Financial Planning Committee
Agenda

Date: Tuesday, December 4, 2018

Time: 10:00 am - 3:00 pm

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

That the Financial Planning Committee forward the budget documents included in Section 4.1 "Draft 2019/20 Proposed Budget_Revised" to Trust Council [as amended].

*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:	**November 21, 2018**
Location:	**Islands Trust Victoria Boardroom** **200-1627 Fort Street, Victoria, BC**
Members Present:	**Peter Grove, Chair** **Paul Brent, Vice Chair** **Tahirih Rockfella** **Peter Luckham, EC Rep** **Sue Ellen Fast, EC Rep** **Laura Patrick, EC Rep** **Dan Rogers, EC Rep (go to meeting)** **Robin Williams, ITC Rep**
Members Absent:	**None**
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 Officer** **Carmen Thiel, Legislative Services Manager (item 2)** **Kate Emmings, Acting Islands Trust Conservancy Manager (item 5.3.5.2)** **Andrew Templeton, Communications Specialist (items 5.3.5.2 and 6.2)** **Mark Van Bakel, Senior Technical Analyst (item 6.2)** **Jas Chonk, Recorder**

1. CALL TO ORDER

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

2. ELECTION OF FPC CHAIR AND VICE CHAIR

Election for Chair, Financial Planning Committee

FPC-2018-019
It was MOVED and SECONDED,
that Peter Grove be nominated.

Acclaimed: Peter Grove

Election of Vice-Chair, Financial Planning Committee

FPC-2018-020
It was MOVED and SECONDED,
that Paul Brent be nominated.

Acclaimed: Paul Brent

3. APPROVAL OF AGENDA

3.1 Introduction of New Items

5.2.1 Trustee Laptops
5.3.2.1 Bowen Island Contribution
5.3.5.2 Business Case – Island Planner, Salt Spring Island

3.2 Approval of Agenda

By General Consent, the agenda was approved as amended.

4. ADOPTION OF MINUTES / COORDINATION

4.1. Resolutions Without Meeting – RWM-02-2018 and RWM-03-2018

Received for information.

4.2 Follow up Action List

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

5. TRUST COUNCIL BUSINESS

5.1 Sept 30, 2018 Q2 Financial Report

FPC-2018-021
It was MOVED and SECONDED,
that the Financial Planning Committee recommend that the September 30, 2018 quarterly financial report be forwarded to January Trust Council.

CARRIED

5.2 Sept 30, 2018 Q2 Forecast

FPC-2018-022
It was MOVED and SECONDED,
that the Financial Planning Committee forward the briefing on the 2018/19 Financial Forecast to January Trust Council for information.

CARRIED

5.2.1 Trustee Laptops

CAO Russ Hotsenpiller provided next steps to follow up from Trust Council in regards to trustee laptops and noted that staff will provide recommendations to Executive Committee and follow up with Financial Planning Committee.

5.3 2019/20 Proposed Budget to Trust Council

5.3.1 Budget Session Overview

Staff to change the timing to 90 minutes to give new Trustees more time for overview and questions.

5.3.2 Draft 2019/20 Budget Overview

5.3.2.1. Bowen Island Contribution

Discussion ensued.

FPC-2018-023
It was MOVED and SECONDED,
that staff be directed to develop options for calculating the formula for the municipal tax requisition calculation contribution in the Islands Trust budget.

CARRIED

5.3.3 Budget Assumptions and Principles

Received for information.

5.3.4 Budget Detail

Received for information.

5.3.5 Budget Requests

5.3.5.1 Summary of all Budget Requests

The summary of budget requests was reviewed in detail with questions and discussion on each of the items.

5.3.5.2 Budget Request Details

Business Case – Island Planner, Salt Spring Island

FPC-2018-024
It was MOVED and SECONDED,
that staff include the funding request for additional staffing on Salt Spring Island in the draft 2019/20 budget and update the funding request business case to include additional options for consideration by Council.

CARRIED

The meeting recessed at 11:55 a.m. and reconvened at 12:25 p.m.

Covenant Monitoring and Outreach Specialist – Islands Trust Conservancy request

Staff to provide more details (figures) in the business case for Trust Council.

Freshwater Specialist Position

Staff to add climate change aspect to the budget and include climate change with the position.

Senior Intergovernmental Policy Advisor Position

Staff to include in the business case that the position was also to include marine integration component.

FPC-2018-025
It was MOVED and SECONDED,
that the Financial Planning Committee forward the budget documents included in section 5.3 to Trust Council as amended.

CARRIED

5.4 FPC Report to Trust Council

FPC-2018-026
It was MOVED and SECONDED,
that the Financial Planning Committee forward the Financial Planning Committee Report to Trust Council as presented.

CARRIED

6. BUSINESS

6.1 FPC 2019 Draft Meeting Schedule - RFD

FPC-2018-027
It was MOVED and SECONDED,
that Financial Planning Committee adopt the proposed meeting dates for 2019 as amended and
that Financial Planning Committee schedule a meeting for Tuesday, December 4th, 2018.

CARRIED

6.2 2019/20 Budget Public Consultation Process

FPC-2018-028
It was MOVED and SECONDED,
that the Financial Planning Committee approve the 2019-2020 Budget Public Consultation project charter, dated November 16, 2018.

CARRIED

7. NEW BUSINESS

8. NEXT MEETING

The next meeting will be held Tuesday, December 4, 2018.

9. ADJOURNMENT

By General Consent, the meeting adjourned at 2:00 p.m.

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Peter Grove, Chair

Certified Correct

____
Jas Chonk, Recorder

Islands Trust

Follow Up Action Report

Financial Planning Committee

21-Feb-2018

No	Activity	Responsibility	Target Date	Status
1	that Financial Planning Committee request staff to work with Financial Planning Committee to bring forward a new communication strategy for budget consultation.	Clare Frater Andrew Templeton	30-May-2018	Done

29-Aug-2018

No	Activity	Responsibility	Target Date	Status
1	That staff review the RFD submitted by trustee Morse titled: "Change Accounting Function Code for Election Expenses to Local Planning Services" and return to the next Financial Planning Committee meeting with an updated Request For Decision.	Julia Mobbs	17-Oct-2018	On Going

18-Sep-2018

No	Activity	Responsibility	Target Date	Status
1	September 2018 Trust Council resolution TC-2018-095: That staff be directed to bring the draft amendments to Policy 7.2.1 Trustee Remuneration to the next Trust Council meeting for approval of the Policy wording.	Julia Mobbs	21-Nov-2018	On Going

Islands Trust

Print Date: November 30, 2018

Follow Up Action Report

21-Nov-2018

No	Activity	Responsibility	Target Date	Status
1	that the Financial Planning Committee recommend that the September 30, 2018 quarterly financial report be forwarded to January Trust Council.	Julia Mobbs	06-Dec-2018	Done
2	that the Financial Planning Committee forward the briefing on the 2018/19 Financial Forecast to January Trust Council for information.	Julia Mobbs	06-Dec-2018	Done
3	that staff be directed to develop options for calculating the formula for the municipal tax requisition calculation contribution in the Islands Trust budget.	Julia Mobbs	06-Dec-2018	On Going
4	that staff include the funding request for additional staffing on Salt Spring Island in the draft 2019/20 budget and update the funding request business case to include additional options for consideration by Council.	Julia Mobbs	06-Dec-2018	Done
5	That the Financial Planning Committee forward the budget documents included in Section 5.3 "2019/20 Proposed Budget" to Trust Council as amended.	Julia Mobbs	06-Dec-2018	On Going
6	that the Financial Planning Committee forward the Financial Planning Committee Report to Trust Council as presented.	Julia Mobbs	06-Dec-2018	On Going
7	that Financial Planning Committee adopt the proposed meeting dates for 2019 as amended and that Financial Planning Committee schedule a meeting for Tuesday, December 4th, 2018.	Julia Mobbs Jas Chonk	06-Dec-2018	Done
8	that the Financial Planning Committee approve the 2019-2020 Budget Public Consultation project charter, dated November 16, 2018.	Clare Frater Andrew Templeton	30-Nov-2018	Done

Islands Trust Council January 2019
2019/20 Proposed Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's current draft of the 2019/20 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive feedback for amendments as needed;
- To provide an opportunity for questions, comments and recommendations from Trustees before the Financial Planning Committee develops a draft budget package for public comment.

