
	Projects	31,262	59,380	308,500	19%
	Planning Staff	629,130	599,933	2,616,385	23%
	LPS Facilities	84,319	84,494	474,531	18%
	Bylaw Enforcement	79,809	84,592	304,192	28%
	General Admin Allocation - 73%	389,224	392,451	1,519,301	26%
Total Local Planning Services Expenses		1,373,492	1,394,153	5,884,463	24%
Trust Conservancy					
	Board	4,227	6,345	20,000	32%
	Operations	110,343	100,378	424,417	24%
	Property Management	23,706	23,981	113,000	21%
	General Admin Allocation - 9%	47,338	48,384	194,010	25%
Total Trust Conservancy Expenses		185,614	179,088	751,427	24%
General Admin					
	Executive Office	93,671	88,682	386,530	23%
	Admin Services	135,758	117,977	506,819	23%
	Office Operations	74,141	78,355	298,632	26%
	Information Systems	135,890	141,831	532,225	27%
	Computer/Furniture & Equipment	21,970	93,482	308,869	30%
	Amortization Expense	19,097	17,277	65,000	27%
	General Admin Recovery	(525,979)	(537,604)	(2,098,075)	26%
Total General Admin Expenses		(45,452)	-	-	0%
Less Non-Cash Expenditures - Amortization				(65,000)	
Transfer from General Surplus Fund				(555,000)	
Transfer from LTC Project Specific Reserve Fund				(50,000)	
Total Expenses		1,792,028	1,867,399	7,456,134	
Surplus (Deficit) to date		(1,570,693)	(1,631,204)	0	
Surplus Fund, beginning of the period		2,920,487	2,847,550		
Surplus Fund, end of the period		1,349,793	1,216,346		

Islands Trust

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	September 18-20, 2018
From:	**Financial Planning Committee**	**Date Prepared:**	August 17, 2018

SUBJECT: STATEMENT OF FINANCIAL INFORMATION (SOFI)

PURPOSE:

The 2017/18 Statement of Financial Information (SOFI) is provided to Trust Council for information.

BACKGROUND:

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

The SOFI is an associated financial report that provides more detailed information with respect to expenditures included in the financial statements. The SOFI report components and deadlines are defined in the Financial Information Act (the "Act"). Section 2 (3) of the Act states the following:

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

(a) a schedule showing

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

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

(b) a schedule showing

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

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

Under the direction of the Director of Administrative Services, Islands Trust's Finance Officer prepares this financial information annually and submits the SOFI report to the Ministry.

It has been the practice at Islands Trust to provide the SOFI to Trust Council prior to submitting the report by September 30.

ATTACHMENT(S):

1. 2017/18 Statement of Financial Information

FOLLOW-UP:

The Director of Administrative Services will forward the 2017/18 Statement of Financial Information to the Ministry by September 30, 2018.

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

Reviewed By/Date: **Russ Hotsenpiller, Chief Administrative Officer/**August 22, 2018
Financial Planning Committee/August 29, 2018
Executive Committee/September 5, 2018

STATEMENT OF FINANCIAL INFORMATION APPROVAL

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

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Peter Luckham
Chair of the Executive Committee, Trust Council

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

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

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

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

On behalf of ***Islands Trust***

Julia Mobbs
Director, Administrative Services

Islands Trust

SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS

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

STATEMENT OF SEVERANCE AGREEMENTS

There were no severance agreements made between Islands Trust and its non-unionized employees during fiscal year 2017/2018.

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

Julia Mobbs
Director, Administrative Services

Islands Trust

SCHEDULE OF REMUNERATION & EXPENSES FOR TRUSTEES
APRIL 1, 2017 TO MARCH 31, 2018

LAST NAME	FIRST NAME	POSITION	GROSS REMUNERATION	TAXABLE BENEFITS	REMUNERATION INCLUDING TAXABLE BENEFITS	TOTAL EXPENSES
Allen	Alexander	Trustee	$10,626.72	$1,575.00	$12,201.72	$1,519.33
Barber	Diane	Trustee	$13,568.75	$1,575.00	$15,143.75	$1,440.66
Bertrand	Ronald	TFB	$1,050.00		$1,050.00	$2,165.42
Brent	Paul	Trustee	$9,035.75	$1,575.00	$10,610.75	$405.65
Busheikin	Laura	Trustee/Vice Chair	$44,444.31	$1,575.00	$46,019.31	$17,541.29
Critchley	David	Trustee	$10,540.69	$1,575.00	$12,115.69	$1,683.45
Crumblehulme	Brian	Trustee	$11,208.72	$1,575.00	$12,783.72	$1,881.37
Dodds	Jeanine	Trustee	$11,208.72	$1,575.00	$12,783.72	$782.05
Fast	Sue Ellen	Trustee	$3,326.02		$3,326.02	$1,310.97
Grams	George	Trustee/Vice Chair	$64,735.34	$1,575.00	$66,310.34	$12,464.83
Grove	Peter	Trustee	$30,831.72	$1,575.00	$32,406.72	$2,345.34
Harris	George	Trustee	$11,111.75	$1,575.00	$12,686.75	$1,175.71
Harrison	Richard	TFB	$900.00		$900.00	$401.04
Hunter	Kenneth	Trustee	$9,321.72	$1,575.00	$10,896.72	$363.65
Law	Tony	Trustee/TFB Chair	$12,376.72	$489.00	$12,865.72	$6,282.74
Luckham	Peter	Trustee/TFB/Vice Chair/Council Chair	$51,701.38	$1,575.00	$53,276.38	$12,943.40
Mamoser	Melanie	Trustee	$19,320.71		$19,320.71	$3,366.35
Masselink	Derek	Trustee	$13,568.75	$1,575.00	$15,143.75	$353.00
McConchie	Bruce	Trustee	$8,473.69	$1,575.00	$10,048.69	$723.72
Middleton	Lee	Trustee	$9,035.75	$1,575.00	$10,610.75	$747.31
Morrison	Susan	Trustee/TFB/Vice Chair	$44,740.33		$44,740.33	$13,075.15
Morse	Alison	Trustee	$3,326.02		$3,326.02	$2,773.38
O'Sullivan	Heather	Trustee	$18,320.75	$1,575.00	$19,895.75	$1,134.31
Peterson	Timothy	Trustee	$8,936.75	$787.50	$9,724.25	$535.12
Pottle	Sandy	Trustee	$12,111.71		$12,111.71	$1,907.01
Rogers	Dan	Trustee	$11,280.71		$11,280.71	$1,698.98
Scholefield	Wendy	Trustee	$8,473.69	$1,575.00	$10,048.69	$808.90
Stamford	Kate-Louise	Trustee/TFB	$11,330.75	$1,575.00	$12,905.75	$3,702.17
Williams	Robin	TFB	$2,100.00		$2,100.00	$481.20
TOTAL 2017/18			**$467,007.92**	**$29,626.50**	**$496,634.42**	**$96,013.50**
TOTAL 2016/17			**$451,357.92**	**$31,845.60**	**$483,203.52**	**$91,980.61**

Disclosure of contracts with Elected Officials:
There were no contracts with Elected Officials relevant to the requirements of the Community Charter

Employer Portion:
Canada Pension Plan: $16,048.69

RECONCILIATION FOR ELECTED OFFICIALS PAYMENTS

Total Remuneration	$467,007.92
Total Taxable Benefits	29,626.50
Subtotal	$496,634.42
Reconciling Items - non-remuneration Council Services	620,555.58
Total	$1,117,190.00
Total per Statement of Operations for Council Services	$1,117,190.00
Variance	$0.00

Note: Trustee expenses are paid in accordance with Islands Trust policies (7.2.i. Trustee Remuneration and 7.2.iii Trustee Travel). The amount of expenses incurred reflects the number of activities a Trustee is involved in (eg: Executive Committee Member, Executive Chairs of Local Trust Committee, Committee involvement such as Financial Planning Committee, Local Planning Committee and Trust Programs Committee) and the distance traveled to attend Islands Trust activities. Expenses for travel vary year to year based on the locations of Executive Committee and quarterly Trust Council meetings. Remuneration includes taxable benefits.

Islands Trust

SCHEDULE OF PAYMENTS TO SUPPLIERS
APRIL 1, 2017 TO MARCH 31, 2018

SUPPLIERS OVER $25,000	Aggregate amount paid to Supplier
AON REED STENHOUSE	$159,336.50
BC HYDRO CAD	$52,946.16
BLACKMAN SUPPORT SERVICES	$117,105.59
COLLIERS MACAULEY NICOLLS	$278,511.50
DILLON CONSULTING LTD	$52,452.74
DRIFTWOOD PUBLISHING LTD	$30,510.08
EE'USK CONSULTING LTD	$98,589.63
FERRIS, CHRISTINE	$30,068.00
MEADOWWOOD VILLAGE DEVELOPMENT	$42,063.00
MINISTER OF FINANCE - Employee Benefits	$822,239.08
MONK OFFICE SUPPLY LTD	$31,322.80
PACIFIC AUDIO WORKS	$39,311.31
PACIFIC BLUE CROSS	$42,752.70
PEOPLE POWER PRODUCTIONS INC	$91,761.24
PEOPLE SOURCE STAFFING SOLUTIONS INC	$25,410.81
PROWSE, LINDA	$29,350.67
SHAW BUSINESS SOLUTIONS	$33,145.62
SLP CONSULTING	$70,293.76
SYNDITECH SOLUTIONS	$26,216.08
TELUS MOBILITY	$27,262.73
YOUNG ANDERSON	$219,452.18
Total Aggregate Amount Paid to Suppliers over $25,000	**$2,320,102.18**

Total Consolidated Payments of $25,000 or less	**$192,564.96**

Total Expenditures for Goods & Services	**$2,512,667.14**

RECONCILIATION

Total Expenditures by Object per Financial Statements	$7,131,865.00
Less: Amortization	(76,262.00)
salaries and benefits	(4,232,814.00)
expenses paid to or on behalf of employees this fiscal year	(214,108.36)
expenses paid to or on behalf of trustees this fiscal year	(96,013.50)
Net expenditures to Suppliers	$2,512,667.14

Islands Trust

SCHEDULE OF REMUNERATION & EXPENSES FOR EMPLOYEES

APRIL 1, 2017 TO MARCH 31, 2018

EMPLOYEES	POSITION	REMUNERATION	EXPENSES
Beeston, David	Information Systems Coordinator	$76,581.90	$3,592.51
Cermak, Stefan	Regional Planning Manager	$94,609.79	$4,525.59
Eggen, Marnie	Island Planner	$81,809.93	$6,184.70
Elliason, Jennifer	Manager, Islands Trust Fund	$79,179.53	$2,802.61
Frater, Clare	Director of Trust Area Services	$98,692.91	$11,040.02
Hotsenpiller, Russel	Chief Administrative Officer	$161,445.44	$13,817.36
Kjerulf, Ann	Regional Planning Manager	$94,217.39	$10,518.56
Kojima, Robert	Regional Planning Manager	$97,098.42	$1,533.74
Marlor, David	Director of Local Planning Services	$111,106.92	$12,575.16
Milne, Robert	Island Planner	$93,212.59	$6,663.54
Richardson, Gary	Island Planner	$81,307.60	$5,123.22
Starke, Justine	Island Planner	$79,876.50	$8,294.87
Thiel, Carmen	Legislative Services Manager	$95,434.76	$3,668.15
Van Bakel, Mark	Manager, Information Systems	$84,251.97	$3,982.78
Youmans, Jason	Island Planner	$80,206.77	$5,735.21
Zupanec, Sonja	Island Planner	$81,064.32	$5,289.03
TOTAL		$1,490,096.74	$105,347.05
Consolidate total of other employees with remuneration of $75,000 or less		$1,997,206.76	$108,761.31
TOTAL		**$3,487,303.50**	**$214,108.36**

Employer Portion

Canada Pension Plan:	$132,370.16
Employment Insurance:	52,722.41
Total	$185,092.57

RECONCILIATION FOR EMPLOYEE PAYMENTS

Total Remuneration - Employees	$3,421,650.50
Plus taxable benefits	65,653.00
Subtotal	$3,487,303.50
Plus non-taxable benefits	745,510.50
Total	$4,232,814.00
Total per Statement of Revenue & Expenditure - Salaries & Benefits	$4,232,814.00
Unreconciled Variance	0.00

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	August 29, 2018
From:	**David Marlor, DLPS**	**Date Prepared:**	August 21, 2018
SUBJECT:	**Local Planning Services Review Update**		

PURPOSE: To provide an update on and recommendations for improving service delivery of Local Planning Services.

BACKGROUND:

The last LPS review was undertaken in 2007. Given changing needs, and a changing workplace, the current review began in late 2017. The goals of this review are:

1. To recognize high demand for and need to retain Island (senior) Planners;
2. To accommodate changes in needs since the 2007 LPS review; and
3. To ensure Local Planning Services is providing efficient and effective service.

ATTACHMENT(S):

1. LPS Review 2018

FOLLOW-UP:

1. As indicated in the implementation section of the attached report
2. As directed by the CAO

Prepared By:	**David Marlor, DLPS**
Reviewed By:	**Russ Hotsenpiller, CAO/**August 21, 2018 **Robert Kojima, Regional Planning Manager** **Ann Kjerulf, Regional Planning Manager** **Stefan Cermak, Regional Planning Manager** **Clare Frater, Director Trust Area Services** **Julia Mobbs, Director of Administrative Services/**August 22, 2018

Contents

1. GOALS OF THE 2018 LOCAL PLANNING SERVICES REVIEW

As the Islands Trust reaches its 45th anniversary in 2019, the organisation can look back on a myriad of accomplishments. Over that time the organisation has adapted through organisational changes to reflect the changing needs of communities. Looking to the future, Local Planning Services envisions robust planning organisation that is committed to delivering a bright future for the Islands Trust, where communities and First Nations work hand-in-hand to develop policies and regulations mindful of community needs, aboriginal rights and title and changing environmental sensitivities.

The best way to achieve this vision is to reorganise Local Planning Services to create teams that work on current planning and policy planning. This new team approach would provide new opportunities for staff, which would improve recruitment and retention, improve service delivery to local trust committees and communities, enhance the relationship between Trust Area Services and Local Planning Services, improve ability to foster relationships with First Nations, allow us to introduce and integrate specialisations relevant to the Islands Trust mandate, and adapt to the changing needs of the Islands Trust Area. This new approach will further allow us to develop a program to maintain all 20 Official Community Plans and Land Use Bylaws on a regular basis, address upcoming issues collaboratively, and provide resources to support regional initiatives via the Local Planning Committee.

The broad goals of a review of the Islands Trust Local Planning Services are:

1. to recognize high demand for and need to retain Island (senior) Planners;
2. to accommodate changes in needs since the 2007 review; and
3. to ensure Local Planning Services is providing efficient and effective service.

2. SUMMARY OF RECOMMENDATIONS

2.1. Improve How We Work

Local Planning Services should:

- **develop metrics for measuring performance on applications and Projects,** report on them quarterly and assess them for means to improve over time;
- **create project planning and current planning teams** so that six planners are dedicated to undertaking current planning work (application processing), and seven planners are dedicated to undertaking policy planning work (local trust committee project, Local Planning Committee work and OCP reviews); two of the policy planners (Island Planners) should be dedicated to OCP Review Cycle; and one of the policy planners should be dedicated to Local Planning Committee to undertake regional planning work.

2.2. Provide Specialised Resources

Local Planning Services should:

- **create a planning technician position,** with technical understanding of bylaws and local government that would undertake most referrals for all local trust committees, and undertake some work on development variance permits and subdivision referrals.

- **establish permanent sustainability specialist** that would be a science-based position that would undertake research and provide advice on sustainability issues such as water resources and climate change.

- **hire planners with specialized skills** to bring in some specialized planning skills, such as First Nations relations and engagement, environmental planning, social planning and graphic design skills.

2.3. Improve Collaboration with Trust Area Services

Local Planning Services should:

- **create a local trust committee advocacy liaison position,** reporting to Director of Trust Area Services, that undertakes local trust committees' advocacy work that is not of regional significance, as well as undertaking liaison with Bowen Island Municipality.

- **transfer grants function to Trust Area Services** by incorporating into the new program coordinator position, freeing 0.4 FTE for other purposes.

- **transfer housing agreement administration to Trust Area Services** by incorporating into the new program coordinator position to ensures a consistent approach to monitoring and administering housing agreements for local trust committees.

2.4. Provide Support for Trust Council Strategic Direction

Local Planning Services should:

- **Establish an annual $40,000 budget for advice on First Nations** to allow us to contract expertise and experience working with Indigenous people.

- **Amend Trust Council Policies** 6.2.1 and 6.7.1 to remove the requirement for three top priorities per local trust committee and replace with a more flexible system that allocates resources and priorities based on compliance with Islands Trust Policy Statement, Islands Trust Strategic Plan, local needs and available resources; and amend policy 6.10.1 to establish protocols for local trust committee advocacy.

2.5. Ensure Capacity

Local Planning Services should:

- **Review job profiles and classifications** to support realignment of planning staff.

- **Establish and maintain an approved "As and When" auxiliary planners list** with a focus on current planning skills to provide back-fill for unplanned absences.

3. BACKGROUND – 1990S AND EARLY 2000S

In the 1990s planning services was based in Victoria. There were five Senior Planners and five Planning Technicians. An Island Office was opened on Salt Spring Island and by early 1990s was staffed with one Senior Planner, one Planning Technician, one Clerk and one Receptionist. An additional Planning Technician was added in 1996. The rest of the planners (four Senior Planners and four Planning Technicians, one clerk and one assistant) were located in the Victoria Office. Mapping (two staff) and bylaw enforcement (one officer with no administrative support) was located in Victoria. Completing the Local Planning Services compliment was a Director, also located in Victoria. Staff complement was 19 staff.

In 1992 the Province proclaimed an amended *Islands Trust Act*. This modernized Act required that Trust Council create a Policy Statement, and required that all Official Community Plan be consistent with that policy statement. To support the transition and updating of official community plans, the Province provided significant matching grants. These grants, in the hundreds of thousands dollars, allowed the use of consultants to undertake much of the work. During this time-frame, Islands Trust developed Trust Council policies to help manage planning resources and budgets. To ensure that staff was not overloaded, and to ensure fair distribution of resources, Trust Council adopted Policy 6.7.i [Work Program, Follow-up Action Lists and Priorities Chart] on December 17, 1992. This policy requires that each organizational unit (including local trust committees) have three top priorities that they are working on.

In the late 1990s, the Province created new Planning Officer categories in the Collective Agreement. Prior to this time, the planners were classified as Administrative Officers. With this change the Senior Planner and Planning Technician were converted to Planning Officers (Grid 27 and Grid 21 respectfully). At the same time, the Province created a third planner position (Planning Officer Grid 24). This meant that the old Senior Planner and Planning Technician did not fit this new pay structure. Further, to address the creation of three planning offices, local planning services was divided into three units. The north and southern units had two Senior Planners as the lead, supported by a Planner, clerk and assistant.

In late 1990s, one of the five senior planning positions was transitioned to support Trust Area Services, and another was eliminated through a retirement. This left three senior planning positions and these were renamed Regional Planning Coordinators (now at Grid 30).

During the 1990s, local trust committees would not meet often, with most of the business being conducted by resolution-without-meeting. With the exception of Salt Spring Island, meetings would occur between two to four times per year (two being the minimum required by bylaw), or meetings would be called when 2nd and 3rd readings were required for bylaws. As there was no open meeting requirements, there was little need for comprehensive staff reports. Most business, such as development variance permit, development permits and subdivision applications requiring local trust committee decision were conducted through discussion between planners and trustees and then the writing and signing of resolutions-without-meetings.

When the new open meeting requirements came into force, the only opportunity for local trust committees to speak to each other and debate issues was in a meeting that was open to the public. This rendered the use of resolutions-without-meetings ineffective for most business. As a result, local trust committees significantly increased their number of meetings to be able to address business in a timely manner. Along with this came an increase in administrating the meetings, and planner time to prepare reports for the agendas and attend the meetings.

In 1999 Bowen Island Municipality incorporated. Under the *Islands Trust Act* and agreement with the Ministry, the Islands Trust had a three year contract to provide planning services at the rate of contribution from Bowen Island in the same amount as provided before incorporation. One Senior Planner was assigned to Bowen Island. After two years the Islands Trust and Bowen

Island Municipality agreed to end the planning contract. Within local planning services, this affected one planning staff position.

In early 2000s, there was a political desire to locate more staff on the islands. In response, the Islands Trust opened a new Northern Office on Gabriola Island. This initially started with one Senior Planner, one clerk and one administrative assistant. The Clerk and planner were transferred from Victoria (by mutual agreement) and the administrative assistant was added.

The regional planning coordinator positions were later renamed to Regional Planning Managers (no change in pay scale or duties). Finally the positions were excluded from the union and redefined as management positions.

During the 1990s and early 2000s, bylaw enforcement was undertaken by one bylaw enforcement officer reporting directly to the Director of Local Planning Services. On retirement of this officer, the position was split into three 0.4 full-time equivalent (FTE) positions, each located in one of the three offices (Victoria, Salt Spring and Northern Office). The three officers reported directly to the Director of Local Planning Services. During this period there was no coordination between the three and no administrative support provided. Demand for enforcement of bylaws meant that over the years Trust Council increased funding to allow more hours to bylaw enforcement, until all three positions were working full time.

Over the years the issues to be considered in processing land use planning applications, or undertaking reviews of official community plan policies or land use bylaw regulations have become more complex than they were during the 1990s and early 2000a. For example, First Nations, climate change, freshwater concerns, housing affordability and fish habitat regulations, to name some, were not major issues to be considered in the 1990s. As a result, staff reports and public processes are more complex, involved and take more staff resources today than they did in the past.

4. 2007 LOCAL PLANNING SERVICES REVIEW

The 2007 Review was undertaken in response to inability for planning services to meet the demand for local planning. Up to 2007 local planning services evolved organically, in response to political requests and perceived needs. There had not been a coordinated effort to review the needs and determine options.

Trust Council adopted all of the recommendations of an internal review. This review recommended strengthening of the three regional offices by increasing planning, administrative and bylaw enforcement staff.

1. **CURRENT SITUATION**
    1.1. There are three planning offices.
    1.2. Northern office (9 FTEs)
        1.2.1. 1 x Regional Planning Manager
        1.2.2. 3 x Island Planner
        1.2.3. 1 x Planner 2
        1.2.4. 1 x Planner 1
        1.2.5. 1 x Legislative Clerk

1.2.6. 1 x Planning Team Assistant

1.2.7. 1 x Office Assistant

1.3. Southern Team (7 FTEs)

1.3.1. 1 x Director of Local Planning Services

1.3.2. 1 x Regional Planning Manager

1.3.3. 3 x Island Planner

1.3.4. 1 x Planner 1 (Acting Planner 2)

1.3.5. 1 x Legislative Clerk

1.3.6. 1 x Planning Team Assistant

1.4. Salt Spring Team (8 FTEs)

1.4.1. 1 x Regional Planning Manager

1.4.2. 1 x Island Planner

1.4.3. 1 x Planner 2

1.4.4. 2 x Planner 1

1.4.5. 1 x Legislative Clerk

1.4.6. 1 x Planning Team Assistant

1.4.7. 1 x Office Assistant

1.5. Bylaw Enforcement (4 FTEs)

1.5.1. 1 x Bylaw Enforcement Manager

1.5.2. 2 x Bylaw Enforcement Officer

1.5.3. 1 x Administrative Assistant

1.6. Other (0.4 FTE, plus 2 temp FTEs)

1.6.1. 0.4 x Grants Manager

1.6.2. 0.25 x Communications Specialist

1.6.3. 1 x Senior Intergovernmental Policy Advisor (temp)

1.6.4. 1 x Senior Freshwater Specialist (temp)

Total LPS – 29.4 FTEs + 2 temp FTEs

1.7. Grants Administration was moved from Trust Area Services to Local Planning Services. This two-day a week position reports to the Director of Local Planning Services. The focus is on grants for local trust committees only.

1.8. There is currently one temporary position reporting to the Director of Local Planning Services - Freshwater Specialist. Funding is available for the 2018/19 Fiscal year for First Nations Engagement contract support.

5. THE PROBLEM

A review of comments made by trustees and staff when interviewed in late 2017 for this review, along with conversations with the Regional Planning Managers, indicate that the following are issues that need to be dealt with.

1. Application volumes vary by local trust area over time; the current system of assigned planner per island makes it difficult to adjust to the changes to demand. Pressure to process applications quickly result in more time being taken up by current planning at the expense

of local trust committee project work. With more than 30 First Nations in the Trust Area, First Nations Engagement affects all aspects of planning and requires substantial staff resources.

2. The current policy of three priorities per local trust committee creates too many project priorities to adequately undertake given available resources. There is little incentive for local trust committees to link work program to strategic plan objectives, resulting in work being undertaken that does not further the Islands Trust Strategic Plan.
3. Currently there is no systematic approach to undertake reviews of the 20 local trust committee Official Community Plans, resulting in some plans being up to 35 years old.
4. Priorities in some local trust areas have moved away from planning and into the realm of advocacy. Without dedicated policy analyst, planners not trained in advocacy are being asked to undertake advocacy work for local trust committees.
5. We have had situations where it has been difficult to hire planners, especially planners with senior experience. This is partly due to a high demand for planners around the province, and also the cost of living and compensation we are able to offer. We are not particularly nimble at covering gaps that occur when we have planner vacancies.
6. While we have a grants manager position, the role is limited to grants for local trust committee projects. As grant deadlines rarely match local trust committee project needs, very view grants are applied for.
7. Proactive enforcement by local trust committees and review of planning bylaws placing demand on bylaw enforcement time.
8. Climate change means more focus on freshwater and sustainability necessary over the coming years.
9. Role confusion due to inconsistency in work undertaken by similar positions in each office
10. No one person responsible for upkeep of Local Planning Services documents.
11. Local Planning Committee is under-resourced and products usually required local trust committees to implement.

6. IMPROVE HOW WE WORK

Current Planning

Application volumes have increased in recent years. Historically, planners have spent about 60 percent (7.8 FTEs) of their non-administrative time on current planning, which includes application processing and inquiries. Some of the time commitment is from the volume and desire to complete applications as quickly as possible.

Of the time spent on current planning, approximately 800 (0.6 FTE) hours per year is used dealing with building permit referrals and other referrals (siting and use permits, crown referrals, etc.).

Rezoning applications take up the majority of the planners' time. The average time for completion of a rezoning is two years, though this varies widely depending on the application. The minimum is around six months. Delays in rezoning application usually occur due to unexpected public, First Nations or agency concerns. Some delays occur due to local trust committee not making a decision, or requesting more consultation or research. Some delays have occurred due to limited staff resources.

Building permit referrals, siting and use permits, subdivision referrals and other such applications are currently done by a variety of staff and varies by office. All staff report that application volumes usually result in pressure to undertake current planning work at expense of project work.

Project Planning

In the survey, Staff reported that project work is unmanageable with too many priorities per local trust committee. Trust policy currently states a maximum of three priorities per local trust committee, which results in 39 priorities. These priorities are of varying complexities, and therefore do not represent true work volumes.

In the 2007 Local Planning Services review, Local Planning Services nominally allocated 33% of available planning resources to Project Planning. In 2017 planning staff recorded 26% of their time on project work. This is approximately 3.4 FTEs out of 13 available.

New project planning and management approach requires consideration of availability of staff planning resources before the project may start. The Islands Trust policy on top priorities needs to be amended to remove the requirement for three projects per local trust committee and instead limit it to one, with additional projects being permitted subject to resource availability.

While more resources would be ideal to undertake projects, it would have to be at the expense of reducing resources for current planning or through staff resource increases.

Over the last several years focus has shifted from regular reviews of official community plans to targeted policy and regulatory amendments specific to each local trust area. There are currently 20 official community plans in the 13 local trust areas. The average age of the official community plans is 13 years, though the more active islands have an average age of six years old. The oldest official community plans are Piers Island and DeCourcey Island, both 35 years old

It may be possible to reduce workload by expanding some major island official community plans to include the entire local trust area, or including associated islands official community plans as area plans in the more general official community plan for the local trust area. Opportunities for this are:

- expanding Gabriola Official Community Plan to the entire local trust area and include Mudge and DeCourcey islands;
- expanding Gambier Official Community Plan to the entire local trust area and include Keats and Gambier associated islands;
- expanding Thetis Official Community Plan to the entire local trust area and include Valdez and Thetis associated islands;
- expanding North Pender Official Community Plan to the entire local trust area and include the north Pender associated islands; and
- expanding Salt Spring Official Community Plan to the entire local trust area and include Piers island and areas currently not covered by an Official Community Plan.

While these would be significant community projects and require significant planning resources, the result would be 13 Official Community Plans, one for each of the local trust areas.

Options:

Confirm percentage of time planners spend on projects and applications.
While the 2007 report approach was to allocate 33 percent of planner time to projects, the reality is that application volumes has led to an increase of time spent on current planning, cutting into the time that could be used for proactive planning. In 2017 Local Planning Services staff spent 60 per cent of their time on current planning. The division between current planning and project planning should be adjusted, but goal division should be established and communicated.

While the 2007 report approach was to allocate 33 percent of planner time to applications, the reality is that application volumes have led to an increase of time spent on current planning. In 2017 LPS spent on average 55 per cent of their time on current planning. The division between current planning and project planning should be adjusted, but goal division should be established and communicated.

Reallocate planning staff to create dedicated project and current planning teams. This approach would allocate planning staff to a project planning team and a current planning team. The tools listed above could still be used in conjunction with this approach, but together should provide more resilience in protecting planning staff to undertake long range project work. This could be supported by Trust Council policy amendment to eliminate the requirement that each local trust committee has three projects, and replace it with a policy based on further Trust Council Policy Statement and Strategic Plan. This approach would provide more resilience in dealing with fluctuations in volumes of applications and demands for proactive planning work.

Improve Project Management Tools. Local Planning Services has made a step in this direction by requiring that resources be considered when initiating a new planning project. This includes a consideration of overall resources and commitments made. Metrics should be developed and implemented to measure progress on projects, along with expectations for the public and trustees.

To ensure that time is adequate to undertake the current planning, staff need to confirm that the level of work being undertaken is appropriate, that there are sufficient tools such as checklist and templates in place to reduce workload. Metrics should be developed and implemented to measure progress on applications, along with expectations for the public, applicants and trustees.

Reallocate planning staff to undertake development of Official Community Plan amendments. This approach would give priority to the on-going maintenance and updating of official community plans to ensure they remain relevant, consistent with Islands Trust Policy Statement and consistent with required content established by the Province. Under this approach, Trust Council would need to establish policy on maintenance of official community plans, and a rotation of reviews would be established based on need (i.e. some plans may not require reviews as frequently as others). Opportunities to combine plans could be made during these reviews. There would also need to be an established template process to facilitate reviews in an ordered and logical manner to control the length of time required to undertake the reviews.

Better communication with LTCs on resource allocation. To help local trust committees understand the progress of current planning applications, projects, reports to the local trust committee should include the actual staff time spent on applications.

7. PLANNING RESOURCES

In responding to a telephone survey, trustees have high regard for all of the work undertaken by planners. Some recognize that planners are asked to do work that is not directly planning related. Staff has noted that Island Planners also have to undertake administrative work, most notably running of the local trust committee meetings (except Gabriola and Salt Spring).

Trustees also noted that there is quite a few staff at some local trust committee meetings. For example, a planner often will be asked to attend a meeting to present a report. While local trust committees generally like having the staff at the meeting for this purpose, they wonder about the need and efficiency of this approach.

From the survey or trustees, there was no consensus on whether or not an Island Planner dedicated to their island is important. Those that thought it was important reasoned that it had to do with the planner knowing the community, and the continuity provided by a planner assigned to that island for some time. Those that did not see the benefit did say that having a contact planner was important.

Trustees and staff thought that application processing trumped project planning when it comes to time allocation. This was seen as partly a desire to turnaround applications quickly, and a perception of a political need to respond quickly to applications. As a result, project planning resources become reduced.

Staff noted that planners are being asked to do non-planning work, such as advocacy through letter writing or attending meetings. In 2017, local trust committee meetings consumed 16% (2.1 FTE) of planners' time available for planning work. This is mostly from attendance at meetings, but includes preparation for meetings and immediate follow-up to those meetings.

Some functions, such as graphic design and corporate identify have not been coordinated to any degree, leaving design and style to individual planners. This has changed with the introduction of a corporate identify, and an active role of the Communications Specialist in public facing products from Local Planning Services. Local Planning Services would benefit from inclusion of in-house graphic design abilities.

All planners hired at Islands Trust are generalist. While there have been discussions in the past about incorporating more specialized planning skills, such as social (housing), environmental and First Nations, the current structure makes this difficult to implement. With a change of structure to dedicated current and policy planning teams, there is an opportunity to incorporate specialized planning skills into the organization.

Hiring of planners has been problematic, given competition from other local governments, private firms and limitations in compensation in the Public Service. An approach that appears somewhat successful over the past years has been creating a flexible working environment for the planners. This is partly through the implementation of the ETO component, in which planners and supervisors agree on days of the week planners are required to work, as well as any operational needs, and the planners determine their own hours on the days agreed to work. Planners have to manage their time to ensure they work 70 hours over two weeks. Other flexible options include some limited working from home opportunities, working on the ferry or working out of other offices.

We have three planning positions: Planner 1 (Planning Officer 1, Grid 21); Planner 2 (Planning Officer 2, Grid 24); and Island Planner (Planning Officer 3, Grid 27). Planning Officer 4 (Grid 30) is currently not in use at the Islands Trust. With reorganization into two main teams – Current planning and project planning – there is an opportunity to review job profiles and reconsider the appropriate classifications. To create longevity of staff working for the Islands Trust, the ability to hire "developmental" planners at the Planner 1 level and then move up to Planner 2 level would help facilitate retention and promotion.

Over the years we often need to fill planning positions on a temporary basis due to sick leave, maternity leave, retirements, planner leaving the organization or other reasons. Unfortunately, the hiring process can be lengthy and we often find we cannot back-fill positions quickly.

Options:

Confirm percentage of time planners spend on projects and current planning. As discussed previously, this would protect planner time for projects by limiting the resources available for current planning. This could be supported by Trust Council policy amendment to eliminate the requirement that each local trust committee has three projects, and replace it with a policy based on further Trust Council Policy Statement and Strategic Plan.

Create a LTC Advocacy Position. Over the last couple of years, the need for local advocacy has grown. There are some issues that are not regional or Trust-wide and therefore do not make it onto the Executive Committee work program. As a result local trustees undertake advocacy work on behalf of their constituents

Hire Planners with Specialized Skills. If Local Planning Services is reorganized into current and policy planning, the organization could take advantage of hiring opportunities to bring in some specialised planning skills. Ideally these would be in the area of First Nations relations and engagement, environmental planning and social planning. Job descriptions would be amended for these positions. While assigned to policy planning, the planners could act as advisors to current planning staff.

Review Planning Officer Classifications. With a reorganization of planners into two major teams, there is an opportunity to review the job profiles and classifications. Regional Planning Managers would have two functions – to manage the office and planning team, and to manage a functional team. One Island Planner could be a deputy to the Regional Planning Manager and undertake team lead functions. These positions (one for Current Planning and one for Project Planning) could be candidates for a reclassification to Planning Officer 4 (Grid 30).

Approved "As and When" Planners List. To assist in quickly responding Local Planning Services should maintain a list of "as and when" auxiliary planner with a focus on current planning skills.

8. GRANTS ADMINISTRATION

Grants administration was originally under TAS and funded at three days per week (0.6 FTE). This position undertook grants administration and external award applications for the organization. To reduce budget, the position was reduced to two-days per week (0.4 FTE) and limited to grants administration for local trust committees only.

There are limited grants available for planning purposes and often the grant dates rarely coincide with local trust committee project planning. Most grants are matching grants, so very little revenue is generated from this position. The Grants Manager currently maintains a database of grant opportunities, sends out information about the grant opportunities to staff and trustees and to some First Nations, writes grant application, and for awarded grants monitors and reports as required by the grantor.

Over the past three years, the following grant revenue has been realized through this position:

- 2015 - $92,514
- 2016 - $307,845
- 2017 - $16,965

Most of the 2016 funding was flow-through funding for a community project on Lasqueti Island.

This position could be transferred back to Trust Area Services and combined with the new administrative position. This approach could allow the function to respond better to grants for any organizational body, and be better aligned with communications and grants function of the Islands Trust Conservancy.

Options:

Transfer Grants Function to Trust Area Services. This would see the new position in Trust Area services taking on grants function. Experience indicates that the actual number of grant opportunities is low. Before transferring, grants database and procedures should be finalized and in-place to reduce workload. This would be a net benefit to the organisation in providing a more robust grants function at a reduced cost. This would also free up 0.4 FTEs currently at the Grid 24 level for other uses.

9. HOUSING AGREEMENT ADMINISTRATION

Housing agreement administration is a new function funded for the first time in 2017/18 fiscal year. The work initially involved setting up a process and procedures for creation of and management of housing agreements. As this work is completed, the focus now is on management of adopted housing agreements, and supporting planners through maintenance of a housing agreement database.

Work is expected to remain minimal, for some time. Currently there are six housing agreements in the trust area. Work is currently being undertaken by an "as-and-when" employee. This work will be assigned to the new Trust Area Services program coordinator position.

Options:

Function could be undertaken by Trust Area Services. This would see the new position in Trust Area services taking on housing agreement administration. The number of housing agreements is low, and requires an annual receipt of information or follow-up with the housing agreement parties. Template housing agreements and procedures are in place and would need to be maintained. As more housing agreements come on line, the workload could be assessed.

10. BYLAW ENFORCEMENT

Trustees generally have a high regard for the services provided by bylaw enforcement. Staff notes that more integration with planning is good, but this does require bylaw enforcement resources when reviewing new bylaws. Number of enforcement files open has been pretty steady over the past several years at just under 300. Comments from staff suggest that more resources are required. Staff and trustees comment that the Bylaw Enforcement Notification System has been affected at reducing workload; however, Denman, Hornby and Lasqueti local trust area do not have a bylaw enforcement notification system in place. Saturna Island at time of writing is in process of developing such a bylaw.

Local trust committees often develop standing resolutions on proactive bylaw enforcement for a particular issue. This is sometimes initiated at the request of the local trust committee, or on recommendation from staff. Proactive enforcement can consume a lot of staff time to administer, and can result in additional work for planners when people are directed to the planning department to make an application to become compliant with the land use bylaw.

Options:

Develop Procedures for Bylaw Amendments. To manage workload of the bylaw enforcement team, procedures should be developed to engage with the bylaw enforcement officer early in the bylaw development process. This should include consideration of how the bylaw enforcement office responds to the engagement. More routine issues could be dealt with through development of a “guide for planners” that could reduce the need for referrals or some types of bylaw amendments.

Proactive Bylaw Enforcement. Proactive enforcement should be handled the same as a planning project, with the development of a Project Charter and assessment of the resources and budget requirements. Consideration should be given to bylaw enforcement resources required and effect on planning staff resources. The Charter should include Documents currently used by planning staff could be adapted to be used by bylaw enforcement staff when proposing proactive enforcement.

BENS Bylaws. The Bylaw Enforcement Notification System has been effective at reducing staff resources for enforcement of local trust committee bylaws. The system is also useful in getting the attention of the landowner and seeking voluntary compliance without having to resort to the Courts. Encourage all local trust areas to adopt bylaw enforcement notification system bylaws for consistency throughout the Trust Area and to increase efficiency of enforcement.

11. SPECIALIST POSITIONS

Over the past couple of years' Local Planning Services has two temporary specialist positions; a Senior Intergovernmental Policy Advisor (SIPA) and a Senior Freshwater Specialist.

The SIPA position started in June 2016 and will finished by mid-July 2018. The position has helped transform the approach to First Nations engagement at the Islands Trust. New procedures for local planning services are in place (or will be shortly) for engagement of First Nations.