Chair: Peter Luckham, Chair, Islands Trust Council

Resources: Peter Grove, Chair, Financial Planning Committee
Julia Mobbs, Director, Administrative Service
Russ Hotsenpiller, Chief Administrative Officer
Clare Frater, Director, Trust Area Services
David Marlor, Director, Local Planning Services

Introduction *(5 minutes)*	Peter Grove, Chair, FPC
Comments *(5 minutes)*	Russ Hotsenpiller, CAO

2019/20 Proposed Budget *(40 minutes)*
 	
Document References
• Budget Assumptions and Principles
• Budget Overview
• Budget Detail
• Funding Requests Summary
  ○ Strategic Plan Initiatives
  ○ Operational Initiatives
  ○ Staffing Changes
• Funding Requests Business Cases
	Julia Mobbs, Director, Administrative Services

Questions/Comments from Trustees *(40 minutes)*	Trustees

NEXT STEPS:
• **December 2019**:
  ○ FPC meeting to review public consultation documents
  ○ Consultation with Bowen Island Municipality on draft budget package
• **January 2019:**
  ○ Trust Council review of first budget draft and public consultation documents	

    - Financial Planning Committee preparation of a draft budget package for public consultation
- **January-February 2019:**
    - Consultation with public on draft budget package
- **March 2019:**
    - Trust Council approval of a Budget Bylaw to be forwarded to the Minister by March 31, 2019

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

PROCESS:

Each line of the Detailed Budget is reviewed by the responsible manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review project needs with Local Trust Committees and identify top priorities. The Trust Conservancy 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 of each year, or in the case of election years, the following January.

	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 January 2019 will reflect estimated growth in CPI based on the Victoria CPI 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 at 1.0%.
3	**Alternate**	Islands Trust monitors grant programs to seek	The Grants Administrator position is a 0.4 FTE

	Funding Through Grants	opportunities to obtain funding to cover the expenses of their program items. Funding of 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.	and is focused on LTC project grants only. The current draft of the budget includes an amount of $25,000 for contingent grant revenue and offsetting expense, which is a 50% reduction from prior years.
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 extended another year. This item is included in the draft budget. The temporary **Intergovernmental Policy Advisor** contract has concluded. Management is recommending that this position be made a permanent staff position beginning in fiscal 2019/20 and has included this item in the draft budget. Islands Trust Conservancy is requesting a new staff position "**Covenant Monitoring and Outreach Specialist**". The SSI Planning team is requesting to remove a planner 2 position and add a higher level **island planner** position. The Southern Planning team is requesting to remove a planner 1 position and add a higher level **planner 2** position. LPS is requesting funding for a **co-op student** for the summer months.
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.	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.

		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.	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.	At September 2018 TC, Policy 7.2 was amended to include remuneration for trustees serving on Council committees (LTC, TPC, FPC). This is included in the draft budget at an amount of $14,000. The most recent information available is the 2016 Census which remains the case for the current year. 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.	Victoria office renovation is expected to be complete by next fiscal. No funds are expected to be requested in the 2019/20 budget for this project. No increase in space requirements is anticipated. A decrease in space requirements at the Victoria office may be realised upon completion of the office renovation.

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 July/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. The expected GRSF balance under the current draft budget is $1.9M, which is approximately 103% of the recommended balance per Policy.
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	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 anticipated that service levels will increase as a result of the changes being proposed, even with current staffing levels. It is not expected that this review will conclude in time for implementation in the 2019/20 budget cycle and consequently no impact from this review is reflected in the current draft budget.

		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 LTCs project budgets over the long-term will be distributed between LTCs based on their relative percentage of assessed value, per the resource allocation model.	
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. It is not expected that this review will conclude in time for implementation in the 2019/20 budget cycle and consequently no impact from this review is reflected in the current draft budget.
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. Current Strategic items included in the budget draft: - Policy Statement Review $30,000 - Islands Trust Act Amendment $15,000 - Website renewal $115,000 - LPC programs funding $25,000 - TPC programs funding $25,000
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).	The Salt Spring Island LTC is requesting a special property tax requisition for up to $98,500 from the Salt Spring Island Local Trust Area in the 2019/2020 fiscal year, subject to Trust Council Policy 6.3.ii, in order to fund coordination of watershed management on Salt Spring Island, using the powers delegated to the Salt Spring Island Local Trust Committee by Trust Council Bylaw No. 154. No other Special Property Tax Levies have been brought to the attention of staff.

Islands Trust

BRIEFING

To:	Trust Council	**For the Meeting of:**	January 16, 2016
From:	Financial Planning Committee	**Date Prepared:**	November 30, 2018
SUBJECT:	**Draft 2019/20 Budget Overview**		

PURPOSE:

To review the draft 2019/20 budget and related documents with Trust Council, to facilitate discussion and receive recommendations on changes if needed or desired.

BACKGROUND:

The draft 2019/20 budget is based on:

- The Budget Assumptions and Principles document reviewed by Financial Planning Committee (FPC) at their August and November meetings, and presented to Trust Council at their November meeting.
- The Timelines for 2019/20 Budget Process reviewed by Financial Planning Committee at their August meeting.
- The Islands Trust Strategic Plan 2015-2019 adopted by Trust Council in the previous term.
- Budget funding requests brought forward by senior management that have been recommended by FPC for inclusion in the budget.

To date, the following stakeholder groups have provided input into the draft 2019/20 budget:

Stakeholder Group	Responsibilities	Actions
Financial Planning Committee	· Develop and recommend the annual budget to Trust Council. · Review all budget funding requests. · Recommend the appropriate balance to be maintained in the General Revenue Surplus Fund. · Review and approve current year financial reporting to Trust Council. · Present the budget to Trust Council and provide guidance into the decision-making process.	August – Budget Assumptions and Principles reviewed. November – First Draft of budget reviewed. December – Revised Budget Draft reviewed.
Local Trust Committees	Consider the provisions of Policy 6.3.ii *Special Property Tax Requisitions* that permits an individual Local Trust Committee to request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees.	A request from the Salt Spring Island LTC has been made to continue funding for the SSIWPA project up to $98,500.

Trust Area Municipalities	As per *Policy 7.2.vi Municipal Tax Requisition Calculation,* all documents used to estimate the municipal tax requisition will be forwarded to the Treasurer of an island municipality for review by December 31 with a request that the island municipality Treasurer submit any concerns about the accuracy and completeness of the municipal tax requisition by February 28 of the following year.	No action to date. Bowen Island Municipality (BIM) Finance staff will be consulted per *Policy 7.2.vi Municipal Tax Requisition Calculation* by December 31 to confirm the calculation.
Trust Fund Conservancy	· Discuss budget requests and work programs with Trust Area Services staff. · Endorse all budget requests for the Trust Conservancy's Board and Program operations.	The ITC Board has submitted a funding request for the new Covenant Monitoring and Outreach Specialist position. The Director, Trust Area Services has submitted this funding request to FPC along with proposed increases to the Board's meeting and training budgets.
Management Staff	· Coordinate the review of budget requirements for their respective departments in order to meet current Trust Council objectives and service levels. · Look for opportunities to incorporate efficiencies and savings in the Organization.	Managers have reviewed their individual budget areas and work programs and submitted budget requests where needed. The Management Team has reviewed the draft budget and provided preliminary estimates of Strategic Plan project funding.

Public Consultation:
In order to meet Trust Council's continued commitment to transparency and dialogue with the community, a public consultation on the 2019/20 draft budget will be undertaken in February 2019.

Role of Trust Council:
The role of the Trust Council at its January 2019 meeting is to review the recommended draft 2019/20 budget and to discuss the revenue, expenses and the General Revenue Surplus Fund in detail before the Financial Planning Committee develops a draft budget for public consultation.

At its March 2019 meeting, Trust Council will approve the annual budget and financial plan, after considering the public input received and the recommendations of the Financial Planning Committee. Formal resolutions to direct the preparation of a budget bylaw will be made and the budget bylaw will be presented for consideration during the Trust Council regular business meeting.

Draft Budget Highlights:

Highlights of the Proposed 2019/20 Budget include:

- A 33% increase in Fees and Sales from previous budget due to continued increased volumes of development applications and anticipated cannabis applications.
- A 2.0% projected tax increase overall for the Islands Trust Area (excluding Bowen Island Municipality).
- An expected 1.0% increase in property taxes due to new construction in the Trust area.
- A 13.2% increase in Bowen Island Municipal tax levy.
- An overall decrease in total expenditures of 3%, or approximately $244,000 from the 2018/19 budget.
- A Special Property Tax Requisition of $98,500 from the Salt Spring Island Local Trust Committee related to the delegated authority to coordinate watershed management through the Salt Spring Island Watershed Protection Authority (SSIWPA).
- A decrease of $25,000 in grant income to bring the budget more in line with actual grant activity.
- A transfer of funds from the General Revenue Surplus Fund of $174,000 resulting in a projected General Revenue Surplus Fund Balance of $1.86 million at March 31, 2020, 101% of the recommended balance per Trust Council policy.
- The assumption that existing service levels from 2018/19 will be maintained.
- Provincial Grant revenues remain at previous year levels of $180,000 based on Regional District funding proposal.
- A 2.0% wage increase for all union staff per the BCGEU Collective Agreement.
- A 2.0% increase to Trustee remuneration as per the *Policy 7.2.1 Trustee Remuneration* and anticipated CPI increase for 2018 (to be verified by Stats Canada in December).
- A $14,000 increase in Trustee remuneration for meeting attendance.
- An approximate increase of 1.95% in salaries and benefits (over and above the 2.0% general wage increase) related to the MSP payroll tax.
- Planned spending that will, or may involve elements of Climate Action work include the following:

Local Planning Committee (LPC) Project Funds	$ 25,000
Trust Programs Committee (TPC) Project Funds	25,000
Freshwater Specialist	106,158
Covenant Monitoring and Outreach Specialist	84,091
LTC Projects	75,000
Islands Trust Conservancy	870,563
Total	$ 1,185,811
Total Expenditures Budget	$ 7,881,911
% of Total Expenditures with Climate Action elements	15.0%

- Funding requests (business cases attached) include:
  - A request to carry forward unspent funds of $30,000 related to the Policy Statement Review project.
  - A request to allocate $15,000 to potential community engagement on the Islands Trust Act amendments.
  - A request for $115,000 for an Islands Trust website renewal.
  - A request for $25,000 each for Trust Programs Committee and Local Planning Committee to facilitate the undertaking of strategic projects in the year.
  - A request for $14,500 for digital photo management software to better manage and use digital photos records.
  - A request for $5,500 for the Electronic Document Management (EDM) project wrap-up.
  - A request to extend the Freshwater Specialist staff position for another year.

- A request from the Islands Trust Conservancy for a new staff position, Covenant Monitoring and Outreach Specialist.
- A request to add a Planner 2 position to the Southern Office planning team, and remove the lower level Planner 1 position permanently.
- A request to add an Island Planner position to the SSI Office planning team, and remove the lower level Planner 2 position permanently.
- A request to create a permanent staff position, Senior Intergovernmental Policy Advisor, to facilitate First Nations relations work.
- A request of $15,000 to fund a summer co-op student for Local Planning Services.

ATTACHMENT(S):

1. **Draft 2019/20 Budget Detail**
2. **Draft 2019/20 Budget Funding Requests Summary**
3. **Individual 2019/20 Budget Funding Requests Business Cases**

FOLLOW-UP:

Trust Council will review the draft budget documents and provide direction on changes if needed and/or desired.

Prepared By: **Julia Mobbs, Director, Administrate Services**
Reviewed By/Date: **Russ Hotsenpiller, Chief Administrative Officer**

ISLANDS TRUST

2019/20 Budget Draft1, V2

	2017/18 ACTUALS	2018/19 Budget	2018/19 Q2 Forecast	2019/20 BUDGET	*$ Increase (Decrease) from Prior Year Budget*	*% Increase (Decrease) from Prior Year Budget*
Revenue						
Fees & Sales	**139,199**	**120,000**	**140,000**	**160,000**	*40,000*	
Provincial Grant	**180,000**	**180,000**	**180,000**	**180,000**	-	
Property Tax Levy - General	**6,312,332**	**6,438,578**	**6,438,579**	**6,631,735**	*193,157*	
Tax growth through new construction	-	**63,123**	**63,123**	**65,017**	*1,894*	
Property Tax Levy - Bowen	**242,680**	**293,933**	**293,933**	**332,658**	*38,725*	
Special LTC Tax Requisition - SSIWPA	**98,500**	**98,500**	**98,500**	**98,500**	-	
Interest Income	**71,295**	**60,000**	**65,000**	**65,000**	*5,000*	
Other income	**16,795**	**152,000**	**152,000**	-	*(152,000)*	
Grant income - projects	-	**50,000**	**12,500**	**25,000**	*(25,000)*	
Total Revenue	7,060,801	7,456,134	7,443,635	7,557,910	*101,776*	*1%*
Expenses						
Amortization	**92,719**	**65,000**	**65,000**	**75,000**	*10,000*	
Applications sponsored by Exec Committee	**(5,312)**	**5,000**	**6,000**	**5,000**	-	
History and Heritage Funding Grants-in-Aid	-	**5,000**	**5,000**	**5,000**	-	
Audit	**20,000**	**19,000**	**19,000**	**20,000**	*1,000*	
Bank Charges & Interest	**2,553**	**5,000**	**4,000**	**4,000**	*(1,000)*	
Board of Variance	-	**1,500**	**1,000**	**500**	*(1,000)*	
Carbon Offset Purchases	**(2,678)**	**1,500**	**1,500**	**500**	*(1,000)*	
Communications	**31,292**	**28,000**	**29,500**	**35,000**	*7,000*	
Information Systems	**185,688**	**196,000**	**210,000**	**196,330**	*330*	
Contingency	**2,466**	**17,500**	**17,500**	**14,000**	*(3,500)*	
Contract Services	**294,396**	**97,000**	**117,785**	**79,000**	*(18,000)*	
Elections	-	**130,000**	**130,000**	**7,000**	*(123,000)*	
Insurance	**106,422**	**106,382**	**106,382**	**106,382**	-	
Islands Trust Conservancy Administration	**112,263**	**103,000**	**98,500**	**107,250**	*4,250*	
Land Title Registrations	**3,546**	**3,000**	**3,000**	**3,000**	-	
Legal	**187,189**	**180,000**	**205,000**	**175,004**	*(4,996)*	
Local Trust Committee	**84,857**	**102,300**	**87,800**	**90,000**	*(12,300)*	
Meeting Expense	**129,426**	**162,000**	**161,000**	**125,200**	*(36,800)*	
Memberships	**14,208**	**16,000**	**12,000**	**15,100**	*(900)*	
Notices - Statutory & Non-Statutory	**24,789**	**18,000**	**22,000**	**25,000**	*7,000*	
Office	**488,593**	**496,150**	**490,650**	**497,517**	*1,367*	
Recruitment	**8,801**	**5,000**	**8,000**	**8,000**	*3,000*	
Safety	**6,096**	**5,000**	**1,000**	**5,000**	-	
Salaries & Benefits	**4,251,795**	**4,619,495**	**4,396,838**	**4,947,553**	*328,058*	
Telephone	**42,462**	**38,550**	**42,600**	**37,800**	*(750)*	
Training	**111,166**	**147,350**	**118,524**	**122,650**	*(24,700)*	
Travel	**108,337**	**101,205**	**86,000**	**96,490**	*(4,715)*	
Trustee Remuneration	**547,686**	**544,702**	**544,702**	**579,735**	*35,032*	
Operating Budget Subtotal	**6,848,759**	**7,218,634**	**6,990,281**	**7,383,011**	*164,376*	*2%*
Computer	**34,964**	**171,000**	**180,000**	**60,900**	*(110,100)*	
Office - Equipment & Furniture	**7,730**	**15,000**	**15,000**	**10,000**	*(5,000)*	
Office - Renovations	**3,553**	**282,000**	**282,000**	-	*(282,000)*	
					-	
Capital Subtotal	46,247	468,000	477,000	70,900	*(397,100)*	*-85%*
PROJECTS						
Project - Funded by Grants	-	**50,000**	-	**25,000**	*(25,000)*	
Project - C2C First Nations	**4,176**				-	
Project - Funded by Special requisition	**91,524**	**98,500**	**97,500**	**98,500**	-	
Strategic Plan objectives	**82,754**	**241,000**	**166,000**	**210,000**	*(31,000)*	
Operational	-	-	-	**19,500**	*19,500*	
LTC Projects	**58,406**	**50,000**	**77,500**	**75,000**	*25,000*	
					-	
Projects Total	236,859	439,500	341,000	428,000	*(11,500)*	*-3%*
Total Expenditures	7,131,865	8,126,134	7,808,281	7,881,911	*(244,224)*	*-3%*
Net Surplus (Shortfall)	(71,064)	(670,000)	(364,646)	(324,000)		
Add non-cash Item - amortization	92,719	65,000	64,999	75,000		
Transfer from LTC Specific Fund	-	50,000	-	75,000		
Transfer from GR Surplus Fund	-	555,000	231,028	174,000		
Surplus (deficit)	21,655	0	(68,619)	(0)		