Looking forward, local planning services should be dealing directly with First Nations on specific issues, building on the relationships already built. Continued advice will be necessary over the coming years, as the area of First Nations engagement is always changing. Resources will also be required to maintain and update policies and procedures, and to provide orientation to trustees and staff in this area.

The Senior Freshwater Specialist (SFS) position started in June 2017 and will currently end on March 31, 2019. This position is adding value in providing a scientific focus on freshwater resources. This is central to most of the planning on the islands. The SFS has been involved in the Salt Spring Island Watershed Protection Alliance, working with planners on freshwater aspects of rezoning applications and major local trust committee projects, providing advice on official community plan policy wording in relation to freshwater, undertaking peer review of geohydrological reports for development applications, undertaking mapping research in relation to freshwater to add to our knowledge base, and looking at how the Water Sustainability Act could be implemented in the Island Trust Area.

Options:

Seek Advice on First Nations from Indigenous People. On advice from the SIPA, going forward local planning services should be contracting with two or three people with experience and expertise in working with Indigenous people, and who know the areas on advice for First Nations engagement. This could be an on-going contract, or contract on an as-need basis. Funding should be set aside to cover the cost of such contracts in the annual budgets.

Administrative First Nations Position. With several policies and procedures on engagement with First Nations and 13 local trust committees, Executive Committee and Trust Council all seeking advice on First Nations, there is a need to those policies and procedures are maintained. We intend to maintain a database of First Nations and a stock of gifts available for giving to First Nations during engagement events. This need is beyond local planning and would include all aspects of the organisation. This work is planned to be undertaken by the new TAS coordinator position.

First Nations Engagement Budget. To support First Nations engagement, funding would be required to contract people with experience and expertise in working with Indigenous people for general advice on First Nations engagement, undertake on-going training and orientation for trustees and staff and to purchase gifts for First Nation engagement events.

Local Planning Services currently has access to $15,000 for scientific and technical purposes. These funds are used for peer review of scientific documents, or for small contracts to support local planning services. This amount could be significantly increased to include First Nations engagement, or a separate fund established.

Permanent Sustainability Specialist (1 FTE). This position, focused on sustainability generally, would be a good scientific position to have permanently in the organization. The Senior Freshwater specialist has added a lot of value to the work of the planners, providing scientific review and support to local planning recommendations. This position would be key in undertaking planning work on climate change, and planning work that is sensitive to and protective of the environment, while still addressing social and economic issues.

12. ADMINISTRATIVE SERVICES

Local planning administrative services were reviewed and changes made a few years ago. Staff comments indicate there is still some concern about the removal of supervision of the Planning Team Assistant position from the Legislative Clerks. There is also still role confusion resulting from positions in each office undertaking some different duties. This is mostly a legacy.

Local Planning Services has a variety of documents that are used by all staff in the completion of their work. These include application form, internal policies and procedures, checklists, reference manuals and templates. Without a central person taking responsibility for the maintenance and update of these documents, they often do not get updated, or they are maintained in three offices by three separate people. This leads to lack of a single cohesive procedure for all Local Planning Services.

While work demand is high, the workload is manageable.

Options:

Consistency of Roles. The original review of Local Planning Services administrative report identified roles for each position, with the expectation that over time the roles would be brought into alignment for each position.

Central Responsibility for Document Maintenance. Additional support is required so that within Local Planning Services a central general support position is taking responsibility for maintenance, update and management of Local Planning Services documents, such as internal policies and procedures, checklists, reference manuals and templates. This person should report to either the Director of Local Planning Services or the Manager of Legislative Services.

13. LOCAL PLANNING COMMITTEE

Trustees and staff question the value of the local planning committee, especially when most land use planning tools are the jurisdiction of individual local trust committees. The Local Planning Committee appears to be most efficient when it is dealing with issues of interest to multiple local trust committees and producing information that does not need to be implemented by local trust committees through bylaw amendments. Examples of this kind of work include the housing needs assessments, the forum on housing, and the telecommunications model engagement strategy.

Resources for Local Planning Committee were historically provided on an ad hoc basis by planners off the side of their desk. In the 2007 review of Local Planning Services, five per cent of planner time was nominally assigned to Local Planning Services. Five per cent of 13 planners is

0.6 FTE. However, as local trust committee work programs took precedence, Local Planning Services never realized that level of support.

A change was made to have one planner provide a percentage of their time to the Local Planning Committee, similar to how planners provide dedicated time to local trust committees. This is currently limited to no more than 20 per cent of that planner's time. This is 1.5 per cent of all of the planner time available to Local Planning Services.

Options:

Increase Resources Dedicated to Local Planning Committee. Local Planning Services could provide meaningful planning work if it had adequate resources. It could become a "regional planning" services; though it would not have authority to implement, it could provide valuable information to local trust committees on planning issues, trends, application fees and specific recommendations and advice on regional issues. It could also provide advice to Trust Council on local trust committee procedures.

Link Sustainability Specialist (Freshwater Specialist) to Local Planning Committee. The Sustainability Specialist (Freshwater Specialist) could undertake work through the Local Planning Committee. While some of this position work is specific to an island (such as review of application or support to SWIPPA) a significant amount could be undertaken regionally. This would include research on sustainability issues, freshwater, climate change, which could be developed through the Local Planning Committee.

14. RECOMMENDATIONS

14.1. Improve How We Work

Establish Metrics for Measuring Performance on Applications

Local Planning Services should develop goals and objectives for the delivery of planning services for development applications and Projects, report on them quarterly and assess them for means to improve over time. Local Planning Services already uses Project Charters for projects and records planner time spent on each project. This information, along with a close out and lessons learned, after each project, will help establish performance measures for projects. A similar approach could be used for development applications. This work could be overseen by the Local Planning Committee.

Create Project Planning and Current Planning Teams

Planning services should be reorganized so that six planners (and the new planning technician position) are dedicated to undertaking current planning work (application processing), and seven planners are dedicated to undertaking policy planning work (local trust committee project, Local Planning Committee work and OCP reviews). Two of the policy planners (Island Planners) should be dedicated to OCP Review Cycle. One of the policy planners should be dedicated to Local Planning Committee to undertake regional planning work.

Current Planning Team

It is recommended that five planners be assigned to current planning (one in the north, one in the south, two on Salt Spring). Along with the new Planning Technician position, there would be six FTEs providing current planning. This would be 36% of the overall complement of planner and planning technicians.

Over the last year approximately 7.5 FTEs out of 13 FTEs available have been used to provide current planning. The number of planners processing applications could be reduced through efficiencies, more use of templates for routine applications (such as development variance permits and development permits), shifting of referral workload to the new Planning Technician position, and efficiencies resulting from planners working with similar files across all local trust area.

The functional team would be managed by one of the regional planning managers who will be tasked with allocating work in a fair way that maximizes efficiencies and is respectful of the relative financial allocation between local trust areas.

<u>Project Planning Team</u>

It is recommended that seven planners be assigned to policy planning (three in the north, two in the south, and two on Salt Spring). This would be seven FTEs providing policy planning. This would be 54% of the overall complement of planner and planning technicians; however, not all of the planner time would be available to project work due to other duties such as attending local trust committee meetings. Local trust committee meetings require approximately 2 FTE of planner time annually; some of the Policy Planners' time would be allocated to local trust committee meetings.

Over the last year approximately 3.4 FTEs out of 13 FTEs available have been used to provide current planning. The number of planners undertaking policy work could be increased through efficiencies, more use of templates for routine applications (such as development variance permits and development permits), shifting of referral workload to the new Planning Technician position, and efficiencies resulting from planners working with similar files across all local trust area.

<u>Dedicate Two Policy Planners to OCP Review</u>

Two of the policy planners (Island Planners) should be dedicated to OCP Review Cycle. These two planners would have 100% of their available planning time allocated to OCP reviews. This includes establishing and executing a process. With 20 OCPs, and an average review cycle of every 8 years, approximately three OCPs would be under review at any one time. These could be staggered to spread out workload throughout the year and term. Local Planning Committee could be tasked with political oversight on the rotation and resource allocation and establishment of a template process.

This approach would require support of Trust Council on a process for OCP reviews, and by local trust committees in working within that framework. Some considerable resources would be required up front on policy and procedures to establish such a process, as well as develop template official community plans and processes.

<u>Dedicate One Policy Planner to Local Planning Committee</u>

One of the policy planners should be dedicated to Local Planning Committee to undertake regional planning work that would benefit two or more local trust committees.

14.2. Provide Specialised Resources

Create a Planning Technician Position

This will be an administrative technical position with technical understanding of bylaws and local government that would undertake most referrals for all local trust committees, and undertake some work on development variance permits and subdivision referrals. A planning technician position should be created in Local Planning Services. This position would serve all three regions, report to one Regional Planning Manager. The position would focus on processing building permit referrals, Siting and Use Permits, Crown land and other referrals and may assist planner and Legislative Clerk with undertaking some of the more administrative aspects of development variance permits and subdivision referrals.

This position is not intended to be a Planning Officer position; rather it will be an administrative technical position with technical understanding of bylaws and local government. The job description would be written to require technical planning education or experience, but would not require a Planning degree or eligibility for the Planning Institute of British Columbia. Target grid pay-scale would be Grid N18. This position would be in addition to the existing compliment of planners (increase in one FTE). The position could be located in any of the three offices.

In 2017 the types of referrals this position would undertake (building permits, Siting and Use permits, Crown Land and other referrals) accounted for 0.8 FTE. Therefore, it is anticipated that the new position would initially spend four days per week on these referrals, with one day a week available to assist planners with minor applications, such as development variance permits. The position will have capacity to absorb increases in referrals that we expect to occur over the coming years.

Establish Permanent Sustainability Specialist

This position, refocused to sustainability generally, would be a good scientific position to have permanently in the organization. The Senior Freshwater specialist adds a lot of value to the work of the planners, providing scientific review and support to local planning recommendations. This position would be key in undertaking planning work on climate change, and planning work that is sensitive to and protective of the environment, while still addressing social and economic issues. By undertaking work for the Local Planning Committee, this position would be able to undertake work that would be useful for several local trust committees.

This is not a planning position; it is a scientific based position that will provide advice to planners and elected officials around island sustainability. It is envisioned to be the lead position to gather scientific information to assist planners in determining appropriate density and uses for the island communities.

Hire Planners with Specialized Skills

If Local Planning Services is reorganized into current and policy planning, the organization could take advantage of hiring opportunities to bring in some specialized planning skills. Ideally these would be in the area of environmental planning, First Nations relations and engagement, social planning (housing) and graphic design skills. This would provide three or four planners with specialized skills and nine to ten planners with general skills.

14.3. Improve Collaboration with Trust Area Services

Create a Local Trust Committee Advocacy Liaison Position

This position would undertake local trust committees' advocacy work that is not of regional significance. The position should report to the Director of Trust Area Services to maintain connection between local advocacy initiatives and Trust-wide advocacy. This is envisioned as a 0.4 to 0.6 FTE position at Grid 24 that could be located in any of the three offices. This should be supported by amendments to Trust Council Advocacy Policy.

Transfer Grants Function to Trust Area Services.

This would see the new position in Trust Area services taking on grants function. This would be a net benefit to the organisation in providing a more robust grants function at a reduced cost. This would also free up 0.4 FTEs currently at the Grid 24 level for other uses.

Transfer Housing Agreement Administration to Trust Area Services.

Include housing agreement administration in the job profile for the recently approved new administrative position in Trust Area Services. This provides a centralized position to monitor and administer housing agreements for local trust committees.

14.4. Provide Support for Trust Council Strategic Direction

Budget for Advice on First Nations.

Establish a budget of $40,000 to allow us to contract expertise and experience working with Indigenous people for advice on First Nations engagement.

Amend Trust Council Policies

Trust council policies 6.2.1 and 6.7.1 should be amended to remove the requirement for three top priorities per local trust committee and replace with a more flexible system that allocates resources and priorities based on compliance with Islands Trust Policy Statement, Islands Trust Strategic Plan, local needs and available resources.

Trust Council Policy 6.10.3 should be amended to better defined advocacy that may be undertaken by local trust committees, and the process for undertaking that advocacy.

14.5. Ensure Capacity

Review Classifications

To support realignment of planning staff, all planner job profiles should be reviewed, updated and reclassified. To support realignment of planning staff and to complete the previous administrative review, the Planning Team Assistant job profiles should be reviewed and reclassified.

Approved "As and When" Planners List

Local Planning Services should maintain an approved list of "as and when" auxiliary planners with a focus on current planning skills.

15. SUMMARY OF PROPOSED CHANGES (FTEs):

Management Current	FTEs	Management Proposed	FTEs
Director	1	Director	1
RPMs	3	RPMs	3
Total Management	***4***	***Total Management***	***4***

Planners Current	FTEs	Planners Proposed	FTEs
		Policy Planning	
Island Planners	7	Lead Planner - Policy	1
		Island Planner - Environmental	1
		Island Planner – Social/Housing	1
		Island Planner – First Nations	1
		Planner 1/2 - Trust Council Committee	1
		Planner 1/2 - General	2
		Current Planning	
Planner 1/2	6	Lead Planner - Current	1
		Island Planner	2
		Planner 1/2	3
		Planning Technician	1
Total Planners	***13***	***Total Planners/Tech***	***14***

Administrative Current	FTEs	Administrative Proposed	FTEs
Legislative Clerk	3	Legislative Clerk	3
Planning Team Assistant	3	Planning Team Assistant (re-class)	3
Admin Assistant	2	Admin Assistant	2
Total Administrative	***8***	***Total Planners/Tech***	***8***

Bylaw Enforcement Current	FTEs	Bylaw Enforcement Proposed	FTEs
Bylaw Enforcement Manager	1	Bylaw Enforcement Manager	1
Bylaw Enforcement Officer	2	Bylaw Enforcement Officer	2
Admin Assistant	1	Admin Assistant	1
Total Bylaw Enforcement	***4***	***Total Bylaw Enforcement***	***4***

Specialist Current	FTEs	Specialist Proposed	FTEs
Grants Manager	0.4	Grants Manager	0
Senior Intrgvrnmntl Policy Advisor	1 (temp)	First Nations Advisor	0
Senior Freshwater Specialist	1 (temp)	Senior Freshwater/Sustainability Spec.	1
LTC Advocacy	0	LTC Advocacy	0.4
Total specialist	***2.4***	***Total Specialist***	***1.4***

LPS Current	FTEs	LPS Proposed	FTEs
Total LPS Staff permanent	*29.4*	*Total LPS Staff permanent*	*31.4*
Total LPS Staff Temporary	*2*	*Total LPS Staff Temporary*	*0*
Total LPS Staff 2017/18	***31.4***	***Total LPS Staff proposed***	***31.4***

Planning Impacts

- Planning Staff increased from 13 to 14 (8% increase)
- Current Planning dedicated FTEs = 7 (7% reduction over actual for 2017)
- Local Planning Committee dedicated FTE = 1 (significant increase over current)
- OCP/Project Planning dedicated FTEs = 2 (none dedicated currently).
- Other LTC Project work dedicated FTEs = 4
- LTC Advocacy work dedicated FTE = 0.4 (none dedicated currently)

Risks

1. Efficiencies likely will absorb some of the reduction in FTEs for current planning
2. Workload varies, but could result in taking longer to process some applications
3. Planners may not want to focus on current planning or project planning
4. LTCs may not support OCP rotational schedule
5. Demand for project work could still outstrip available resources
6. Approach may need to be modified to fit Salt Spring island planning support needs
7. Council policy and management procedures need to be in place to ensure fair approach to undertaking planning for local trust committees.

Benefits

1. Protects planning time for projects
2. Revives rotational approach to amending OCPs on a schedule
3. Consolidates processing of referrals, creating efficiencies
4. Team approach is more robust for staff turnover, vacations, mat leave, and other leave.
5. Allows us to develop specialties with planners, or bring planners in with a relevant specialty.
6. Specialist positions redefined to better serve needs of the organization.
7. Ability to rotate planners through positions, increase recruitment and engagement.
8. Better integration and cross-support with Trust Area Services with LTC Advocacy liaison position, grants management and housing agreement management.

<u>What it will look like – Current Planning</u>

In 2017 there were 372 current planning applications worked on by all 13 planners. Of these 221 were Crown lands, building permits or liquor referrals. In the new approach, these applications would be worked on by a team of six planners and one planning technician. The 221 referrals would be processed by the planning technician and the 151 remaining applications by the six current planners. Procedures would be in place to ensure that a fair approach is used to allocating applications based on demand by local trust area. Complex applications, such as a major rezoning would be worked on as a team by more than one planner. This approach will improve efficiencies and will be more robust in the event of a planner absence due to illness, vacation, retirement or resignation.

Where possible, planner or a team of planners, would work on applications that are similar. Planners would undertake work for more than one local trust area. A planner would be assigned as the "go to" person for enquires related to specific local trust committees. T

The lead staff person at local trust committee meetings on Salt Spring, Gabriola and North Pender will be the Regional Planning Manager. For other islands a senior (Island) planner would be assigned. The intent would be for the same planner to attend all local trust committee meetings, with other planners attending in person or by teleconference as needed. For island with smaller population and application loads, the planner attending the meeting may be driven by the subject application on the agenda for that meeting.

<u>What it will look like – Project Planning</u>
For project planning, there would be four planners available to undertake project work other than Official Community Plan and associated Land Use Bylaw amendments for local trust committees. While some planner time will be required for preparing for and attending local trust committee meetings, this will be managed to ensure planner time is allocated efficiently and effectively.

There would need to be a reduction in the number of concurrent projects being undertaken for local trust committees. For example, in 2018 there are 31 projects underway. Of these, seven are official community plan and land use bylaw targeted reviews that would fall under the official community plan rotation program in the proposed approach to planning. Some of the projects that are similar, such as marine shoreline reviews, could be combined and undertaken by one planner or planning team, or research components could be undertaken by Local Planning Committee. The remaining projects could be undertaken by the planner assigned to projects. To maximise quality of the work, it would be ideal to reduce the number of projects being undertaken concurrently.

Currently with seven local trust committees, the Northern Region has 21 priorities being undertaken by a roughly 20 per cent of five planners' time. Salt Spring has five priorities (though by policy should only have three) being undertaken by less than 20 per cent of four planners' time. The Southern Region has 15 priorities being undertaken by roughly 20 per cent of four planners' time.

Under a balanced approach, ideally the number of projects being undertaken would be reduced to seven in the north, five in the south and increased to six on Salt Spring. This would be in addition to the two or three OCP reviews underway at any one time on a rotational basis. As the number of projects is not a good measure of workload, instead the recommendation is to balance project planner resources to provide the appropriate level of service (e.g. roughly 33 to 35 per cent per region).

Salt Spring Office
Under the current approach, each of the three regional offices have dedicated planners based on the assessment of need conducted in the 2007 Planning Services Review. The new approach

would see the office locations remain – one on Salt Spring, one on Gabriola and one in Victoria. The planning staff in each office would be divided into current planning and project planning.

Salt Spring referrals, such as Crown Land referrals, building permit referrals and siting and use permits, would be sent electronically to the new Planning Technician. This position could be located in any one of the three offices. This position would process all of these types of applications centrally for all local trust committees, including Salt Spring.

Salt Spring major rezonings and other applications would be undertaken by the current planners. The allocation of workload by local trust area will be based on demand and balanced with the size and population of the local trust area. Nominally, 35-40% of current planning time will be used to process Salt Spring applications. For complex applications, planners will work as small teams of two or three, with one planner acting as the lead for that application. Our electronic filing system and communication system makes it easy for staff to work on files from any location (office or laptop in the home). Sit visits will still be undertaken, and in most cases, a planner in the Salt Spring Office would conduct those visits as part of the team working on the particular application. It is most likely that planners based on Salt Spring would undertake Salt Spring applications, but under the new approach, the option remains for additional planners in other offices to work on Salt Spring files as well, depending on need arising from demand, or planner absences.

16. PROPOSED IMPLEMENTATON

This section outlines a proposed implementation plan assuming all recommendations are accepted. This plan considers that a new council will be in place starting in November 2018, and considers that all positions are currently staffed.