Draft 2019/20 Budget Detail
Changes from Previous Version

		Draft 1, V1	Draft 1, V2	change$	Comments
Revenue					
Fees & Sales		140,000	160,000	*20,000*	*Cannibis applications + volumes*
Provincial Grant		180,000	180,000	-	
Property Tax Levy - General		6,631,735	6,631,735	-	
Tax growth through new construction		65,017	65,017	-	
Property Tax Levy - Bowen		336,672	332,658	*(4,013)*	*Formula impact from changes*
Special LTC Tax Requisition - SSIWPA		98,500	98,500	-	
Interest Income		65,000	65,000	-	
Other income		-	-	-	
Grant income - projects		25,000	25,000	-	
Total Revenue		**7,541,924**	**7,557,910**	*15,987*	
Expenses		-	-	-	
Amortization		75,000	75,000	-	
Applications sponsored by Exec Committee		5,000	5,000	-	
History and Heritage Funding Grants-in-Aid		5,000	5,000	-	
Audit		20,000	20,000	-	
Bank Charges & Interest		4,000	4,000	-	
Board of Variance		500	500	-	
Carbon Offset Purchases		500	500	-	
Communications		35,000	35,000	-	
Information Systems		196,330	196,330	-	
Contingency		14,000	14,000	-	
Contract Services		79,000	79,000	-	
Elections		7,000	7,000	-	
Insurance		106,382	106,382	-	
Islands Trust Conservancy Administration		107,250	107,250	-	
Land Title Registrations		3,000	3,000	-	
Legal		175,004	175,004	-	
Local Trust Committee		90,000	90,000	-	
Meeting Expense		125,200	125,200	-	
Memberships		15,100	15,100	-	
Notices - Statutory & Non-Statutory		25,000	25,000	-	
Office		**491,278**	497,517	*6,239*	*Snow removal*
Recruitment		8,000	8,000	-	
Safety		5,000	5,000	-	
Salaries & Benefits		4,888,305	4,947,553	*59,248*	*Correction of starting figures*
Telephone		37,800	37,800	-	
Training		122,650	122,650	-	
Travel		96,490	96,490	-	
Trustee Remuneration		579,735	579,735	-	
Operating Budget Subtotal		**7,317,523**	**7,383,011**	***65,487***	
Computer		60,900	60,900	-	
Office - Equipment & Furniture		10,000	10,000	-	
Office - Renovations		-	-	-	
	0	-	-	-	
Capital Subtotal		**70,900**	**70,900**	***-***	
	0	-	-	-	
PROJECTS		-	-	-	
Project - Funded by Grants		25,000	25,000	-	
Project - C2C First Nations		-	-	-	
Project - Funded by Special requisition		98,500	98,500	-	
Strategic Plan objectives		210,000	210,000	-	
Operational		15,000	19,500	*4,500*	*ClipArt consultant funds*
LTC Projects		75,000	75,000	-	
	0	-	-	-	
Projects Total		**423,500**	**428,000**	***4,500***	
	0	-	-	-	
Total Expenditures		**7,811,923**	**7,881,911**	***69,987***	
	0	-	-	-	
Net Surplus (Shortfall)		**(270,000)**	**(324,000)**	***(54,001)***	
Add non-cash Item - amortization		75,000	75,000	-	
Transfer from LTC Specific Fund		75,000	75,000	-	
Transfer from GR Surplus Fund		120,000	174,000	*54,000*	
Surplus (deficit)		**0**	**(0)**	***(1)***	

Islands Trust		***TOTAL PAGE =***	**535,292**	
Budget Requests Summary		*less Temp staff*	(103,137)	
Fiscal Year:	2019/20	*less Perm staff*	(202,656)	
Version:	Draft 1, V2	*Projects*	229,500	
CATEGORY	**PROJECT DESCRIPTION**		**AMOUNT**	**BUDGET LINE ITEM**
STRATEGIC PLAN	Policy Statement Review (CFWD Funds)		30,000	Strategic Plan Projects
	Islands Trust Act amendment		15,000	Strategic Plan Projects
	Website Renewal		115,000	Strategic Plan Projects
	Local Planning Committee (LPC) Project Funds		25,000	Strategic Plan Projects
	Trust Programs Committee (TPC) Project Funds		25,000	Strategic Plan Projects
	Total Strategic Plan Projects		**210,000**	
OPERATIONAL	Photo Management			
	ClipArt Software Purchase + Annual Support Fee	*8,500*		
	ClipArt Installation	*1,000*		
	Organise and Cull Photo Records (contractor)	*4,500*	**14,000**	50%/50% 150/210 TAS/ITC
	Electronic Data Management (EDM)			
	Consulting Support for EDM Clean-up/Wrap-up	*5,500*	**5,500**	820 Admin Mgmt
	Total Operational Projects		**19,500**	
STAFFING (Temporary)	Freshwater Specialist			
	Salary	*74,389*		Operating Expense (Salaries)
	Benefits	*18,597*		Operating Expense (Salaries)
	Travel	*7,600*		Travel
	Mobile Phone	*650*		Mobile Phone
	Computer - Laptop (already purchased)	-		
	Training	*1,900*	**103,137**	
STAFFING (Permanent)	Covenant Monitoring and Outreach Specialist			
	Salary	*55,156*		Operating Expense (Salaries)
	Benefits	*13,789*		Operating Expense (Salaries)
	Travel	*10,996*		ITC Travel
	Mobile Phone	*650*		Mobile Phone
	Computer - Laptop	*2,750*		Computer SW/HW
	Training	*750*	**84,091**	
	Planner 2 (Southern Office)			
	Remove Planner 1 position	*(65,683)*		
	Add Planner 2 position	*72,830*		
	Benefits change	1,787	**8,933**	Operating Expense (Salaries)
	Island Planner (SSI Office)			
	Remove Planner 2 position	*(72,830)*		
	Add Island Planner position	*79,561*		
	Benefits change	1,683	**8,413**	Operating Expense (Salaries)
	Senior Intergovernmental Policy Advisor (SIPA)			
	Salary	*62,307.37*		Operating Expense (Salaries)
	Benefits	*15,452.23*		Operating Expense (Salaries)
	Travel	*6,333.33*		Travel
	Mobile Phone	*541.67*		Mobile Phone
	Computer - Laptop (already purchased)	-		
	Training	*1,583.33*	**86,218**	
	LPS Co-op Student	*15,000*	**15,000**	Operating Expense (Salaries)
	Total New Staff (P) Costs		**202,656**	

SHORT-FORM BUSINESS CASE
Budget Requests >$5000

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR	
Initiated by: Clare Frater **Business Area:** Trust Area Services **Name of Request** *Policy Statement Amendment Project*	**Budget Source:** ☐ **Equipment** ☐ **Staff** ■ **Other – please describe** Project Funding Amount: $30,000 *NOTE:* This is an ongoing project that is forecast to be underspent in 2018/19 by $30,000
Date initiated: 2018/09/28	**Date required:** April 1, 2019

1. **BACKGROUND** *(A brief description of the current situation.)*

   The Islands Trust Council has assigned the Executive Committee; with involvement from Trust Programs Committee as appropriate, to coordinate a review of the Introduction, Part I, Part II and Schedule 1 – Definitions sections of the Policy Statement. The 2018/2019 budget funds will be used to complete the amendment process, including: continued First Nations' meetings, administration of referrals to 80+ agencies/First Nations, correspondence management and legal review.