Start Date	Objective	Action	Who	Completed By
July 2018	Approval	Approval of recommendations	CAO	Aug 30, 2018
		Review with LPS Staff	DLPS, RPMS	Sep 31, 2018
		EC Review of changes (in-camera)	CAO, DLPS	Aug 31, 2018
July 2018	Planning Tech position	Develop job profile and classification	DLPS	August 2018
		Planning technician – use opportunities to est. aux. temp planning tech	DLPS	March 31, 2019
		Business case for funding Planning Tech	DLPS	September 2018
		TC approval of budget for planning tech position	TC	March 2019
		Hire planning tech	DLPS	April 2019
Aug 2018	Advocacy position/reassign grants	Revise job profile and classification; include administrative support for FN and LPS templates and documents (maybe this should be separated?)	DLPS, DTAS	October 2018
Aug 2018	Sustainability specialist	Develop business case for permanent sustainability specialist focus on freshwater	DLPS, DTAS, RPMs	September 2018
		TC approval of budget for position	TC	March 2019
		Hire Sustainability specialist	DLPS	April 2019
July 2018	Planning teams	Develop management policy and procedures for current and policy planning teams, Inc. number of planners, duties, reporting, rotating OCP review, and council committee.	DLPS, RPMS	September 2018
		Allocated existing planners into teams using existing classifications and job profiles, assign lead RPM for each team	DLPS RPMS	November 2018

Start Date	Objective	Action	Who	Completed By
		Allocated two policy planners to OCP reviews	RPM	December 2018
		Allocated one planner to Local Planning Committee	RPM	December 2018
Aug 2018	Balance projects	Recommend revisions to TC policy 6.2.i and 6.7.i – to TC	DLPS, RPMS	March 2019
		TC approval of revised policy	TC	March 2019
Aug 2018	FN advice/engagement	Develop business case for funding	DLPS, RPMS	September 2018
		TC approval of Budget	TC	March 2019
Aug 2018	Advocacy position/reassign grants	Recommend revisions to TC Policy 6.10.ii	DLPS, DTAS	March 2019
		Reassign grants and implement liaison - transition	DLPS, DTAS	November 2018
Sep 2018	Housing agreements	Transfer to TAS	DLPS, DTAS	November 2018
Oct 2018	Application metrics	Develop management policy and procedures on metrics for applications, means to measure and report.	DLPS RPMS	December 2018
April 2019	Specialised skills	As relevant positions become vacant, revised job profiles to reflect specialized skills and hire	DLPS, RPMS	NA
April 2019	Bylaw enforcement efficiency	Update the bylaw enforcement best practices to include procedures for referrals to BEO and proactive enforcement	BEM	March 2019
May 2019	Planning Officer classifications	Review classifications, look at creating Lead Planner Policy, Lead Planner Current (Grid 30)	DLPS, RPMS	September 2019
May 2019	PTA classification	Review PTA classification	DLPS, RPMS	September 2019
May 2019	As and when planner list	Develop list of “as and when” planners to assist with short-term vacancies	DLPS, RPMS	July 2019

BRIEFING

To: Trust Council		**For the Meeting of:**	September 18-20, 2018
From: Financial Planning Committee		**Date prepared:**	**August 16, 2018**

SUBJECT: **DRAFT BUDGET ASSUMPTIONS AND PRINCIPLES 2019/20 BUDGET PROCESS**

PURPOSE:

To develop the assumptions and principles upon which the next fiscal year's budget will be built. The assumptions and principles provide the underlying basis for developing many of the individual revenue and expense budget lines.

BACKGROUND:

Policy 6.3.i Budget Process Policy, section C.2.d states that "*Budget Principles and Assumptions shall be addressed in December of each year*".

However, the issues are introduced in September to inform Trustees of the preliminary draft assumptions and principles that staff and the Financial Planning Committee will use in developing the first draft of the 2019/20 budget.

In some cases the assumptions and principles are well-defined and unlikely to change during the budget development process. Other assumptions and principles are less certain at this point, and will likely be amended during the budget development process.

ATTACHMENT(S):

1. Draft Budget Assumptions and Principles for the 2019/20 Budget Cycle
2. Budget Timelines 2019/20

FOLLOW-UP:
As more information becomes available, the budget assumptions and principles will be updated and presented to Trust Council in January 2019.

Prepared By:	Julia Mobbs, Director Administrative Services
Reviewed By/Date:	Russ Hotsenpiller, Chief Administrative Officer/August 21, 2018 Financial Planning Committee/ Executive Committee/

Islands Trust

ISLANDS TRUST
2019/20 FINANCIAL PLAN
ASSUMPTIONS AND PRINCIPLES
August 2018

PROCESS: Each line of the Detailed Budget is reviewed on a needs-basis by the responsible manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review project needs with Local Trust Committees and identify top priorities. The Trust Fund Board requests budget changes to support the goals in its Regional Conservation Plan. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director of Administrative Services reviews the detailed spending and projects costs on behalf of the organization with respect to completeness and accuracy and compiles the Detailed Budget for the year. The overall Detailed Budget is reviewed by Islands Trust Management Team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December.

	ITEM	ASSUMPTION/PRINCIPLE	STATUS
1	**Inflation**	Where applicable, estimated general growth in expenditures will be based on the Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.	The proposed Detailed Budget for 2019/20 presented to Trust Council in December 2018 will reflect estimated growth in CPI based on the Victoria CPA as reported by Statistics Canada.
2	**Non-market Growth in Property Taxes**	The property tax base within the Islands Trust Area will grow by 1.0% due to new development activity. The Islands Trust uses a report from BC Assessment on non-market growth for the Southern Gulf Islands and Salt Spring Island to estimate the non-market growth for the Islands Trust Area as a whole, since the assessment value of this area represents approximately 65% of the total for the Islands Trust Area.	BC Assessment will provide the report on non-market growth for the Southern Gulf Islands in December 2018. Once received, data in the report will be used to adjust assumptions about non-market growth. At present, the assumption remains as it was in the previous fiscal.
3	**Alternate Funding Through**	Islands Trust monitors grant programs to seek opportunities to obtain funding to cover the expenses of their program items. Funding of	The Grants Administrator position is a 0.4 FTE and is focused on LTC project grants only. As in previous years', the draft 2019/20 budget will

	Grants	programs by grants reduces the requirement for funding through other sources of revenue. The annual budget includes an estimated amount of contingent grant revenue, to allow for revenue not yet identified. This amount is offset by an equal expense budget for contingent grant expenses. The result is no net effect on the bottom line.	include $50,000 in contingent grant revenue and offsetting expenses.
4	**Staffing Levels**	In most cases, current staffing levels are appropriate to carry out the existing level of services and functions provided by the Islands Trust. Decreased staffing levels would result in a reduced level of services or functions. New functions or services may require either additional staffing or the deletion of some existing functions or service levels.	The temporary **Senior Freshwater Specialist** position concludes at the end of the current fiscal period. Management will be recommending that this position be made a permanent position as one of the suggestions contained in the LPS review. The temporary **Intergovernmental Policy Advisor** contract has concluded. Management will be recommending that funding be made available for the equivalent of 0.5 – 1.0 FTE for this work, in either an employee, or contractor capacity. Islands Trust Conservancy Board is currently considering a budget request to increase their staffing levels by 0 - 2.0 FTEs.
5	**Staffing Costs**	In accordance with the *Islands Trust Act*, staff members at the Islands Trust are appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*. Unionized staff members at the Islands Trust are members of the BCGEU. Their compensation and benefits are subject to union contracts negotiated between the Public Services Agency and BCGEU. Excluded (non-union) management staff members are also subject to the *Public Service Act.* They are compensated according to a salary grid approved by the Executive Committee and consistent with the Public Service Agency Policy on Salary Administration for Management Employees. Benefits and related costs are also by the Public Service Agency for all staff members.	The BCGEU agreement for the period of April 1, 2019 – March 31, 2022 has been ratified and includes a general wage increase of 2% for all BCGEU staff members. BCGEU employees are also eligible for “step” increases as they progress in their positions. A review of eligibility will be undertaken and estimates will be provided within the budget. Salaries budget for excluded staff will be determined based on current actuals plus any potential performance-based increases. Historical annual increase maximums have been 2%, as directed by the PSA. It is anticipated this will remain the maximum for fiscal 2019/20. The benefit rate charged to us by the PSA is expected to increase due to the new MSP payroll tax coming into effect on January 1, 2019.At present, the new rate from PSA has not

			yet been received.
6	**Trustee Remuneration**	Trust Council's Policy 7.2 *Trustee Remuneration* defines the process for determining the remuneration received by Trustees. As per Section C.2, remuneration is calculated based on four factors. The defined annual compensation amounts and the methodology for making adjustments are incorporated into a Trust Council Remuneration Bylaw. Section C.4 provides for increases based on the receipt of updated census information (population and folios). Section C.5 provides for adjustment of defined compensation amounts on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by Statistics Canada in December of any given year.	There have been no changes to Policy 7.2 that would impact the calculation of Trustee remuneration in the current budget cycle. . Mention of amending trustee remuneration to include compensation for meeting attendance was made during the Council Committee Review at Trust Council in June; however no further action has been taken. FPC may consider revisions to Policy 7.2 for this item. Per the BC Stats website, the most recent information available is the 2016 Census. In December, Stats Canada will release the Victoria CPI which will be used in the calculation of Trustee Remuneration.
7	**Office Facilities**	The Islands Trust maintains office facilities for staff in Victoria, and on Salt Spring and Gabriola islands. The Islands Trust will continue to lease office space for trustees on Denman, Galiano and North Pender, subject to trustee needs, and subject to Policy 7.4.4 (On-Island Trustee Offices). No increase in space requirements is anticipated at this time. A decrease in space requirements at the Victoria office may be realised upon completion of the office renovation project.	It is expected that the Victoria office renovation will be complete by the end of the current fiscal period. As such, no funds are expected to be requested in the 2019/20 budget for this project. With the completion of the office renovation project, one of the smaller rented units at the 1627 Fort Street location may no longer be required.
8	**Reserves and Surplus**	Trust Council's policy 6.5.1, section D.6, recommends a minimum level of General Revenue Surplus as "*three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant*". The Islands Trust receives annual property tax funds in August of each year.	At the end of the current fiscal period, a determination will be made as to the value of funds to transfer from the GRSF to the Specific Reserve Fund for LTC projects. The value will be determined based on how much is left in the LTC Specific Reserve Fund at the end of the fiscal year, and how much is expected to be needed in fiscal 2019/20 to fund LTC project work.

			It is expected that the minimum level of General Revenue Surplus funds will be maintained.
9	**Provincial Funding**	The Provincial Government provides annual funding grants to the Islands Trust, consistent with funding levels provided to other small local governments	As in previous years, the 2018/20 budget will include an estimated grant amount provided by the Ministry of Municipal Affairs and Housing of $180,000. It is not anticipated that the Islands Trust will receive the $125,000 in service integration funding related to SSI, as had been formerly noted as a possibility.
10	**Local Planning Services**	The Islands Trust Council provides sufficient funding for LTCs to carry out their primary function, which is land-use planning, and regulatory activities within their local trust area, as permitted by the *Islands Trust Act* and consistent with Islands Trust Council Policy 5.9.1. These activities include the development of Official Community Plans and land-use regulations, and the processing of development applications and referrals from other agencies. Other activities may be undertaken where the Islands Trust Council has delegated additional powers to an LTC. LTC development application fees are intended to partially fund the costs of development application processing. Local Planning Services' Planner positions are fully staffed to the levels approved by the Islands Trust Council following the 2007 Local Planning Services Review. The budget process may propose new or modified positions. Local Planning Services' Bylaw Enforcement positions are fully staffed to the levels approved by the Islands Trust Council following the 2008 Bylaw Enforcement Function Review. The budget process may propose new or modified positions. OCP and land-use planning project budgets over the long-term will be distributed between LTCs based on their relative percentage of assessed value, per the resource allocation model.	All Local Planning Services positions will be fully staffed, with some minor fluctuations due to normal levels of turnover, leaves and workload variations. An LPS Review is being undertaken by staff and the CAO. This review could result in a change to how LPS services are delivered, which may result in changes to required staffing levels. It is expected that this review will be concluded in time for the final budget to reflect any changes that may require funding. It is anticipated that service levels will increase as a result of the changes being proposed, even with current staffing levels.

11	**Planner Resource Allocation**	The current work program system which allocates planner time to LTCs may change pending completion of the LPS review. Resources will continue to be fairly evenly distributed between the three planning regions (North, South, Salt Spring)	The LPS review contemplates changes to the way planner time is allocated across the LTCs.
12	**Strategic Plan Projects Budget**	The Strategic Plan provides a framework to guide the overall direction of activities for the Islands Trust, to focus finite resources, and to achieve efficiencies where there are common LTC projects. Trust Council adopted the current Strategic Plan in September 2015. Estimated budget implications related to these strategies will be reviewed in the fall of 2018 for inclusion in the first draft of the 2019/20 budget.	A new Strategic Plan will be adopted by the new Trust Council near the end of the current fiscal period. At that time, funded strategic priorities and projects for the 2019/20 fiscal period will be included in the draft budget.
13	**Special Property Tax Levies**	LTCs have the option of requesting Special Tax Requisition to raise funds for land use planning activities (or activities related to delegated powers) within their Local Trust Area that were not approved within the general Trust Council budget (see Trust Council Policy 6.3.2).	Pending recommendation from the SSI LTC, it is expected that SWIPPA will continue into the fiscal 2019/20 year, and will be funded by a Special Property Tax Levy. At present, no new Special Property Tax Levies have been brought to the attention of staff.

ISLANDS TRUST
TIMELINE FOR 2019/20 BUDGET PROCESS

Date	Activity
July-Aug/18	LTCs discuss 2018/19 top priorities and work programs with planning staff.
Aug 29, 2018	**Financial Planning Committee meeting**
	FPC reviews first draft of Budget Assumptions and Principles.
Sept 3-7, 2018	Budget documents distributed to all Managers for development of departmental budgets.
	Managers review requests with staff for input and feedback into the budget process.
	Director Admin Services begins consultation with Bowen Island and Trust Fund Board.
Sept 30, 2018	All budget requests forwarded to Director, Admin Services.
Oct 1-16, 2018	Management finalizes budget recommendation to FPC.
Oct 17, 2018	**Financial Planning Committee meeting**
	FIRST DRAFT BUDGET: FPC reviews and discusses first draft of the Budget.
Oct 18-30, 2018	Staff make revisions to draft budget as directed by FPC.
Nov 2018	Continued research and planning to improve estimates for proposed operational changes.
	Planning staff develop "additional operations" budget proposals on behalf of LTCs for estimates of LTC Specific Reserve Fund requirements.
	Preparation for potential local tax requisitions for individual LTCs (see policy 6.3.ii Special Property Tax Requisition).
Nov 6-8, 2018	**Trust Council**
	First Trust Council for newly elected trustees.
Nov 21, 2018	**Financial Planning Committee meeting** *(first meeting of new term)*
	FPC approves the Budget assumptions and principles, to be submitted to Trust Council in January.
	FPC approves the draft of the budget, to be submitted to Trust Council in January.
January 16-17, 2019	**Trust Council**
These items are addressed at the December TC in non-election years	Trust Council endorses Budget Assumptions and Principles and preliminary budget after debate.
	Trust Council approves public consultation process.
January 2019	**Financial Planning Committee meeting** *(assumed)*
	Consultation with Bowen Island and Trust Conservancy Board.
	Further refinement of 2019/20 Budget.
	Public consultation on proposed budget conducted.
	LTCs who want to fund "additional operations" from special tax requisition pass a resolution to do so.
February 2019	**Financial Planning Committee meeting** *(assumed)*
	LTCs proposing a special tax requisition hold public consultation meetings.
	Review public suggestions/comments regarding the budget.
	FPC recommendations on Property Tax Requistion and BIM Tax Levy and LTC special tax requisitions.
	FPC and EC review of Proposed Budget and Program List.
March 2019	**Trust Council**
	Trust Council approval of Budget along with approval of bylaw for Property Tax Requisition, Bowen Municipality Tax Levy and LTC special tax requisitions.
	Forward Budget Bylaw to the Minister.
	Budget information posted to website and news release prepared.

Financial Planning Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Budget Assumptions and Principles & Draft Budget	Draft the Budget Assumptions and Principles for the 2019/20 budget cycle. FPC reviews the initial draft of this document at their August 2018 meeting, and continues to monitor the status of the underlying budget assumptions and principles throughout the budget cycle. As new information becomes available regarding specific items, the assumptions and principles will be updated as well as the draft budget. Review of the first draft of the 2019/20 budget will take place at the FPC meeting in October 2018.	29-Aug-2018	Julia Mobbs	17-Oct-2018
2	Allocated Financial Statements	Finalize allocated Financial Statements for review.	30-May-2018	Julia Mobbs	17-Oct-2018
3	KPMG Audit Observations	FPC will review and discuss the observations that came from the KPMG fiscal 2018 audit, and consider revisions to related policies if required.	30-May-2018	Julia Mobbs	17-Oct-2018

From: Joel Ornoy <joel@opennorth.ca>
Sent: Friday, August 17, 2018 9:11 PM
To: Peter Luckham
Cc: Clare Frater; Julia Mobbs
Subject: Re: Our UBCM talk re: boosting your budget engagement, using "Citizen Budget" simulator
Attachments: CB Overview.pdf

Hello Peter,

Thanks for your message. Regarding any concern around elections, we have many clients who are successfully engaging their constituents by either by delaying their budget engagement or moving up their engagement by a month or so. Citizen Budget is easy to launch - it takes only 4 days work on your end as part of a 2 week launch process (and at times, it can be launched even quicker). Certainly - an overview document is attached, and here are some examples of Citizen Budget's various modules in action:

There are 3 separate versions of Citizen Budget to choose from:

- Tax version ("Dynamic Pie Chart' customization in the introduction = additional $500 fee)
- Balanced Budget version ('Impact Bars' customization under each question = additional $500 fee)
- Dollar Allocation

"Citizen Budget" is Canada's leading budget simulator tool, used by 100 Canadian cities with 30 in BC (including Nanaimo, West Vancouver, Port Alberni, Powell River, Kelowna) to gather more insightful feedback using real data, educate their residents, and save time and money on their budget engagement. Clients see an average 15 fold increase in participation,while an annual licence is only $2,000 and there are no IT requirements on your end. We are a Canadian non-profit, helping cities of all sizes to broaden their budget engagement beyond special interest groups and a handful of attendees to the entire community, using our innovative, online budget engagement tool.

Do let me know if you'd like more information or links or a demo to your financial committee and/or council that will demonstrate the simulator's benefits and features and answer any questions you may have. Otherwise, I'll touch base next Friday to see how things are progressing. We were at GFOA this year and a bad knee is holding me from attending this year's UBCM but will definitely be at the following one.

Have a great weekend,

Joel

Joel Ornoy
Business Development Manager, Citizen Budget
1.888.750.4980 x702
m: 604-868-1611

Citizen Budget | LinkedIn | Facebook

Joel Ornoy
Business Development Manager, Citizen Budget

1.888.750.4980 x702
m: 604-868-1611

Citizen Budget | LinkedIn | Facebook

On Fri, Aug 17, 2018 at 4:53 PM, Peter Luckham <pluckham@islandstrust.bc.ca> wrote:
Hello Joel, thank you for reaching out. We have only had casual conversations at this point about how to achieve better engagement. I am still interested. There is a financial planning committee meeting coming up next week. If you could send me some materials I could raise the topic again. We are soon to be entering local government elections so it is likely that there will not be much appetite to take this on now. It certainly may be a topic that a new council may be interested in and a presentation to a new Financial planning committee may be appropriate. If you can send me some information, links, executive summary etc. I would be happy to speak to it and pass the information on.

Perhaps I will see you at UBCM next month.

Peter Luckham, Chair Trust Council
Trustee, Thetis Island
Islands Trust
#200 1627 Fort Street
Victoria, B.C. V8R 1H8
Home Phone: (250) 210-2553
Office Fax: (250) 405-5155
www.islandstrust.bc.ca

Preserving island communities, culture and environment

Please consider the environment before printing this email.