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

The objectives are:

- Improved awareness of Islands Trust
- Updated preamble and definitions
- Improved acknowledgement of First Nations history and interests
- Improved relationship with First Nations
- Re-familiarize all parties with amendment processes
- Inform workload and budget estimates to Part III of the Policy Statement

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

In scope:

- First Nations engagement
- Public engagement
- Drafting/legal review
- Referral process

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

- Not proceed at this time or postpone until future fiscal year.
- Proceed in 2019/2020 with a scaled down or scaled up scope.

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

Policy Statement amendment process that addresses Part 1, Part II and the Definitions is completed, informed by input from First Nations, community members and referral agencies.

This project risks are outlined in the engagement plan in detail and include: lack of First Nations capacity to participate, too few/too many First Nations want to participate, First Nations may wish to establish protocol agreements before initiating dialogue on the project, lack of Islands Trust capacity, divergence of First Nations and public focus for amendments, the First Nations engagement costs more than available in project budget, and/or referral agencies do not understand the purpose of referral.

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

This is a significant undertaking and all communications will be approved through Executive Committee and/or the Chief Administrative Officer. Any changes to the approved Engagement Plan would be approved by the Executive Committee and/or Trust Programs Committee.

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

The cost of the total project is $48,000. This includes First Nations engagement, video production, 13 island workshops, online forum, high school event, legal review, display and handouts, advertising and mailings. Benefits are as stated as above. Staff anticipate spending $18,000 in 2018/19, primarily on First Nations engagement and communications materials.

By limiting the review/ amendment process to the preamble and definitions sections, Trust Council provides an opportunity to update sections of the document while promoting better understanding of the Islands Trust and an opportunity for all parties in the amendment process (Islands Trust staff, provincial staff, First Nations, referral agencies and the public) to familiarize themselves with the Policy Statement and amendment processes. In addition to resulting in updates to a portion of the Policy Statement, this process is intended to prepare all parties for the more complex engagement required to amend the commitment, recommendation and directive policies of Trust Council in Part Three of the Policy Statement.

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

   Approve program budget request and scope as identified.

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

   All purchasing processes will follow organizational policies. At this time, staff

Clare Frater	September 29, 2018
Initiator	Date
Julia Mobbs	October 23, 2018
Director	Date
Russ Hotsenpiller	October 23, 2018
CAO	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

SHORT-FORM BUSINESS CASE
Budget Requests

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR	
Initiated by: R Hotsenpiller	**Budget Source:**
Business Area: Executive	☐ **Equipment** ■ **Staff** ☐ **Other – please describe**
Name of Request*(identify the problem, opportunity or need):* To allocate $15,000 for public engagement associated with the Trust Council supported initiative to amend the Islands Trust Act.	
w **Date initiated: November 18, 2018**	**Date required: Fiscal 2019/20**

1. **BACKGROUND**

   In 2016 Trust Council directed that a process of legislative change to the *Islands Trust Act* be undertaken. A draft list of changes was approved for presentation to the Minister by Trust Council at the September 2018 TC meeting on Keats Island. The formal request to the Minister is pending, however it is presumed that the Minister will instruct Ministry staff to vette the requested changes to the Act and work with the Islands Trust on viable options.

2. **PROBLEM STATEMENT/OBJECTIVES**

   The type and frequency of public engagement related to this project is undetermined until discussion with the Ministry has occurred. It is expected that there may be an extensive public input engagement in order to successfully amend the legislation. Also, the Islands Trust is engaged on a separate but related project - to review the Islands Trust Policy Statement. This too will have a significant public outreach and engagement component and it is recommended that these two processes are combined in order to provide a coherent and relevant discussion in community. Accordingly, these funds are intended to augment the $48,000 of public engagement funding for the Policy Statement project.

3. **PROJECTED RESULTS/DELIVERABLES**

   A successful public engagement process to be conducted once discussion with the Ministry of Municipal Affairs and Housing has reviewed requested changes by the Islands Trust.

4. **ALTERNATIVES CONSIDERED** *N/A*

5. CRITICAL SUCCESS FACTORS

- It is undetermined whether there is significant support for legislative change at the provincial level.
- It is undetermined what specific changes have provincial support
- It is undetermined the type and amount of public engagement the Province would require with regard to Legislative change.
- First Nations engagement on this matter will be combined with the Policy Statement project.
- That Trust Council is supportive of a public engagement process.
- That the Islands Trust provides a comprehensive community process that includes explanatory information about the Trust, the mandate and its vision for the future.

6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION

- First Nations communities within the Trust Area have been informed that Trust Council is contemplating amendments to the Islands Trust Act.
- Some members of the Islands Trust community are aware of this work but it has not been the focus of a direct public education process.

7. BENEFIT/COST ANALYSIS SUMMARY

The benefits of engaging on scaled and appropriate engagement on legislative change is an important factor in the success of this project.

8. RECOMMENDED DECISION

It is recommended that Trust Council allocate $15,000 towards a public engagement process associated with any potential amendments to the Islands Trust Act.

9. PURCHASING PROCEDURE

To be determined.

Russ Hotsenpiller	October 23, 2018
Initiator	Date
Julia Mobbs	October 23, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

SHORT-FORM BUSINESS CASE
Budget Requests >$5000

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater	**Budget Source:**
Business Area: Trust Area Services	☐ **Equipment**
w **Name of Request:** Renewal of websites	■ **Staff** Project Funding Amount: $115,000 ☐ **Other – please describe**
Date initiated: September 26, 2018	**Date required:** April 1, 2019

1. **BACKGROUND** *(A brief description of the current situation.)*
   The Islands Trust currently operates three inter-related websites: the Islands Trust (last refreshed 2013); the Islands Trust Conservancy (last refreshed 2012); and Map Islands Trust (MapIT) (last refreshed 2014). All are managed using the Umbraco content management system and are hosted locally. The Islands Trust and Islands Trust Conservancy websites are not optimized for personal devices such as cell phones and tablets, although more than 50% of users now access the site through mobile-based devices. Front desk and planning staff advise that they hear frequently that the Islands Trust site is difficult to navigate.

   In 2015, the Islands Trust Council established, through its Strategic Plan, the goal of improving community and agency understanding and support of the islands Trust. As the website is often the primary means by which our constituents and partners access information about the Islands Trust, an effective website is essential to meeting this priority.

   In August, 2018, the Islands Trust posted a Request For Information (RFI) to solicit industry input relating to time, cost, and process for the provision of technical services to redevelop, redesign and implement a new website. The input received informed this business case and the project plan. In November 2018, staff will post a Request for Proposals (RFP) for the provision of discovery phase of site development (determination of website governance, audience, content, and technology). By March 2019, staff will complete the discovery phase and the design and development of a RFP for the provision of technical services to redesign, redevelop, and implement new website.

2. **PROBLEM STATEMENT/OBJECTIVES** *(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)*
The main Islands Trust website is neither user nor operator friendly. It has a dated, hard-to-navigate interface that hampers effective sharing of the information and content constituents and partners seek from us. In addition, the website is not optimized for personal devices, the design is out of step with best practices for fostering civic engagement, and the site conveys a poor message about the organization in terms of both accessibility and relevance.