On 8/17/2018 4:33 PM, Joel Ornoy wrote:
Hello Peter,

I'm following up on my earlier email to see if we can continue the discussion from our UBCM meet regarding broadening your budget engagement to your Land Trust Areas with our flexible Citizen Budget simulator? I've been unable to reach Claire since our fruitful discussion last year, when she indicated that the timing might be better this year.

Over 100 cities have used Citizen Budget to broaden their budget engagement to their entire community, and see an average of 15x increase in participation over budget meetings while also educating residents on the budget process.

Best,
Joel

Joel Ornoy
Business Development Manager, Citizen Budget
1.888.750.4980 x702
m: 604-868-1611

Citizen Budget <http://www.citizenbudget.com/>| LinkedIn
<https://www.linkedin.com/in/joelornoy/> | Facebook
<https://www.facebook.com/OpenNorth.NordOuvert>

On Wed, Aug 8, 2018 at 10:21 AM, Joel Ornoy <joel@opennorth.ca
<mailto:joel@opennorth.ca>> wrote:

Hi Peter,

Following a discussion with Claire Frater, whom you referred me to, after expressing interest at UBCM in broadening your budget engagement through our innovative Citizen Budget simulator, I've been trying to reach her this year but have had no luck. So, I thought I'd circle back to you, to see what your budget engagement strategy is looking like this year?

"Citizen Budget" is Canada's leading budget simulator tool, used by 100 Canadian cities (including Victoria, Nanaimo, Courtenay, Oak Bay, Port Alberni) to gather more insightful feedback using

real data, educate their residents, and save time and money on
their budget engagement. Our clients see an average 15 fold
increase in participation, there are no IT requirements and it can
be easily launched in 2 weeks.

There are 3 separate versions of Citizen Budget to choose from:

 * Tax version
  <http://courtenay.citizenbudget.com/?token=XQGwyFrdhqxUmzZqUZ1Q> ("Dynamic
  Pie Chart' customization in the introduction = additional $500
  fee)
 * Balanced Budget version
  <http://merritt.citizenbudget.com/?token=bDuw1WPmKyHyb2THk44Q>
  ('Impact Bars' customization under each question = additional
  $500 fee)
 * Capital Project version
  <http://westvancouverprojects.citizenbudget.com/?token=K4MN7Rcik6yPJXs36wE4>

Kind Regards,
Joel

Joel Ornoy
Business Development Manager, Citizen Budget
1.888.750.4980 x702
m: 604-868-1611

Citizen Budget <http://www.citizenbudget.com/>| LinkedIn
<https://www.linkedin.com/in/joelornoy/> | Facebook
<https://www.facebook.com/OpenNorth.NordOuvert>

On Thu, Oct 12, 2017 at 12:26 PM, Joel Ornoy <joel@opennorth.ca
<mailto:joel@opennorth.ca>> wrote:

  Hello Peter,

  I'm following up on your interest in our budget simulator at
  the UBCM Conference Tradeshow, as a new way to reach your
  community on the budget process. I'm wondering what you
  thought of the examples sent here earlier and if you'd care to
  discuss further?

  Best,

Joel Ornoy
...
Business Manager
Citizen Budget <http://www.citizenbudget.com/> / Open North
<http://www.opennorth.ca/>
+1.888.750.4980 ext.702 | Cell: 604-868-1611
<tel:%28604%29%20868-1611>
 LinkedIn <https://www.linkedin.com/in/joelornoy/>| Twitter
<https://twitter.com/opennorth>| Facebook
<https://www.facebook.com/OpenNorth.NordOuvert>

On Mon, Oct 2, 2017 at 1:08 PM, Joel Ornoy <joel@opennorth.ca
<mailto:joel@opennorth.ca>> wrote:

Dear Peter,

It was a pleasure to meet you at the UBCM Tradeshow in Vancouver recently, and discuss how your community engagement could benefit from the use of our interactive "Citizen Budget" simulator. We discussed how you could consult residents on programs and services that affect all your Local Trust Areas. Here is further information, as promised:

We are a Canadian non-profit, helping cities of all sizes to broaden their budget engagement beyond special interest groups and a handful of attendees to the entire community, using our innovative, online budget engagement tool.

"Citizen Budget" is Canada's leading budget simulator tool, used by 90 Canadian cities (including Victoria, Nanaimo, Courtenay, Port Alberni) to gather more insightful feedback using real data, educate their residents, and save time and money on their budget engagement. Our clients see an average 15 fold increase in participation, there are no IT requirements and it can be easily launched in 2 weeks.

There are 3 separate versions of Citizen Budget to choose from:

* Tax version
<http://courtenay.citizenbudget.com/?token=XQGwyFrdhqxUmzZqUZ1Q> ("Dynami
c

Pie Chart' customization in the introduction
= additional $500 fee)
* Balanced Budget version
<http://vernon.citizenbudget.com/?token=uSUrDmyVhN5q6Bc7rXza>
('Impact Bars' customization under each question =
additional $500 fee)
* Capital Project version
<http://grandeprairie.citizenbudget.com/?token=NJYw9DPyPydxMrhLKLfi>

Would you like to arrange to chat some more about your
budget engagement plans or a brief demo to demonstrate the
tool's innovative features and answer any questions you
may have?

Best regards,
Joel Ornoy
...
Business Manager
Citizen Budget <http://www.citizenbudget.com/> / Open
North <http://www.opennorth.ca/>
+1.888.750.4980 ext.702 | Cell: 604-868-1611
<tel:%28604%29%20868-1611>
Twitter <https://twitter.com/opennorth>| Facebook
<https://www.facebook.com/OpenNorth.NordOuvert>

/PS. Visit us at booth #602 at the UBCM Tradeshow,
September 27 and 28, 2017!/

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	August 29, 2018
From:	**Julia Mobbs, Director Administrative Services**	**Date Prepared:**	August 21, 2018
SUBJECT:	**Victoria Office Renovation Project Status**		

PURPOSE:

To provide FPC with a status update on the Victoria office renovation project.

BACKGROUND:

In March 2018, Trust Council approved a budget which includes approximately $282,000 to complete the Victoria office renovation project. This project has been slowly moving ahead in concept and design, and most recently has taken a significant step forward with the hiring of a project manager, Jeffrey Head, Director of Facilities Management with VeraNova. Jeff brings office construction project management expertise which will save us time and money over the duration of the project. He will be responsible for getting us to a place where we can engage in a successful RFP process for the project, as well as manage the contracted construction company from the start of the project to the finish.

Jeff has recently presented us with a draft project timeline and budget. The draft timeline anticipates construction beginning in November 2018 at earliest, with project completion in January 2019. The draft budget presented totals $366,435, which includes $32,480 for furniture and a $25,000 contingency allowance. This is greater than our renovation project budget by approximately $72,000, when taking into consideration the funds provided by Trust Council for the renovation project, the landlord's contribution, our annual capital amount which can be put towards new furniture, less what has already been spent on the project to June 30, 2018.

This is more than anticipated by a significant amount; however, there are several areas of savings to be examined in the areas of electrical and lighting which the office renovation team will be exploring in weeks to come, prior to taking the project to RFP.

ATTACHMENT(S):

1. 5.5.2 Victoria Office Renovation Project_Design Drawings 10 May 2018
2. 5.5.3 Victoria Office Renovation Project_Draft Timeline
3. 5.5.4 Victoria Office Renovation Project_Draft Budget

FOLLOW-UP: None, unless directed otherwise by FPC.

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

Reviewed By/Date: **Russ Hotsenpiller, Chief Administrative Officer/August 21, 2018**

FINISHES UPGRADE

FOR

ISLANDS TRUST

LOCATED AT:

200-1627 FORT STREET

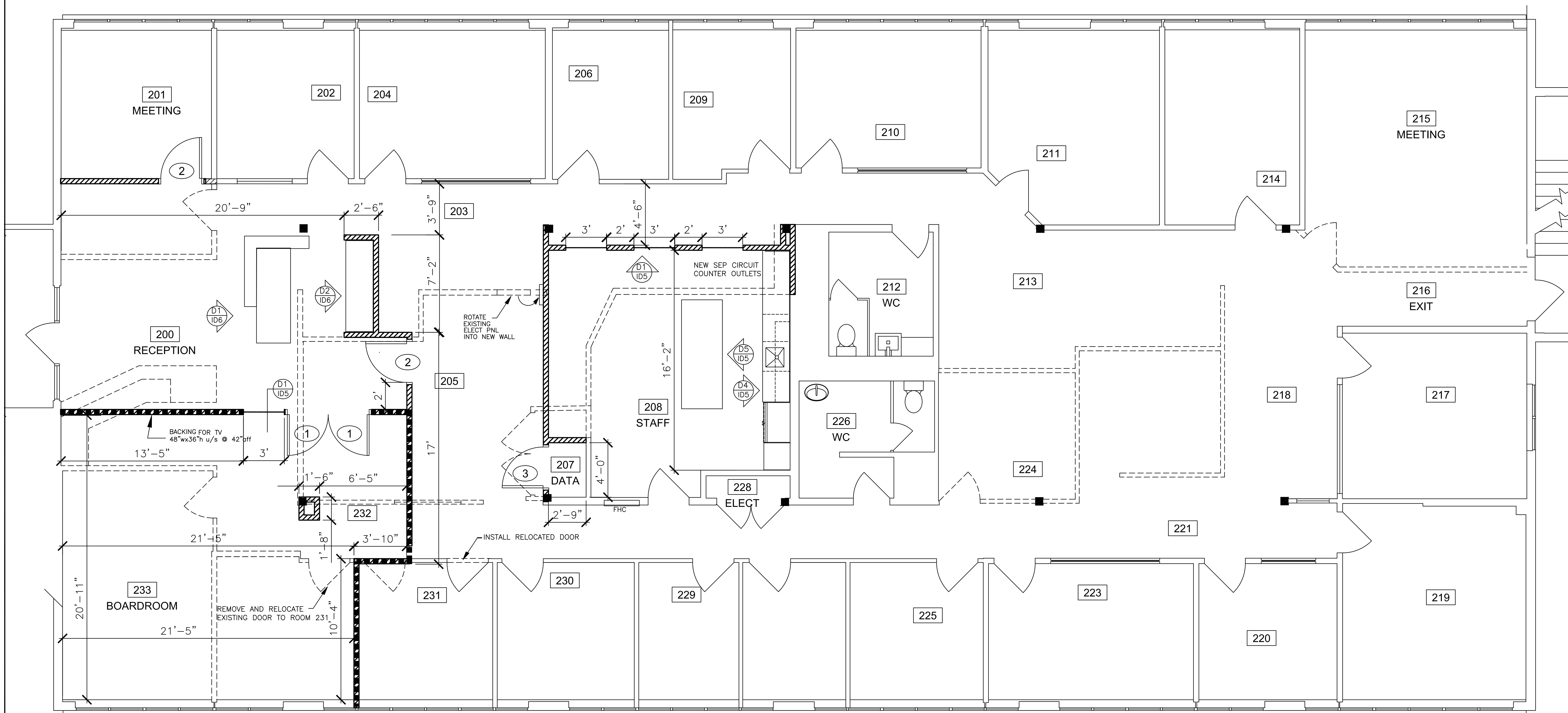
VICTORIA BC

LIST OF DRAWINGS

GENERAL SCOPE

COSMETIC UPGRADE TO INCLUDE: SOME DEMO, NEW PARTITIONS, MODIFICATIONS TO HVAC & ELECT, MILLWORK, NEW FLOORING AND PAINT.
GC TO INCLUDE FOR ALL REQUIRED DESIGN/BUILD ENGINEERING, PERMITS AND TO APPLY FOR THE BP PERMIT

DATED: 10 MAY 2018



WALL LEGEND

T-BAR CEILING HEIGHT 7'-11"

EXISTING WALL TO REMAIN

EXISTING WALL TO BE DEMOLISHED
REPAIR ADJACENT WALLS & CEILING

NEW PARTITION TO U/S T-BAR
92mm ST ST. @406 O.C.
16mm GWB
INSULATE WITH R-12 FIBERGLASS BATT TO FILL CAVITY.

FULL HEIGHT PARTITION TO U/S STRUCTURE
92mm ST ST. @406 O.C.
16mm GWB
INSULATE WITH R-8 FIBERGLASS BATT TO FILL CAVITY.
PROVIDE CONTINUOUS ACOUSTIC SEALANT AT TOP AND BOTTOM STUD TRACKS

GENERAL SCOPE

COSMETIC UPGRADE TO INCLUDE: SOME DEMO, NEW PARTITIONS, HVAC, ELECT, MILLWORK NEW FLOORING AND PAINT.
GC TO INCLUDE FOR ALL REQUIRED DESIGN/BUILD ENGINEERING, PERMITS AND TO APPLY FOR THE BP PERMIT

MODIFY LIGHTING TO SUIT NEW LAYOUT – REPLACE (19) RECESSED FLUORESCENT WITH NEW LED TROFFERS TME
MODIFY HVAC TO SUIT NEW LAYOUT
MODIFY ELECT/DATA
MODIFY SPRINKLERS TO SUIT NEW LAYOUT

REMOVE EXISTING FLOORING AND PREPARE FOR NEW THOUGHOUT

REMOVE EXISTING VENETIAN BLINDS – INSTALL ROLLER BLINDS – SEE FINISHES PLAN

PREPARE FOR NEW CARPET TILE AND LVT IN STAFF ROOM & WASHROOMS

PREPARE ALL WALLS FOR NEW PAINT, INCLUDING EXISTING WALLCOVERING
EXISTING WALLCOVERING TO BE PATCHED AND PREPED FOR PAINT

NEW MILLWORK IN STAFF ROOM, REPLACE EXISTING SINK/FAUCET

GC TO INCLUDE FOR ALL MOVING OF EXISTING FURNITURE, BOX MOVES, DUST MANAGEMENT AND DURING CONSTRUCTION.
ALL WORK TO BE DONE DURING BUSINESS HOURS, PHASING TO BE DETERMINED BY CONTRACTOR.

STAFF ROOM 208

SINK: BLANCO QUATRUS R15 U1 MEDIUM APRON 401869
FAUCET: BLANCO PANERA FAUCET 402043

APPLIANCES S&I BY CONTRACTOR:
DISHWASHER: WHIRLPOOL WDT970SAHZ
FRIDGE: FISHER & PAYKEL 36"WIDE ACTIVESMART COUNTER DEPTH FRENCH DOOR RF201ADX5 STAINLESS STEEL

DOOR SCHEDULE:

TYPE 1: DOUBLE DOORS, 3'–0" x 7'–0" x 1 3/4" THICK SOLID CORE
GLASS PANEL INSERT 6" IN FROM SIDES, 12" IN FROM BOTTOM
2" MDF PAINTED DOOR FRAMES
VERTICAL PULLS: GSH 166 DOUBLE BACK TO BACK
FINISH: 630 SATIN STAINLESS STEEL, LENGTH: 36" LONG
DOOR STOP

TYPE 2: SINGLE DOOR, 3'–0" x 7'–0" x 1 3/4" THICK SOLID CORE
GLASS PANEL INSERT 6" IN FROM SIDES, 12" IN FROM BOTTOM
2" MDF PAINTED DOOR FRAMES
VERTICAL PULLS: GSH 166 BACK TO BACK
FINISH: 630 SATIN STAINLESS STEEL, LENGTH: 36" LONG
DOOR STOP, CLOSERS
SEE ELEVATION 3 ON ID5

TYPE 2: SINGLE DOOR, 3'–0" x 7'–0" x 1 3/4" THICK SOLID CORE
2" MDF PAINTED DOOR FRAMES
DOOR STOP, STOREROOM FUNCTION LOCKSET
12"X12" LOUVRE GRILLE IN BOTTOM OF DOORS – PAINTED PT–2

GENERAL NOTES:

ALL ANGLES ARE 90 DEGREES OR 45 DEGREES UNLESS OTHERWISE NOTED.

ALL DIMENSIONS ARE NOMINAL ONLY. CONTRACTOR TO PROVIDE A CHALK LINE LAYOUT TO ENSURE ALL DIMENSIONS CAN BE MET, PRIOR TO CONSTRUCTION OF PREMISES.

CONTRACTOR RESPONSIBLE FOR ALL SITE MEASUREMENTS AND IS TO REPORT ANY DISCREPANCIES TO DESIGNER IMMEDIATELY IN WRITING. SITE TO BE CLEANED DURING CONSTRUCTION AND REFUSE TO BE REMOVED BY CONTRACTOR.

THE ELECTRICAL CONTRACTOR IS RESPONSIBLE TO VERIFY SITE FOR EXISTING BELLS, PULL STATIONS, EMERGENCY LIGHTS AND EXIT LIGHTS AND TO ENSURE THAT QUOTATIONS ENCOMPASS ANY ADDITIONAL REQUIREMENTS.

CONTRACTOR TO PROVIDE ALL ENGINEERING PLANS.

PROVIDE SHOP DRAWINGS AND SAMPLES FOR ALL MILLWORK

CONTRACTOR SHALL VERIFY ALL DIMENSIONS AND CONDITIONS SHOWN ON DRAWINGS AT THE JOB SITE AND SHALL NOTIFY DESIGNER OF ANY DISCREPANCIES, OMISSIONS, AND/OR CONFLICTS BEFORE PROCEEDING WITH THE JOB.

CONTRACTOR MUST COMPLY WITH RULES AND REGULATIONS OF AGENCIES HAVING JURISDICTION AND SHALL CONFORM TO ALL CITY, MUNICIPAL AND FEDERAL CONSTRUCTION, SAFETY AND SANITARY LAWS, CODES, STATUTES AND ORDINANCES. ALL FEES, TAXES, PERMITS, APPLICATIONS AND CERTIFICATES OF INSPECTION AND THE FILING OF ALL WORK WITH GOVERNMENTAL AGENCIES SHALL BE THE RESP. OF THE CONTRACTOR.

CONTRACTOR SHALL COMPLY WITH THE RULES AND REGULATIONS OF THE BUILDING AS TO HOURS OF AVAILABILITY OF LOADING DOCKS AND ELEVATORS FOR THE PURPOSES OF DELIVERY AND TO THE MANNER OF HANDLING MATERIALS, EQUIPMENT AND DEBRIS TO AVOID CONFLICT AND INTERFERENCE WITH NORMAL BUILDING OPERATIONS.

ANY MISSING INFORMATION OR DETAILS DOES NOT ABSOLVE THE CONTRACTOR COMPLETING THE WORK.

NOTE:

DO NOT SCALE DRAWINGS

CONTRACTOR AND ALL SUB-CONTRACTORS SHALL VERIFY ALL JOB SITE DIMENSIONS, ALL DRAWINGS, DETAILS AND SPECIFICATIONS AND REPORT ANY DISCREPANCIES TO THE INTERIOR DESIGNERS PRIOR TO PROCEEDING WITH THE WORK.

NO.	BY	DATE	DESCRIPTION
1	LH		ISSUED FOR REVIEW

REVISIONS

NOMINAL NORTH

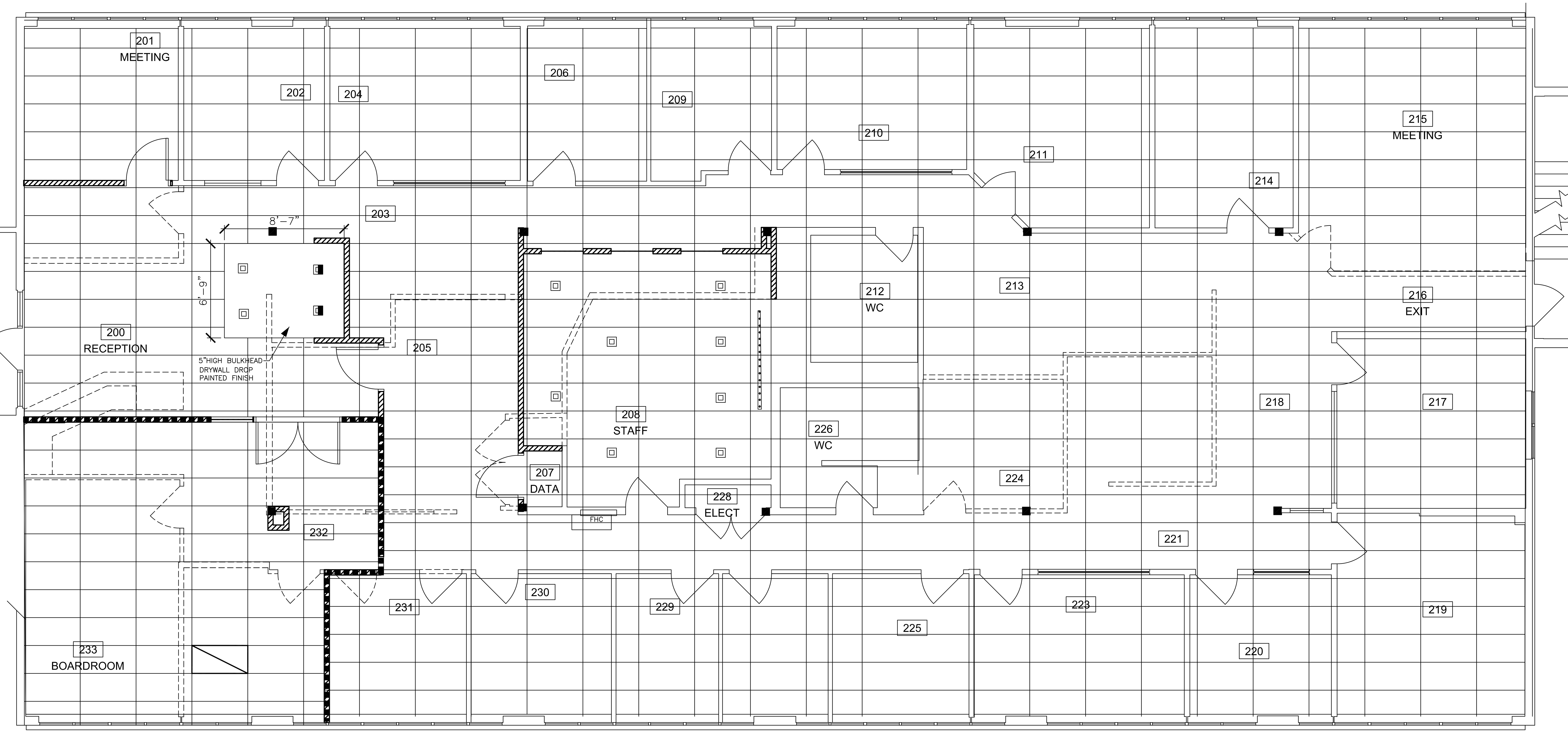
CONSULTANTS

GRAPHiC
OFFICE INTERIORS
1751 SEAN HEIGHTS, SAANICHTON BC
T.250-544-3509 F.250.544-6663

PROJECT
ISLANDS TRUST
200–1627 FORT STREET
VICTORIA BC

SHEET TITLE
DEMO & CONSTRUCTION PLAN

SCALE	DRAWN BY	CHECKED	SHEET NO.
1/4"=1'–0"	LH		1D1 OF 6
DATE: 10 MAY 2018	ACAD FILE NAME		
DATE ISSUED: 10 MAY 2018	PROJECT NO.		REVISION NO. 1



REFLECTED CEILING PLAN LEGEND

T-BAR HEIGHT 7'-11" AFF
REPLACE DAMAGED OR MISSING CEILING TILES TO MATCH EXISTING

MODIFY LIGHTS TO SUIT NEW LAYOUT
REMOVE (19) 2'X4' OLD FLUORESCENT FIXTURES AND INSTALL (19) NEW VOLUMETRIC TROFFERS TO MATCH EXISTING
PATCH AND REPAIR CEILING WHERE WALLS REMOVED

SQUARE POT LIGHT
WAC LIGHTING TESLA
TRIM: HR-LED411/bk/bn
HOUSING: HR-LED-418n35
ON DIMMER BOARDROOM 1104 – SEP SWITCH

SQUARE WALL WASHER POT LIGHT
WAC LIGHTING TESLA

LED STRIP LIGHTING
UNDER CABINET IN 208 STAFF

WALL LEGEND

T-BAR CEILING HEIGHT 7'-11"

EXISTING WALL TO REMAIN

EXISTING WALL TO BE DEMOLISHED
REPAIR ADJACENT WALLS & CEILING

NEW PARTITION TO U/S T-BAR
92mm ST ST. @406 O.C.
16mm GWB
INSULATE WITH R-12 FIBERGLASS BATT TO FILL CAVITY.

FULL HEIGHT PARTITION TO U/S STRUCTURE
92mm ST ST. @406 O.C.
16mm GWB
INSULATE WITH R-8 FIBERGLASS BATT TO FILL CAVITY.
PROVIDE CONTINUOUS ACOUSTIC SEALANT AT TOP AND BOTTOM STUD TRACKS

NOTES:

STAFF ROOM 208 TO HAVE NEW LIGHTING – REMOVE EXISTING RECESSED 2X4
PRICE TO INCLUDE AIR BALANCING – HOT AND COLD SPOTS THROUGHOUT SPACE TO BE CORRECTED.

GENERAL NOTES:

1. PROVIDE APPROPRIATE CLEARANCES FOR FIXTURES, DUCTS, CEILING AND RELATED ITEMS NECESSARY TO MAINTAIN THE SPECIFIED FINISHED HEIGHT ABOVE THE FINISHED FLOOR SLAB. NOTIFY DESIGNER OF ANY CONFLICTS WITH EXISTING OR NEW MECHANICAL COMPONENTS AND SPECIFIED CEILING HEIGHTS.

2. VERIFY FIELD CONDITIONS AND LOCATIONS OF ALL PLUMBING, SPRINKLER LINES AND HEADS, MECHANICAL FANS, DUCTS, CONDUITS AND OTHER RELATED ITEMS SO AS NOT TO CONFLICT WITH LUMINARIES AND ANY AND ALL FIELD CONDITIONS. CONTRACTOR IS RESPONSIBLE FOR THE COORDINATION OF PLENUM ELEMENTS.

3. MATCH AND INSTALL SWITCHES AND OUTLETS AT APPROPRIATE HEIGHT TO MEET ALL LOCAL BUILDING CODE REQUIRMENTS, UNLESS OTHERWISE NOTED. VERIFY SLAB CONDITIONS. HEIGHTS ARE DETERMINED FORM TOP OF FLOOR SLAB TO CENTRE LINE COVER PLATE MOUNTED VERTICALLY LENGTHWISE, UNLESS OTHERWISE NOTED. NEW GANG-SWITCHED COVER PLATES SHALL BE ONE PIECE TYPE, GROUPED IN EQUAL GANGS OF 3 OR 4 SWITCHES STACKED VERTICALLY.

4. VERIFY THE LOCATION OF THERMOSTATS WITH THE DESIGNER. UNLESS OTHERWISE NOTED LOCATE IN DRYWALL, NO EXPOSED CONDUIT.

5. INSTALL UNDERWRITERS LABRATORIES INC. (UL) LABLED DEVICES.

6. INSTALL LUMINAIRES AND OTHER FIXTURES ON CENTRE OF TILE WHERE APPLICABLE UNLESS OTHERWISE NOTED.

7. COORDINATE OWNER'S TELEPHONE AND SECURITY SYSTEMS AS REQUIRED.

9. PROVIDE AS-BUILT DRAWINGS OF HVAC LAYOUT UPON COMPLETION.

10. D.I. LIGHT FIXTURES TO HAVE NO. 12 GAGE HANGER WIRE CONNECTED FROM THE FIXTURE HOUSING TO THE STRUCTURE ABOVE. ONE WIRE FOR FIXTURES LESS THAN 10LBS. TWO WIRES FOR FIXTURES UP TO 56LBS ANY PENDANT FIXTURES TO BE SUPPORTED DIRECTLY FROM THE STRUCTURE ABOVE USING NO. 9 GAGE WIRE.

11. PLAN TO BE REVIEWED BY QUALIFIED PROFESSIONAL AND ADJUSTED TO MEET APPLICABLE CODE RESTRICTIONS. COORDINATE FINAL LAYOUT WITH DESIGNER.

NOTE:

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NO.	BY	DATE	DESCRIPTION
1	LH		ISSUED FOR REVIEW

REVISIONS

NOMINAL NORTH

CONSULTANTS

GRAPHiC
OFFICE INTERIORS
1751 SEAN HEIGHTS, SAANICHTON BC
T.250-544-3509 F.250.544-6663

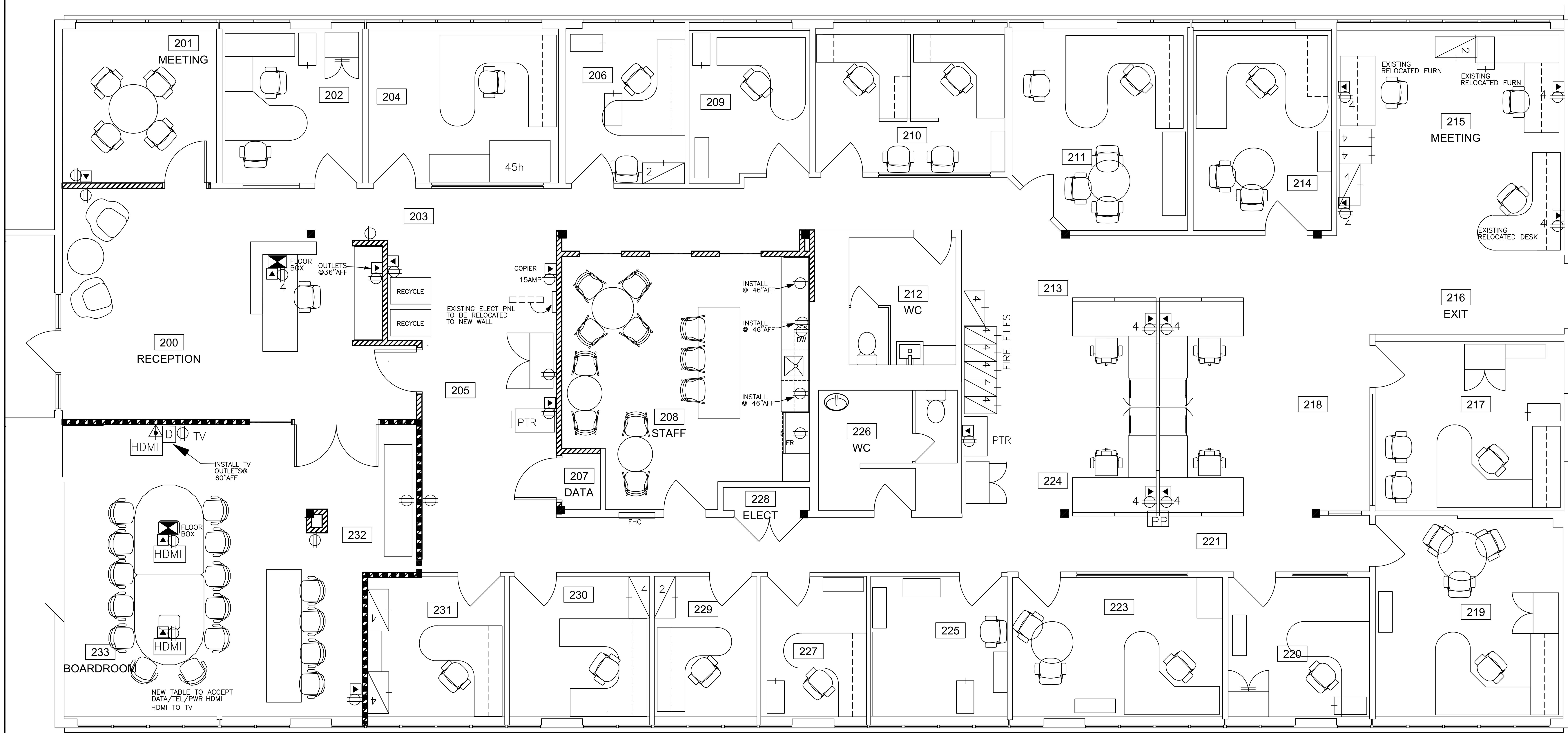
PROJECT

ISLANDS TRUST
200–1627 FORT STREET
VICTORIA BC

SHEET TITLE

REFLECTED CEILING PLAN

SCALE	DRAWN BY	CHECKED	SHEET NO.
1/4"=1'-0"	LH		ID2 OF 6
DATE: 10 MAY 2018	ACAD FILE NAME		
DATE ISSUED: 10 MAY 2018	PROJECT NO.		REVISION NO. 1



ELECTRICAL AND COMMUNICATION LEGEND

- WALL OR FURNITURE MOUNTED DUPLET OUTLET
- WALL OR FURNITURE MOUNTED 4PLEX OUTLET
- WALL MOUNTED OR SYSTEM FURNITURE MOUNTED 2 DATA OUTLETS ALL DATA OUTLETS TO RUN BACK TO MAIN SERVER 207
- D — WALL MOUNTED OR SYSTEM FURNITURE MOUNTED 1 DATA OUTLET ALL DATA OUTLETS TO RUN BACK TO MAIN DATA CLOSET 207
- HDMI — HDMI OUTLET
- COAX
- SURFACE MOUNTED FLOOR BOX WITH 2 DATA AND A 4PLEX OUTLET DESK TO ACCEPT DATA/PWR/TEL. AV SPECS BY ISLANDS TRUST

NOTES

- ALL WORKSTATIONS TO HAVE 2 DATA OUTLETS AND 4 RECEPTACLE OUTLETS (1 4PLEX)
- NEW DATA CABLES TO ROUTE BACK TO DATA ROOM 207 THROUGH DISTRIBUTION BOXES IN CEILING.
- ALL NEW SWITCH COVERS AND FACEPLATES TO MATCH EXISTING
- PRINTER LOCATIONS TO BE CONFIRMED BY ISLANDS TRUST
- THESE DRAWINGS TO BE USED IN CONJUNCTION WITH ENGINEERING DRAWINGS (PROVIDED BY GC)
- EXACT MEDIA EQUIPMENT & LOCATIONS DETERMINED BY ISLANDS TRUST
- EXISTING WIRELESS NETWORK THROUGHOUT TO REMAIN
- NEW FURNITURE BY OTHERS
- ALL EXISTING FURNITURE MOVES BY GC

DATA CLOSET 207

- ISLANDS TRUST TO MODIFY EQUIPMENT LOCATIONS PRIOR TO WALL DEMO – GC TO COORDINATE
- MAINTAIN (2) 15 AMP 110 RECEPTACLES & (2) 30 AMP 220 RECEPTACLES

ELECTRICAL POWER POLE LEGEND

PP — NEW FURNITURE SYSTEM SUPPLIED POLE 8 WIRE CAPACITY ELECTRICIAN TO SUPPLY JUNCTION BOX & CONNECT IN CEILING

LINE 1
LINE 2
LINE 3
N
G

LINE 4
N
G

NOTE:

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1	LH		ISSUED FOR REVIEW

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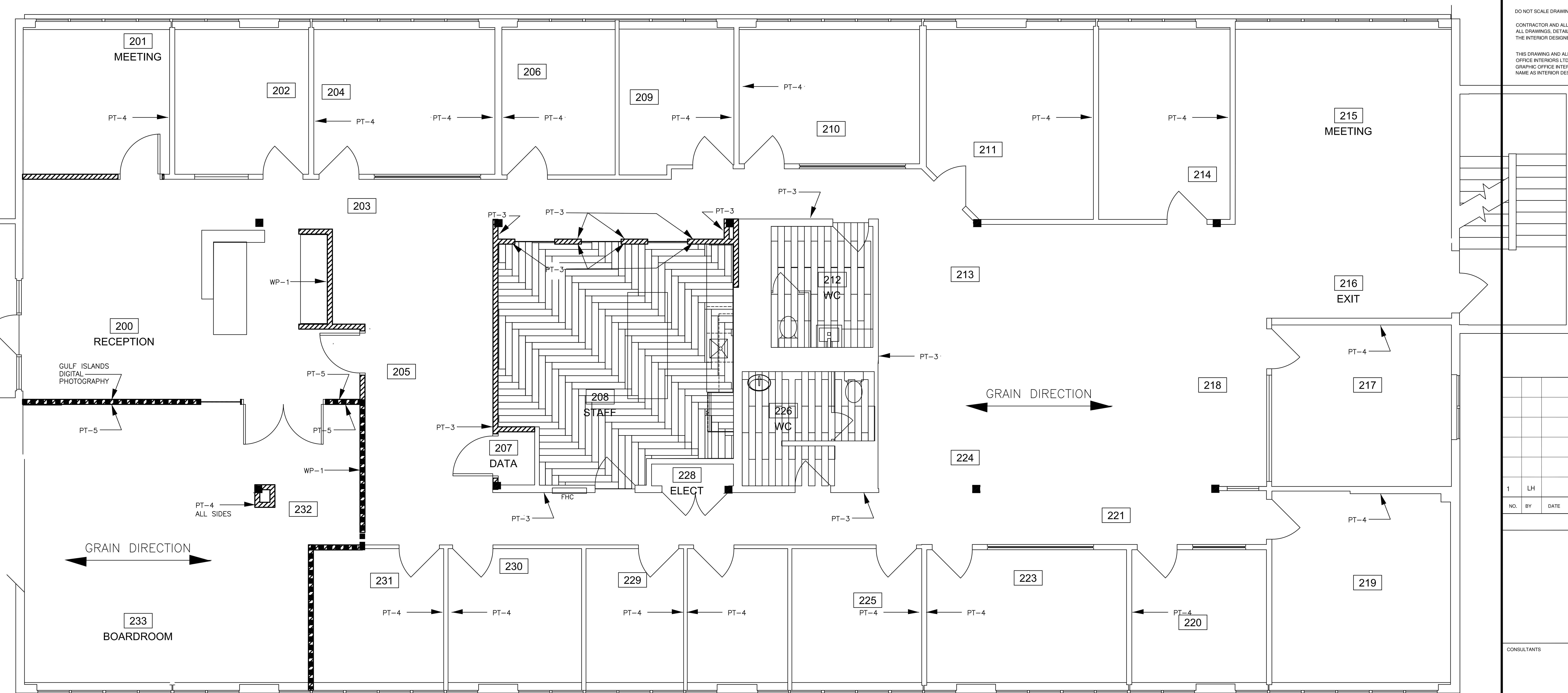
1751 SEAN HEIGHTS, SAANICHTON BC
T.250-544-3509 F.250.544-6663

PROJECT
ISLANDS TRUST
200–1627 FORT STREET
VICTORIA BC

SHEET TITLE
FURNITURE & ELECTRICAL PLAN

SCALE	DRAWN BY	CHECKED	SHEET NO.
1/4"=1'–0"	LH		ID3 OF 6
DATE: 10 MAY 2018	ACAD FILE NAME		
DATE ISSUED: 10 MAY 2018	PROJECT NO.		REVISION NO. 1



FLOORING FINISHES:

CARPET 1: C-1	PATCRAFT CARPET TILE GRADIENT FORM 10467 SLOPE COLOUR: 00550 CLIMB ASHLAR INSTALL INCLUDE 2% ATTIC STOCK
VINYL PLANK 1: VP-1	SHAW HARDSURFACE SOLITUDE LVT NATURAL 48250 HERRINGBONE INSTALL CAFE
RUBBER COVE BASE: (RCB-1)	JOHNSONITE 4" BASE COLOUR: 08 ICICLE

WALL FINISHES:

PAINT 1: (PT-1)	GENERAL WALL COLOUR BENJAMIN MOORE 2143-70 SIMPLEY WHITE ALL WALLS UNLESS OTHERWISE INDICATED & CEILING BULKHEAD
PAINT 2: (PT-2)	PAINTED DOORS AND FRAMES, SILLS BENJAMIN MOORE 2143-70 SIMPLEY WHITE
PAINT 3: (PT-3)	ACCENT WALLS BENJAMIN MOORE 2144-10 GUACAMOLE
PAINT 4: (PT-4)	ACCENT WALLS BENJAMIN MOORE 2133-40 DIOR GRAY
PAINT 5: (PT-5)	ACCENT WALLS PRATT & LAMBERT 19-17 BLACKWATCH GREEN
DIGITAL PHOTOGRAPHY	ALLOW FOR $1700.00 TBD
WALL TILE: (WT-1)	OLYMPIA TILE COLOUR AND DIMENSION MATTE 4"X16" ARCTIC WHITE STACKED VERTICAL INSTALL FOR SPLASH STAFF ROOM 208
WALL PANELLING: (WP-1)	FINIUM WALL PANELLING ONATA CHENE BLANC ANTIQUE (HARDWOOD INSTALLER) WALL BEHIND RECEPTION AND AREA 232

FINISH NOTES

PAINTING, STAINING AND WALLCOVERING TO BE DONE IN ACCORDANCE WITH STANDARDS AND REQUIREMENTS OF THE CANADIAN PAINTING CONTRACTORS ASSOCIATION SPECIFICATION MANUAL AND THE M.P.D.A. OF B.C.. TWO YEAR GUARANTEE.