Over the years, staff and trustees have received significant feedback from both internal and external users who have cited specific concerns regarding almost all aspects of the site, including: design; search ability; information architecture; functionality; user experience; and content.

The Conservancy website, although visually more up-to-date, is also not optimized for personal devices and is currently unable to accept donations. The MapIT is site-optimized for mobile use, but the look needs to be updated and also brought more in-line with the main and Conservancy websites.

3. **OJECTED RESULTS/DELIVERABLES** *(How does this address the objectives described above?)*
The website design project will result in three websites redesigned to provide visitors with a consistent, comprehensive and user-friendly online experience – one where content is informative, relevant, easy to find, quick to load, presented in a visually appealing way and viewable on any type of computer, tablet or mobile device. Further, the websites will be secure, easy to administrate / update (open-source content management system ("CMS") is preferred) and flexible enough to be able to grow and adapt to meet the changing needs of the community and Islands Trust. Intangible results may include improved public and partner understanding of the Islands Trust.

By April 2019, staff will post a RFP for the provision of technical services to redesign, redevelop, and implement new website with a launch date for the new websites of January 2020.

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

Update Current Websites
An update represents a systematic overhaul of the existing website content while leaving the majority of the underlying architecture in place, except where essential fixes, such as site-optimization, are required. This process would require significant staff time to manage, review and, on an order not dissimilar to a full website rebuild but at a lower cost. In 2017, staff piloted optimization of specific pages in an effort to make mobile device compliant, however the process proved cost prohibitive and ultimately an exercise in futility. While an update would improve the overall look of the website it would leave major, systemic problems in place and not improve the overall user experience. It is reasonable to assume that a website update would simply delay a full rebuild and cost the Islands Trust more money in the long run.

Do Nothing - Maintain Current Websites
Given that the current websites are not mobile device compatible, difficult to navigate, and dated in look and function they will continue to frustrate and alienate users.

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

Adequate Funding - Industry input (August 2018 RFI) project costs estimates for local government website rebuilds range from $100,000 to $250,000. Staff have also sought project cost comparisons with similarly sized local governments and anticipate the lower end of this range.

Adequate Staff Resources - Input and time commitments from all levels of staff will be required to make the project a success.

Project Support – Project commitment of trustees, management and staff.

Project Management – Dedicated staff or contractor tasked with maintaining a calendar of tasks and activities while keeping the project scope on target and within budget.

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

A project charter, complete with identified stakeholders, scope and risks has been developed. All projects have associated risks, such as potential cost overruns and scope creep. Staff intend to mitigate these risks through the application of a dedicated project manager.

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

Operational and Service Delivery Requirement
An effective website, that centres on the needs of the constituents first, is now the cost of "doing business" in the local government sector. In addition, websites need to be periodically updated and refreshed and we are now at that point in the cycle for the Islands Trust website.

Long Term Supportability and Costs
A website that coherently tells the story of the organization with clear pathways to content, has a greater chance long term supportability and shelf life. The longer a website serves the operational and service delivery needs of the organization the lower the cost. One of the goals for this project is to deliver a website with effective information and site architecture that will last for years ahead so that instead of having to rebuild in the future we can simply refresh the content to match current needs / demands. The new website will have architecture that has the potential to facilitate periodic updates as opposed to larger cost rebuilds.

The preliminary/estimated project budget is outlined below.

Item	Details	Fiscal 18/19	Fiscal 19/20
Website/Communication Needs Discovery	*Consulting Services*	*$15,000*	
Project Management	*Consulting Services*		*$15,000*
Website Design and Development	*Consulting services*		*$90,000*
IT requirements	*Not known at this time*		*$5,000*

Project Contingency Budget			*$5,000*
Totals		*$15,000*	*$115,000*

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

Approve program budget request and scope as identified.

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

August 2018, posted RFI to solicit industry input relating to time, cost, and process for the provision of technical services to redevelop, redesign and implement a new website.

By November 2018, post RFP for the provision of discovery phase of site development (determination of website governance, audience, content, and technology).

By March 2019, post RFP for the provision of technical services to redesign, redevelop, and implement new website.

Clare Frater	September 26, 2018
Initiator	Date
Julia Mobbs	October 23, 2018
Director/CAO	Date
Russ Hotsenpiller	October 23, 2018
CAO	Date

REVIEWED BY MANAGEMENT TEAM:

Date received: October 4, 2018 | **Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 21, 2018
From:	Local Planning Committee	**Date Prepared:**	October 3, 2018

PURPOSE:

To advise Financial Planning Committee of a $25,000 budget request for 2019/20 Fiscal Year from the Local Planning Committee

BACKGROUND:

On August 23, 2018 the Trust Programs Committee passed the following motion:

> *That the Local Planning Committee requests that Trust Council include $25,000 for Local Planning Committee Strategic Plan projects in the 2019-20 fiscal year budget.*

ATTACHMENT(S):

No attachments

FOLLOW-UP:

Advise Local Planning Committee of Financial Planning Committee recommendations.

Prepared By: David Marlor, Director, Local Planning Services/October 3, 2018

Reviewed By/Date: Management Team, October 10, 2018

BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 21, 2018

From: Trust Programs Committee **Date Prepared:** September 28, 2017

PURPOSE:

To advise Financial Planning Committee of a $25,000 budget request for 2019/20 Fiscal Year from the Trust Programs Committee

BACKGROUND:

On August 20, 2018 the Trust Programs Committee passed the following motion:

> *That the Trust Programs Committee request that Trust Council include $25,000 for Trust Programs Committee Strategic Plan projects in the 2019-20 fiscal year budget.*

ATTACHMENT(S):

No attachments

FOLLOW-UP:

Advise Trust Programs Committee of Financial Planning Committee recommendations.

Prepared By: Clare Frater, Director, Trust Area Services/September 28, 2018

Reviewed By/Date: Management Team, October 10, 2018

Islands Trust

SHORT-FORM BUSINESS CASE
Budget Requests >$5000

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by: Carmen Thiel	**Budget Source:** ■ **Equipment** ☐ **Staff** ☐ **Other – please describe**
Business Area: Executive Office	
Name of Request *(identify the problem, opportunity or need):* Photo Management Software	
Date initiated: October 3, 2018	**Date required: April 1, 2019**

1. **BACKGROUND** *(A brief description of the current situation.)*

   The clip art folder, used by staff for Islands Trust publications, reports and other media has 119 GB in 12,063 files in 450 folders. The file formats include jpeg, mov, mpeg, avi, tif, .mp4. The body of photos is largely untagged and not sorted, therefore search and retrieval is a laborious and time consuming task.

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

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

   As part of the ongoing Electronic Document Management project, if the photos are properly tagged, sorted and managed it will save considerable staff time currently spent researching and retrieving desired photos.

   It is expected that we would see a return on investment within two years in terms of staff time.

   If staff currently spends a total of 105 hrs./year (15 days) @ an average of $40/hr. searching for pertinent photos in the current system the cost is approximately $4,200/year.

4. **ALTERNATIVES CONSIDERED** *(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications,*

resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)

The status quo option is a barrier to the efficient use of clip art photos and videos in professional publications. The primary result of continuing with this option is wasted staff time and a body of records that is not well managed.

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

A. An in-house storage solution whereas most products in this field are cloud based only;

B. Requirements for property management photos:

1. Ability to store photos appropriately so they are ready to use for legal/court proceedings, with proof of authenticity and that they have not been tampered with:
    - Annual monitoring photos, 100s of photos each year
    - Baseline and ecological survey photos that are linked to conservation covenants and management plans

2. A naming convention that is not too tedious for naming multiple photos at a time but where essential metadata is captured.

3. Photo collection:
    - A way to take and organise photos at photos points (all directions NESW, or individual photos to capture features or trespasses)
    - A way to link the photo to a location on a map, georeferenced (connect with the collector app that is being worked on so there is a way to transfer easily from ipad or iphones or connect with new GPS units being used by Bylaw)
    - Way to easily view photos from that same location over many years so that changes over time can be determined for compliance and ecological monitoring

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

The primary stakeholders are staff from ITC and LPS, including communications staff.

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

Software Package cost: $7000 + $1500 annual for support
Installation: $1,000 depending on how much Information Systems does so far as Meta Data definitions.
Consultant: $ 4,500 to help organize and cull clip art photo records.

Total: $14,000

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

Budget $14,000 to support and manage the efficient use of clip art and monitoring photos.

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

RFP

Carmen Thiel	October 3, 2018
Initiator	Date
Julia Mobbs	October 23, 2018
Director	Date
Russ Hotsenpiller	October 23, 2018
CAO	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

Islands Trust

SHORT-FORM BUSINESS CASE
Budget Requests >$5000

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR	
Initiated by: Carmen Thiel	**Budget Source:**
Business Area: Executive Office	☐ **Equipment**
Name of Request *(identify the problem, opportunity or need):* Consulting support for EDM	■ **Staff** ☐ **Other – please describe**
Date initiated: October 2018	**Date required: April 1, 2019**

1. **BACKGROUND** *(A brief description of the current situation.)*

   A number of clean-up projects, naming of documents and changes to work flow have been identified during the 2018/19 EDM project. As well, if the budget request for photo management software is approved, assistance will be needed to organize, cull and name photos which will be managed by the software

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

   Deleting unnecessary records (duplicates/drafts/transitory) and cleaning up/organizing the thousands of records that have been moved to a centralized SAN.

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

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

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

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

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

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

   Budget $5,500 for a consultant to assist staff with ongoing work on EDM clean up/organization; and
   Budget $ $4500 for a consultant to help organize and cull clip art photo records.

   TOTAL REQUEST: $7,500

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

   Direct Award

Carmen Thiel	October 17, 2018
Initiator	Date
Julia Mobbs	October 23, 2018
Director	Date
Russ Hotsenpiller	October 23, 2018
CAO	Date

REVIEWED BY MANAGEMENT TEAM:

Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

BUSINESS CASE
Budget Requests

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TO BE COMPLETED BY INITIATOR	
Initiated by: David Marlor Director of Local Planning Services	**Budget Source:** ☐ **Equipment** ■ **<u>Staff</u>** Local Planning Service Staff Budget Amount: $101,660 ☐ **Other – please describe**
Operational Unit: Local Planning Services	
Name of Request Extend funding for 2019/20 Fiscal year for Freshwater Specialist	
Date initiated: September 28, 2017	**Date required:** April 1, 2019

1. **BACKGROUND**

In 2017 Trust Council approved funding for a Temporary Freshwater Specialist beginning in June 2017, and extended it one more year to March 31, 2018.

The Senior Freshwater Specialist is a leadership position providing expertise on freshwater issues related outreach, and engagement with government agencies. The Senior Freshwater Specialist provides professional advice to the elected officials for 13 local trust committees (local governments), the Islands Trust Council Executive Committee, Trust Council, the Chief Administrative Officer, Directors, Regional Planning Managers, Island Planners, and other staff on a variety of freshwater issues and initiatives.

As the freshwater expert of the Islands Trust, the position is responsible for providing expert technical advice, education, and advocacy to elected officials, planners, program managers, ministry staff, communities, and other government agencies to ensure that the Islands Trust preserve and protect mandate is upheld. The position participates in the review of applications for water resources for re-zoning applications and provides professional services on freshwater sustainability plans and exercises statutory authority under current legislation.

The primary function of this position is to develop, lead, and implement planning associated with the Islands Trust Strategic Plan priorities for freshwater management and objectives. The position functions as the Islands Trust leading technical authority as a Licensed Scientific Officer. The position directs Islands Trust staff on freshwater policy and resource requirements and initiates and facilitates partnerships with agencies, local governments and other organizations. The position leads the development of innovative freshwater management tools and technologies and supervises professional and technical contractors and staff on a variety of freshwater initiatives and programs. The position reports to the Director of Local Planning Services.

The position has provided extensive additional value in the area of research into freshwater (groundwater and surface water) in the trust area, providing public outreach and education on freshwater issues in the Trust Area, providing a link to other provincial agencies dealing with fresh water issues in the Trust Area, undertaking review and providing advice on fresh water issues, project managing a pilot well monitoring program on Salt Spring island with a view to scaling for other islands in the future, and providing general scientific advice to staff on freshwater in planning matters.

Since July 2017 the position has undertaken the following projects:

1. Support to Salt Spring Island Watershed Management Project (SWIPPA)
2. Review of contaminated aquafer processes
3. Review of DL696 (Keats Island) hydrological assessment report
4. Review of the Hornby Island Water Plan
5. Attendance and participation at Our Groundwater and wells workshops
6. Organised and facilitated a Freshwater Forum
7. Completed three minute videos on freshwater in the Islands Trust Area.
8. Support to planners for a variety of applications
9. Working with Ministry to implement Water Sustainability Act in the Islands Trust Area
10. Well monitoring program on Salt Spring Island
11. Providing technical and scientific support to Hornby groundwater protection and conservation project
12. Providing technical and scientific support to planners for various affordable housing rezoning projects
13. Participating in the Regional District of Nanaimo Drinking Water and Watershed Protection Technical Advisory Committee
14. Liaison with the Cowichan Valley Regional District on the Regional District's new Drinking water and Watershed Protection service implementation in the Thetis Island Local Trust Area
15. Providing technical and scientific advice, and educational presentations to local trust committees and island communities generally on a variety of groundwater issues.

The Senior Freshwater Specialist has received many inquiries from island residents, trustees, community associations, and government staff that are too numerous to catalogue in this memorandum, which amount for approximately 10 – 25 % of the workload. The growing awareness in island communities that the Islands Trust has a freshwater focused staff has increased the amount of inquires received by the Senior Freshwater Specialist.

Generally the position has been well received as adding value to the organisation, and helping the organisation improve its understanding and approach to dealing with freshwater issues. While the position has freed some planning resources by taking on project management functions for the Salt Spring well monitoring project, the benefits from the position are more in the value added by providing the scientific background and research to support planners, local trust committees and Trust Council (in relation to advocacy advice).

The Local Planning Services Review envisions a scientific position focussed on Sustainability. At present this position is not defined and could be either focussed on sustainability from Freshwater point of view (ground water and surface water research), or from an ecological point of view. Continuation of the Senior Freshwater Specialist would ensure completion of work underway, continued advice to staff and trustees on freshwater issues, and continue to provide educational presentations and materials to the general public.

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

   To allow the position to continue the work being undertaken, to complete documentation and research and provide time transitional support for LPS as the revised structure is implemented over the next 18 to 24 months.

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

   Funding will allow us to continue the temporary Senior Freshwater Specialist position to March 31, 2019.

4. **ALTERNATIVES CONSIDERED** *(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and*

   1. Approve funding less than requested. This would result in less hours being available and less deliverables completed over the 2019/20 Fiscal Year.
   2. Not fund the position. This may result in loss of scientific expertise in freshwater, and handing off of project management of the pilot well monitoring program on Salt Spring to planning staff, or ending the program.

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

   Successful completion of the salt spring well monitoring program, with recommendations for scaling to other islands; improved resources for planners on freshwater issues; improved knowledge of freshwater for island residents; and solid basis for advocacy for freshwater issues.

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

   None. The recommended approach would result in status quo in regard to current processes.

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

   Continues to develop and provide scientific advice in relation to freshwater. No additional costs anticipated over additional funding for the position.

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

   Approve the funding as requested.

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

Continuation of current position.