ALL WALLS TO BE PAINTED UNLESS OTHERWISE NOTED: 1 COAT LATEX SEALER, 2 COATS LATEX, EGGSHELL TEXTURE. COLOURS AS SPECIFIED.

SOLID CORE DOORS AND ANY OTHER WOOD OR MDF MATERIAL CALLED UP TO BE PAINTED: 1 COAT SEALER, 2 COATS SEMI-GLOSS ALKYD.

ALL DRYWALL TO BE TREATED AND SEALED ACCORDINGLY FOR WALL FINISHES.

ALL INTERIOR FINISHES TO CONFORM TO SUBSECTION 3.1.13 OF B.C.B.C.

CONTRACTOR TO ENSURE ALL FINISHING TO BE OF THE HIGHEST STANDARD. ALL DEFECTIVE WORKMANSHIP WILL BE REJECTED CAUSING REMEDIAL WORK TO BE DONE.

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1	LH		ISSUED FOR REVIEW

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T.250-544-3509 F.250.544-6663

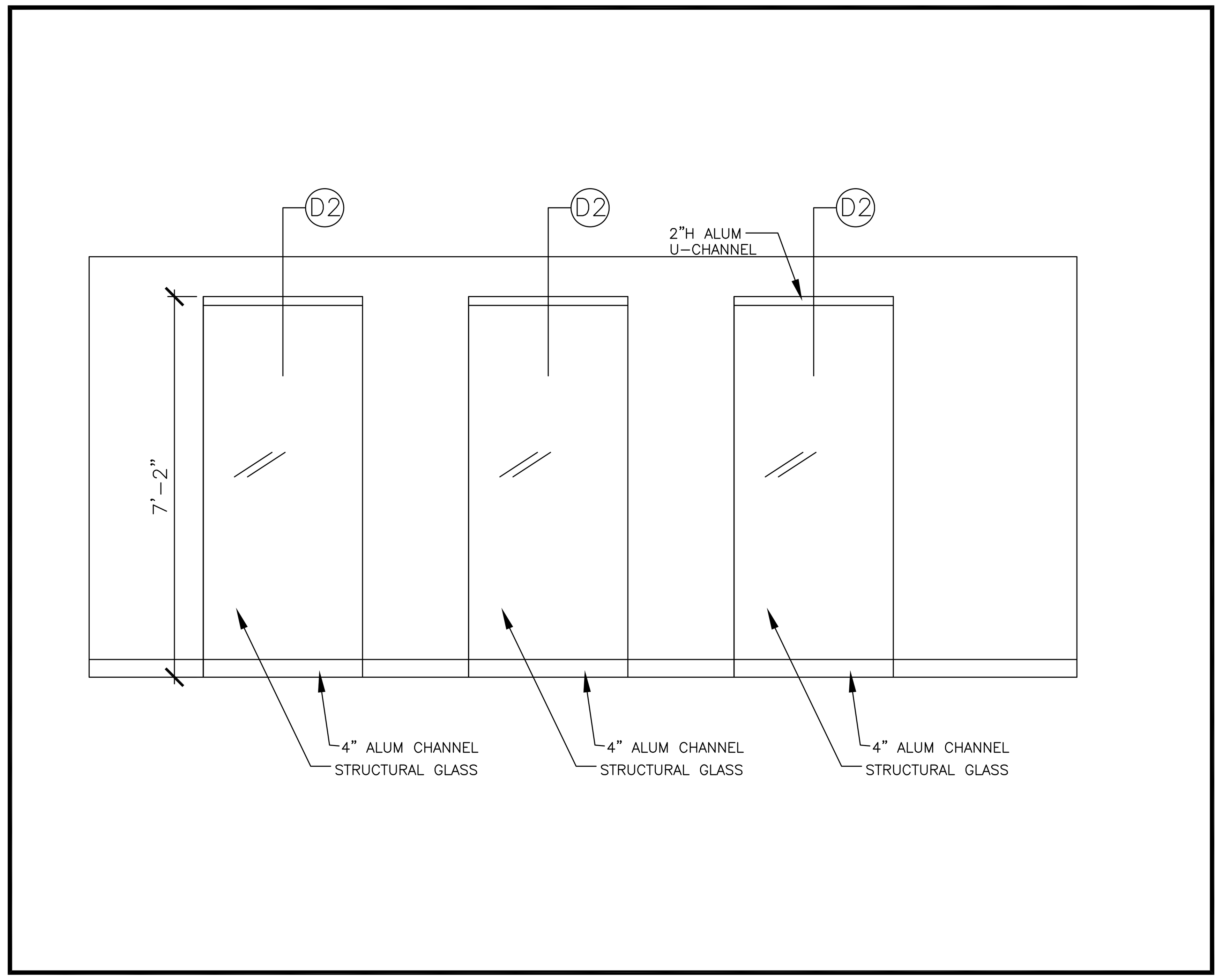
PROJECT

ISLANDS TRUST
200-1627 FORT STREET
VICTORIA BC

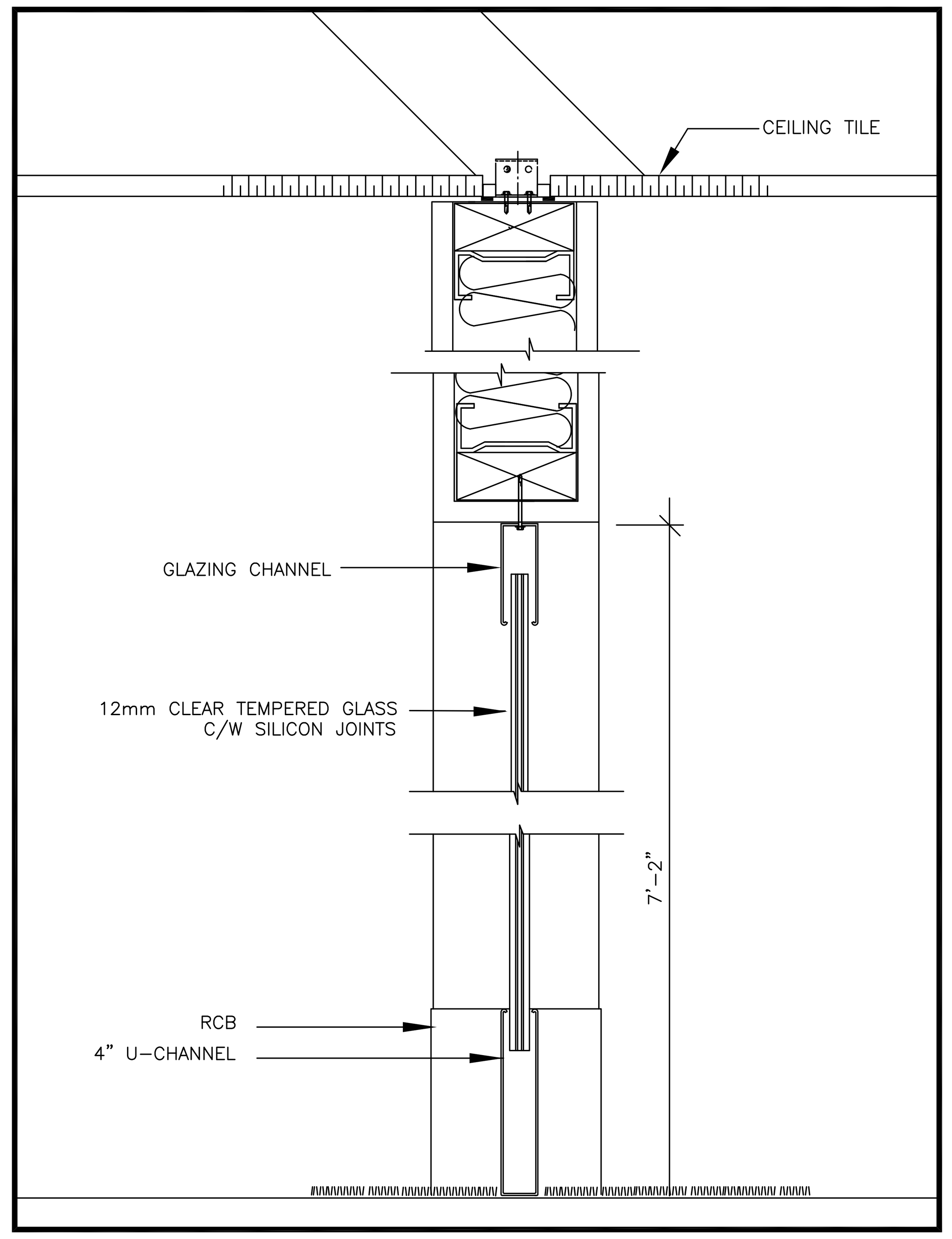
SHEET TITLE

FINISHES PLAN

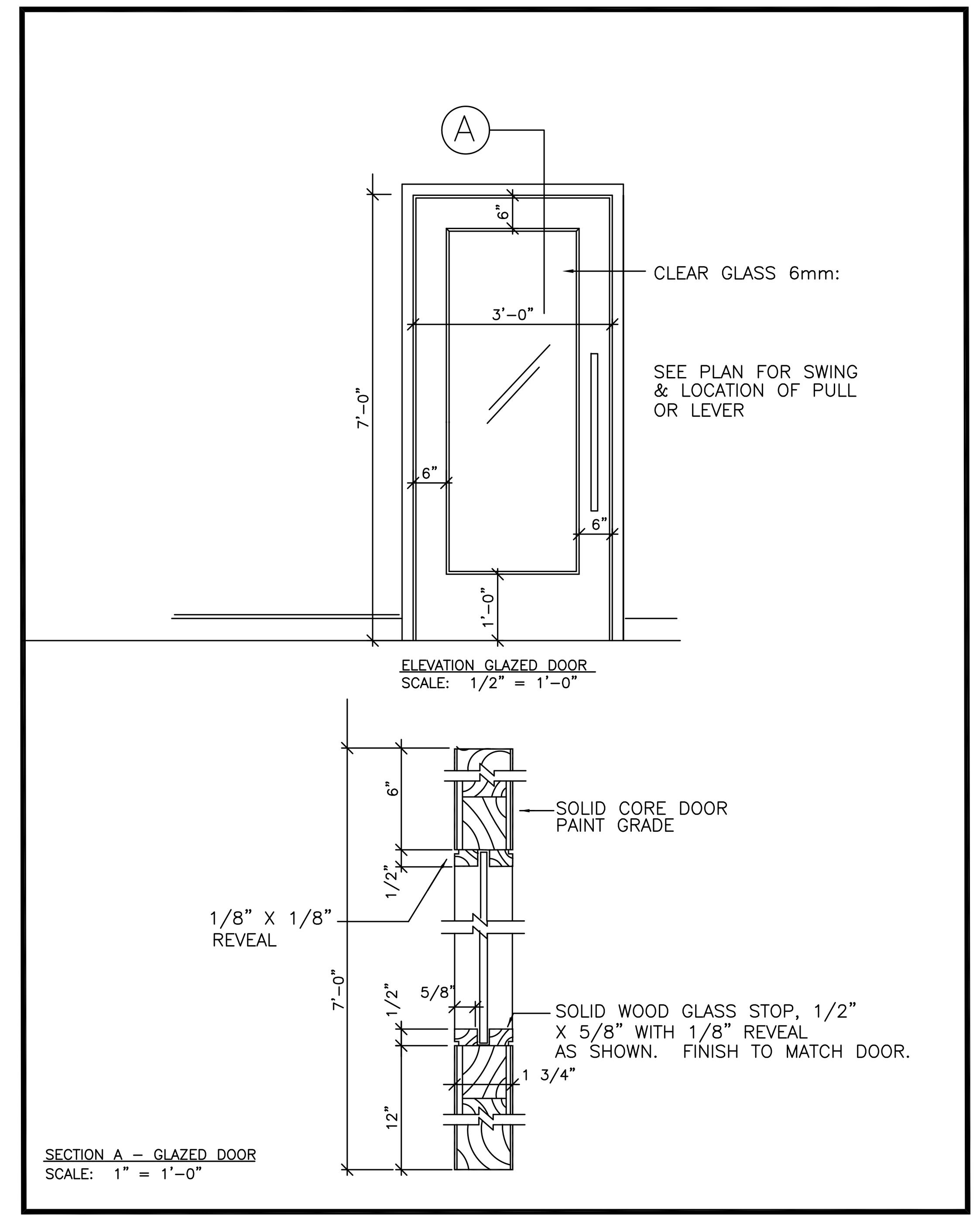
SCALE	DRAWN BY	CHECKED	SHEET NO.
1/4"=1'-0"	LH		ID4 OF 6
DATE: 10 MAY 2018	ACAD FILE NAME		
DATE ISSUED: 10 MAY 2018	PROJECT NO.		REVISION NO.: 1



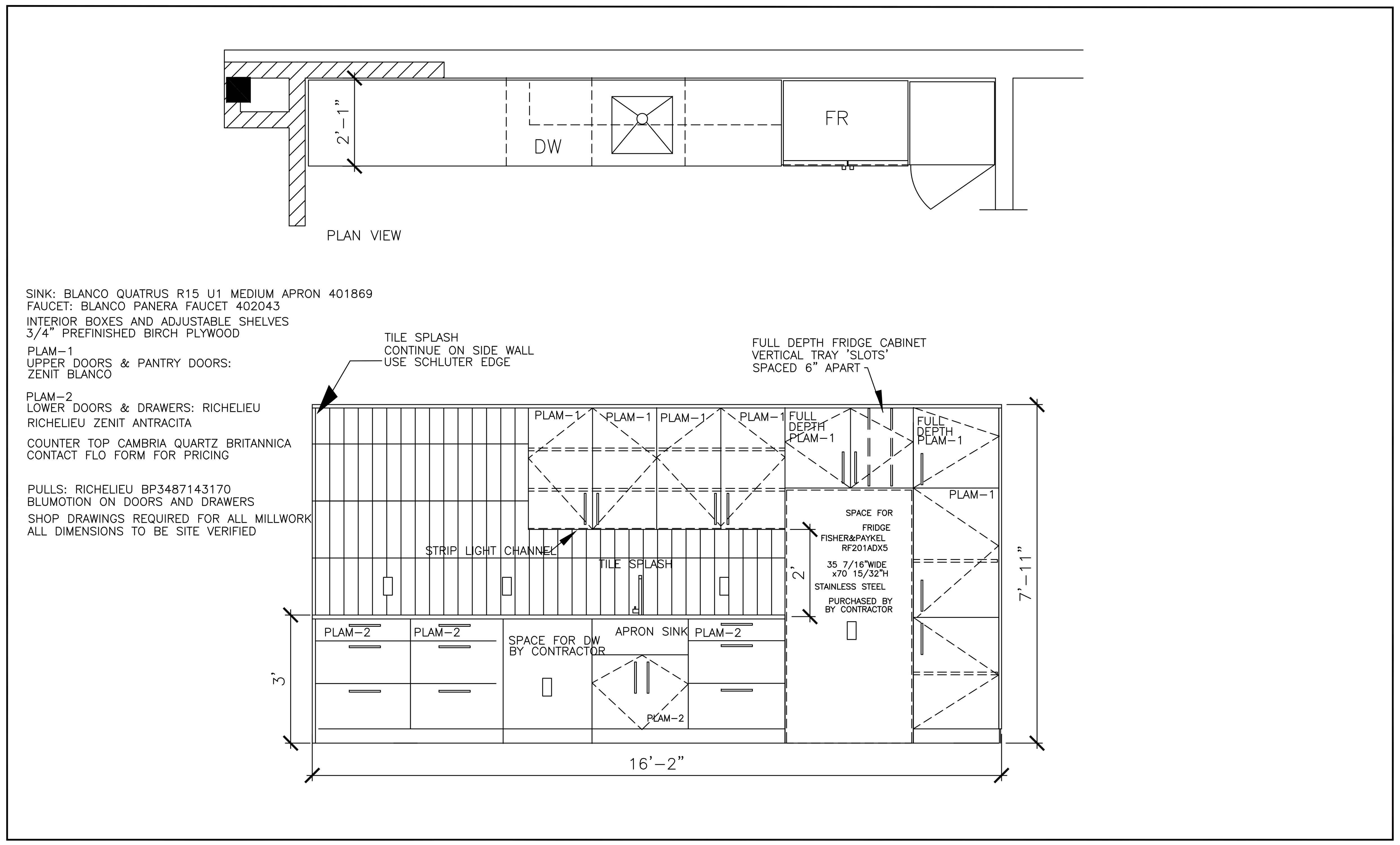
D1 ELEVATION STAFF ROOM 208 GLAZING
SCALE: 3"=1'-0"



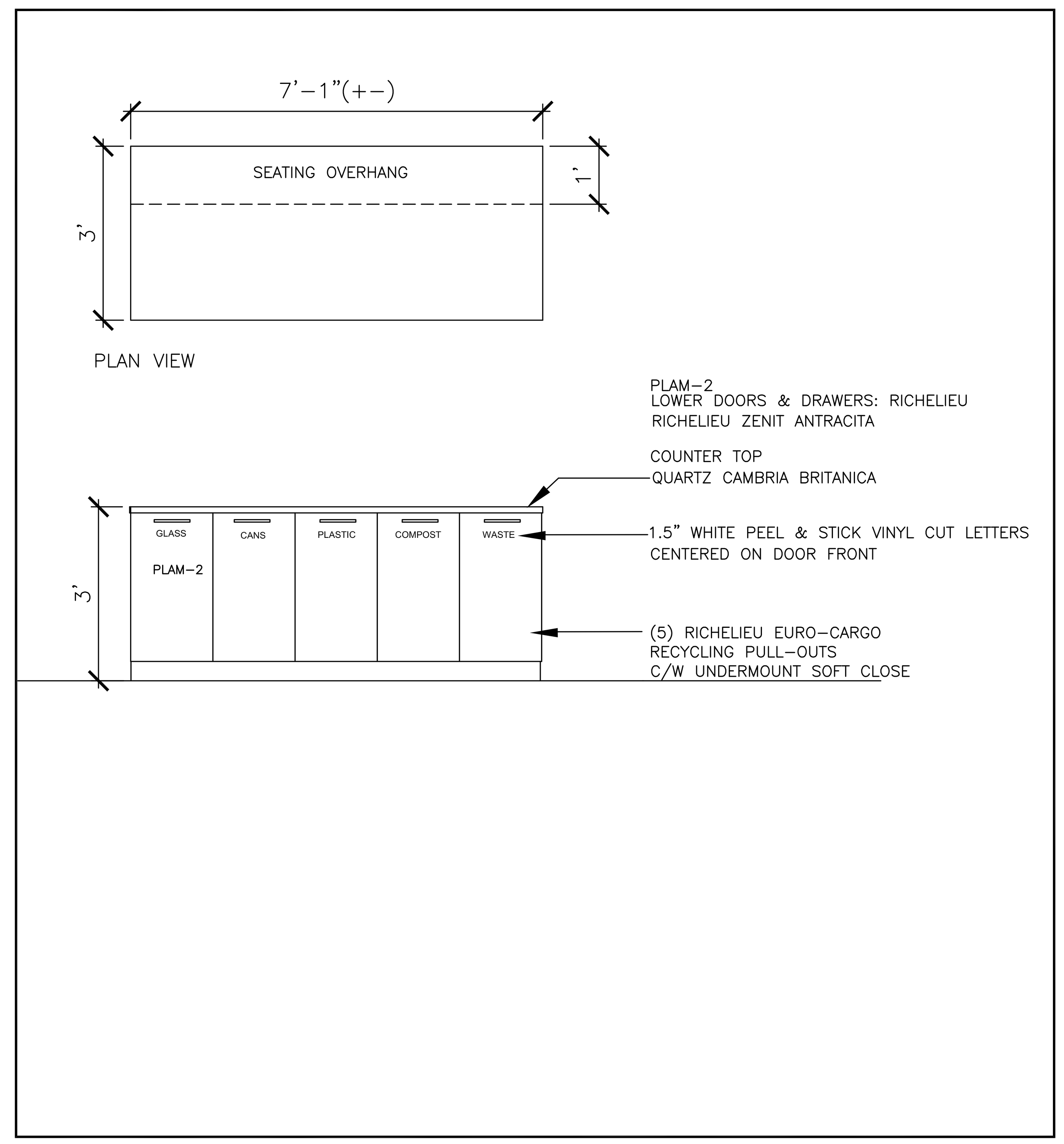
D2 SECTION WALL STAFF ROOM 208 GLAZING
SCALE: 3"=1'-0"



D3 DOOR TYPE 2
SCALE: 3"=1'-0"



D4 PLAN & ELEV - STAFF ROOM 208
SCALE: 1/2"=1'-0"



D5 ELEV - ISLAND STAFF ROOM 208
SCALE: 1/2"=1'-0"

NOTE:

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NO.	BY	DATE	DESCRIPTION
1	LH	10/5/18	ISSUED FOR REVIEW

REVISIONS

NORTH

CONSULTANTS

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1751 SEAN HEIGHTS, SAANICHTON BC
T.250-544-3509 F.250.544-6663

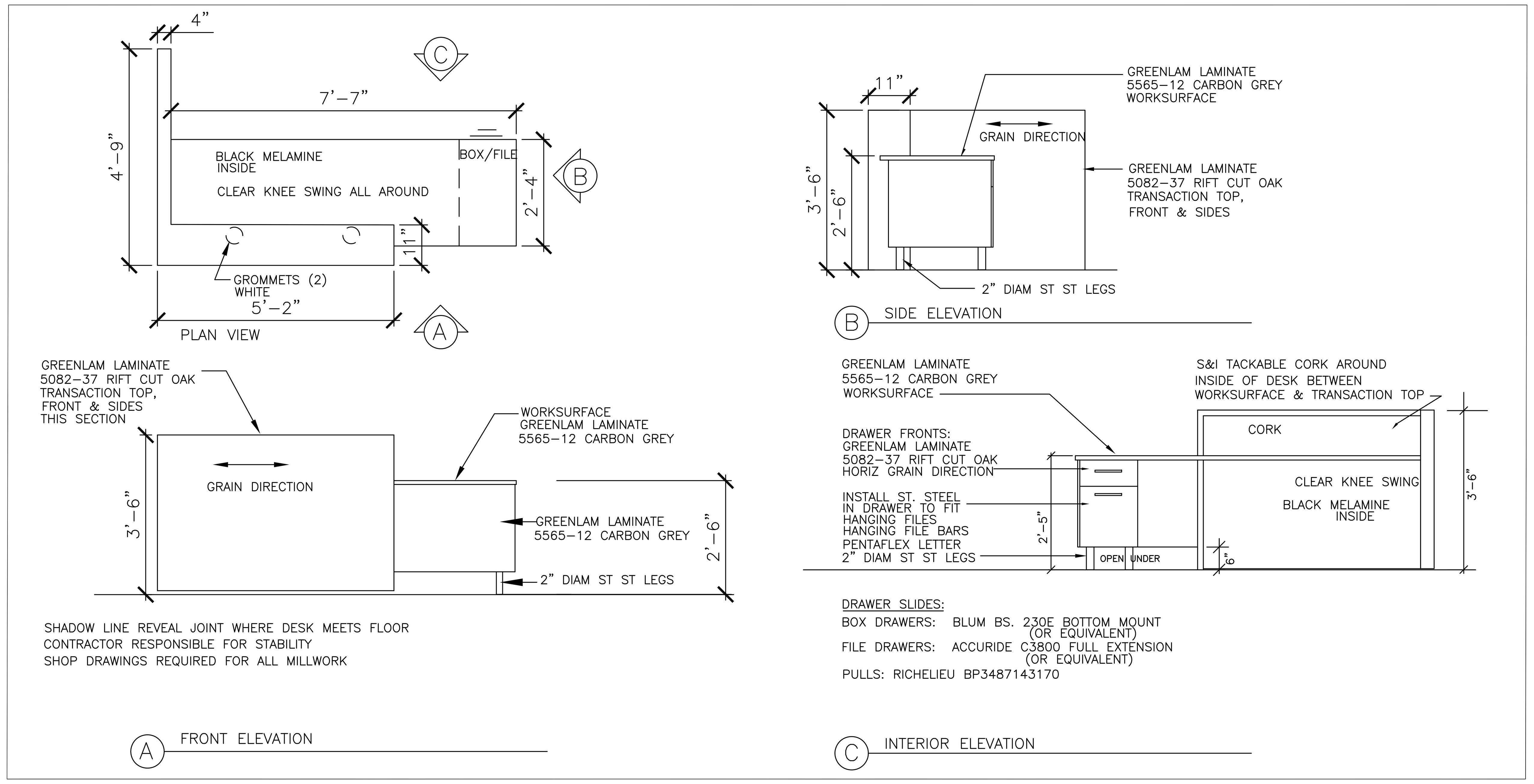
PROJECT

ISLANDS TRUST
200-1627 FORT STREET
VICTORIA BC

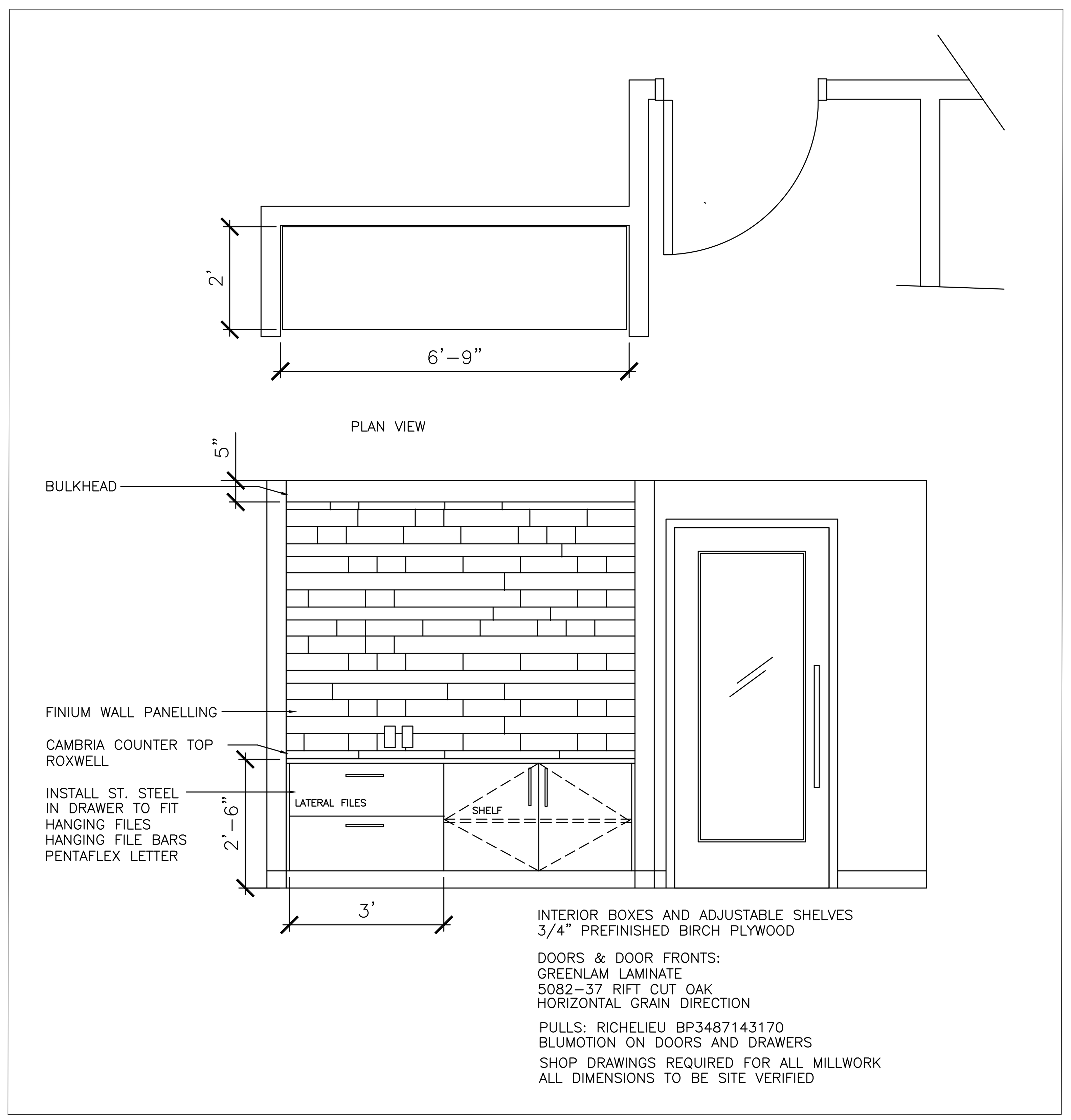
SHEET TITLE

DETAILS

SCALE	DRAWN BY	CHECKED	SHEET NO.
AS NOTED	LH		ID5 OF 6
DATE: 10 MAY 2018	ACAD FILE NAME		
DATE ISSUED: 10 MAY 2018	PROJECT NO.		REVISION NO. 1



D1 PLAN & ELEVS – RECEPTION DESK
SCALE: 1/2"=1'-0"



D2 PLAN & ELEV – RECEPTION CREDENZA
SCALE: 1/2"=1'-0"

NOTE:

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1	LH	10/5/18	ISSUED FOR REVIEW

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T.250-544-3509 F.250.544-6663

PROJECT

ISLANDS TRUST
200–1627 FORT STREET
VICTORIA BC

SHEET TITLE

DETAILS

SCALE	DRAWN BY	CHECKED	SHEET NO.
AS NOTED	LH		ID6 OF 6
DATE: 10 MAY 2018	ACAD FILE NAME		
DATE ISSUED: 10 MAY 2018	PROJECT NO.		REVISION NO.: 1

veranova

Veranova Project Management - Project Overview
Islands Trust Renovations - Victoria, BC

Created by: Jeffrey Head
Date of Update: 2018-03-08
Location of Project: 200-1627 Fort Street Victoria, BC V8R 1H8
Distribution List: To Be Determined

Legend		
X		- Task in Progress (various weeks/months)
Date > Date		- Start and Finish Dates for Task
X		- Task Milestone

FY2018 PROJECT SCHEDULE

Item	Description	DATES	July	August	September	October	November	December	January	NOTES
1.0	Pre-construction	2018-05-25								
	Programming & Schematic Design		X			X				Completed by Design / Confirm
	Engage M & E Engineering Disciplines			X						
	Produce Permit Drawings				X	X				
2.0	Design, Information Gathering, Needs Analysis, Programming									
	Kick off meeting with stakeholders	2018-08-03	X			X				
3.0	Space Planning & Budget		X							Space planning completed
4.0	Aesthetics, Furniture & Design Development		X							Completed by Design
5.0	Documentation									
	Confirm specific building implications			X		X				
	Prepare working drawings			X	X	X				
	Tender documents	2018-10-15			X	X				
6.0	RFP Process									
	RFP Tender and Submissions					X				
	Manage tender walk through	2018-06-01				X				
	Evaluation & Selection Process					X				
7.0	Tender and Permit									
	Coordinate all drawings	2018-05-25			X					
	Apply for permit with the officials having jurisdiction	Permit 6-8 weeks				15-Oct				Veranova to apply for permit prior to award
8.0	Construction	May 25-July 31, 2018								
	Preliminary value engineering					X	X			
	Manage phasing							X		
	Attend weekly construction meetings						X	X	X	Finish date is pending permit approval date
	Manage the construction schedule						X	X	X	
	Communication Plan - Constructor, Client and Landlord						X			
9.0	Project Close Out									
	Deficiency walk throughs and schedule								21-Jan	
	Warranty	2020-01-21							>	One year warranty review
10.0	Move Coordination									
	Swing Space planning/management				X	X	X	X		
11.0	Business Continuity and Go-Live									
	On site day one (1) go live	N/A							X	
	Employee Survey	N/A							X	

Veranova Project Management
Project Estimate

veranova

Project Description:	Interior Renovations				
Total Square Feet of Project:	5,358	**Estimate:**	**$54/SF**	**$292,000.00**	
Date of Last Update:	12/Aug/18				

	From the GC		Budget			
	Estimate	**Cost PSF**	**Estimate**	**Cost PSF**	**Potential Savings**	**Comments**
					pending discussions	
Programming						
Preliminary Project Planning	$ -	$ -	$ -	$ -	$ -	Complete
Programming & Block Planning	$ -	$ -	$ -	$ -	$ -	Complete
Building Audits	$ -	$ -	$ -	$ -	$ -	Not required
Total Programming	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
Consultants and Management						
Project Management Fee	$ -		$ 22,000.00	$ 4.11		Veranova
Construction Management Fee	$ -			$ -		Not required
Interior Design - Space Planning	$ -		$ 2,400.00	$ 0.45		Est. 20 hours for Graphic Office Interiors interior design work
Move Coordination	$ -			$ -		Allowance - see below
Civil Engineering	$ -			$ -		Not required
Structural Engineering	$ -			$ -		Not required
Mechanical Engineering	$ -		$ 4,200.00	$ 0.78		
Electrical Engineering	$ -		$ 7,100.00	$ 1.33		
Communications Engineering	$ -		$ 2,000.00	$ 0.37		A/V consultant
Acoustical Engineering	$ -			$ -		Not required
Construction Documents	$ -			$ -		See engineering categories (Civil, Structure, Mech, Elec, etc.)
Architecture / Technology	$ -		$ 3,000.00	$ 0.56		Not required - rely on GC for permit
Fire Life Safety Engineering & Coordination	$ -			$ -		Part of electrical
Permits	$ -		$ 3,600.00	$ 0.67		Based on 1.4% of construction costs + $100 (website)
Total Consultants and Management	**$ -**	**$ -**	**$ 44,300.00**	**$ 8.27**	**$ -**	
General Requirements						
General Conditions	$ -		$ 16,000.00	$ 2.99		GC profit and admin
Site Supervision	$ -		$ 16,000.00	$ 2.99		Based on 8 week turnaround and $2000/week
Health & Safety, Site cleaning, Audit	$ -			$ -		Part of GC amount
Insurance Requirements	$ -			$ -		Part of GC amount
Total General Requirements	**$ -**	**$ -**	**$ 32,000.00**	**$ 5.97**	**$ -**	
Construction						
Demolition			$ 3,000.00	$ 0.56		Demo and disposal
Coring & X-Ray			$ 1,500.00	$ 0.28		Allowance for floor boxes
Environmental Considerations			$ 1,500.00	$ 0.28		DSR may be required based on age of building
Drywall			$ 12,000.00	$ 2.24		Includes framing
Doors & Frames			$ 5,000.00	$ 0.93		Doors and windows
Millwork			$ 7,200.00	$ 1.34		Kitchen, island and reception
Insulation			$ 1,500.00	$ 0.28		Batt insulation and acoustical sealant
Acoustical Elements				$ -		N/A
Audio Visual				$ -		N/A
Ceiling Grid			$ 2,500.00	$ 0.47		Ceiling in boardroom
Electrical			$ 45,000.00	$ 8.40		Move panel and new distribution
Electrical - UPS				$ -		N/A
Electrical - Distribution				$ -		N/A
Sound Masking				$ -		N/A
Lighting			$ 15,000.00	$ 2.80		New LED troffers and potlights
Mechanical			$ 30,000.00	$ 5.60		Adjust balancing of existing ducts
Mechanical Controls & Commissioning				$ -		N/A - part of Mechanical items
IT - Data & Communications			$ 5,000.00	$ 0.93		New drops for renovated spaces - assumes existing feeds
IT - Telephony				$ -		N/A - assumes internal
IT - Move allowance				$ -		N/A - assumes internal
IT - Post-move go live support				$ -		N/A - assumes internal
Plumbing			$ 10,000.00	$ 1.87		New plumbing in kitchen
Cleaning				$ -		Part of GC fee above
Firestopping - landlord requirement			$ 4,000.00	$ 0.75		For floor boxes - may not be required based on conduits
Total Construction	**$ -**	**$ -**	**$ 143,200.00**	**$ 26.73**	**$ -**	
Finishes						
Artwork			$ 8,000.00	$ 1.49		Graphic wall in lobby
Doors and Frames				$ -		See doors and frames under construction - prefinished assumed
Automatic Door Equipment				$ -		N/A
Glazing				$ -		See doors and frames under construction - prefinished assumed
Fire Spray Allowance				$ -		See firestopping - landlord requirement
Fire Protection - Panel, Sprinkler move, pull			$ 5,000.00	$ 0.93		Sprinkler head relocate for layout
Painting - Suite 200 only			$ 18,500.00	$ 3.45		Painting throughout including over wallcovering
Painting - Adjacent Office Area (total 3,105 SF)			$ 10,712.25	$ 2.00		Painting throughout including over wallcovering
Wall Covering				$ -		N/A
Flooring - General Office Area Suite 200			$ 26,750.00	$ 4.99		Carpet and LVT throughout
Flooring - Adjacent Office Area (total 3,105 SF)			$ 15,493.95	$ 2.89		Carpet and LVT throughout
Furniture - Workstations (Height adjustable)			$ 13,949.18	$ 2.60		???
Furniture - Offices				$ -		???
Furniture - Boardroom Chairs, Tables & Storage			$ 14,319.90	$ 2.67		???
Furniture - Kitchen Tables & Chairs			$ 4,210.56	$ 0.79		???
Furniture - Filing Solution				$ -		???
Furniture - Other				$ -		???
Washroom Specific Finishes				$ -		Landlord
Kitchen Applicances				$ -		???
Signage - Internal - Branding				$ -		N/A
Signage - External - Branding				$ -		N/A
Security - Physical				$ -		Landlord
Security - Technology				$ -		N/A
Total Finishes	**$ -**	**$ -**	**$ 116,935.84**	**$ 21.82**	**$ -**	
Move Management						
General Conditions				$ -		??
Move Costs - Contents, people			$ 2,000.00	$ 0.37		Allowance for bins and temp storage for 8 weeks
Move Costs - Information Technology			$ 1,500.00	$ 0.28		??? Not sure this is required

Swing Space Allowance			$ 1,500.00	$ 0.28		Costs to relocate staff during construction
Landlord Applicable Fee's				$ -		N/A
Insurance Requirements				$ -		Rolled into move costs
Total Move Costs	**$ -**	**$ -**	**$ 5,000.00**	**$ 0.93**	**$ -**	
Other						
Contingency Allowance			$ 25,000.00	$ 4.67		Allowance
Rebates from Utilities				$ -		N/A
Tenant Improvement Allowance (TI)				$ -		Ignored to compare against client budget which includes allowance
Existing Lease Make Good Requirements				$ -		N/A
Total Other	**$ -**	**$ -**	**$ 25,000.00**	**$ 4.67**	**$ -**	
Total Project Cost (Gross)	**$ -**	**$ -**	**$ 366,435.84**	**$ 68.39**	**$ -**	

Funded renovation budget	282,000.00
plus: annual capital budget	15,000.00
less: amount spent to June 30, 2018	-2,174.00
Remaining budget	294,826.00
SHORTFALL	**71,609.84**