David Marlor, MCIP, RPP	September 28, 2018
Initiator	Date
David Marlor, MCIP, RPP	September 28, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

SHORT-FORM BUSINESS CASE
Budget Requests >$5000

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TO BE COMPLETED BY INITIATOR

Initiated by: Islands Trust Conservancy Board	**Budget Source:**
Business Area: Islands Trust Conservancy	☐ **Equipment**
Name of Request Covenant Monitoring and Outreach Specialist (auxiliary (temporary), with possible continuation subject to evaluation)	■ **Staff** Amount: $84,090 ☐ **Other – please describe**
Date initiated: September 25, 2018	**Date required:** June 1, 2019

1. **BACKGROUND** *(A brief description of the current situation.)*

The Islands Trust Conservancy (ITC) currently protects 1,292 hectares (3,191 acres) of ecologically significant land as nature reserves or conservation covenants, and promotes land stewardship through outreach and collaboration with others. The ITC Board has recently adopted a Five Year Plan and a Regional Conservation Plan. Recognizing upcoming needs for property management the ITC Board considered a Business Solutions Options Document at its September 2018 meeting and agreed to recommend to the Islands Trust Council that the 2019-2020 budget include funding for one new auxiliary Covenant Monitoring and Outreach Specialist position and that financial planning for the 2020-2021 budget include a vision for a new fundraising position.

The ITC has 4.8 staff positions which will be increased to 5.0 in early 2019. The last staff increase was in 2009/10 to add the position of Property Management Specialist. Since the addition of the Property Management Specialist, the ITC has acquired 10 additional nature reserves (176 ha) and 21 covenants (154 ha).

The ITC currently budgets $65,000 for property management and $13,000 for communications.

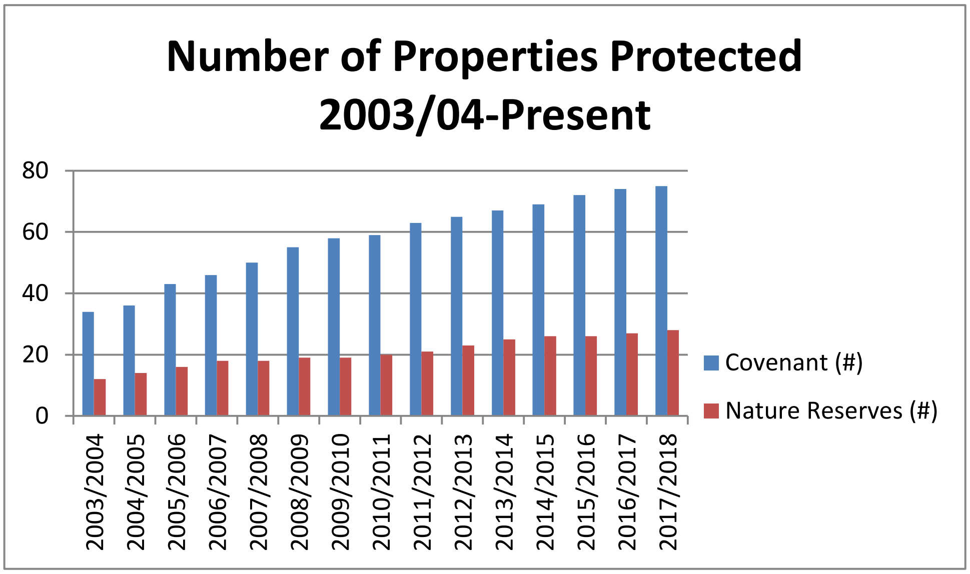

Figure 3. Number of Islands Trust Conservancy protected areas by fiscal year since 2003/2004.

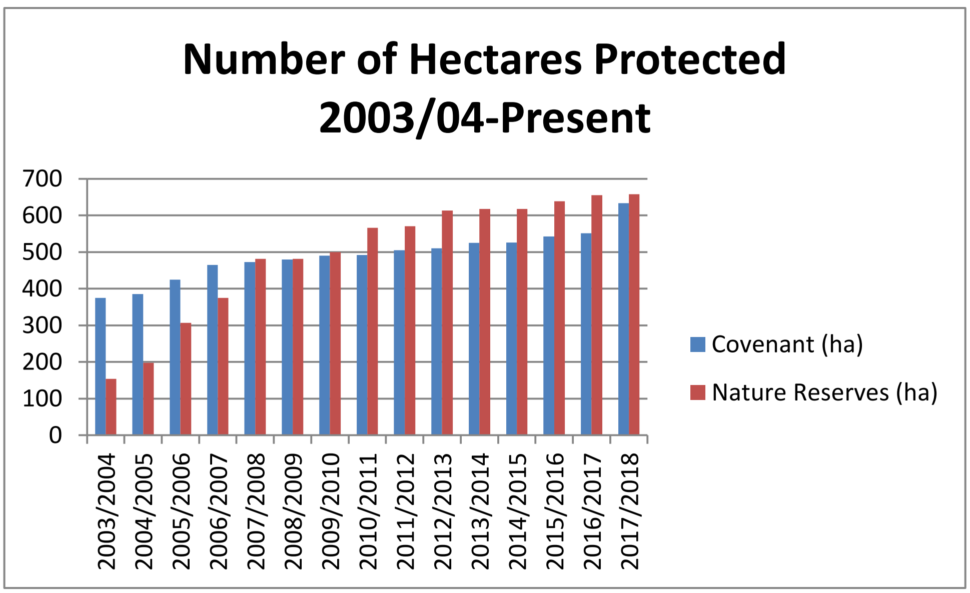

Figure 4. Hectares of Islands Trust Conservancy protected area by fiscal year since 2003/2004.

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

The ITC currently manages 104 properties and takes on approximately three new properties each year as nature reserves or conservation covenants. The ITC Five-year Plan and Regional Conservation Plan identify continued land securement, responsible property management, engagement with First Nations and effective communication as goals for the ITC. The ITC and Islands Trust commitment to First Nations engagement is expressed in both the Five-Year Plan and the ten-year Regional Conservation Plan. Land management, including responsible management of nature reserves with archaeological and cultural values, is one of the leading ways Islands Trust can promotefor reconciliation. The current staff levels are not sufficient to support these goals. ITC staff do not have adequate resources to engage First Nations and on-the-ground property management has suffered as the current budget has been increasingly directed to growing management planning and property monitoring needs.

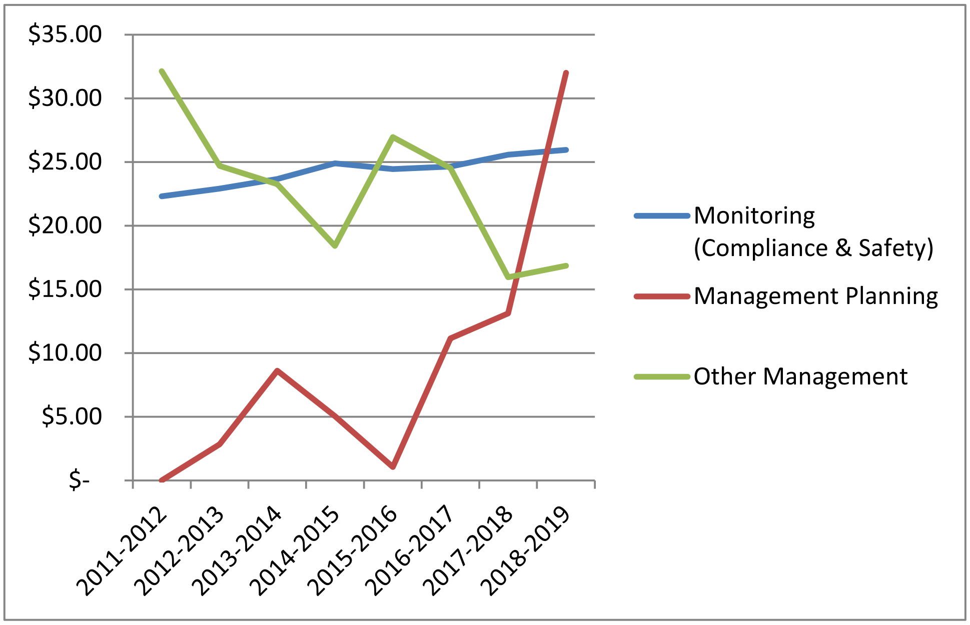

Figure 5. Property management budget allocation per hectare divided into categories of annual property monitoring, management planning and other management. Numbers indicate current low levels of active property management activities and the erratic nature of management planning and other management activities.

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

The creation of a Covenant Monitoring and Outreach Specialist will assist the ITC in meeting its property management obligations, nurturing ongoing relationships with covenant landowners, and building and maintaining relationships with First Nations. The new position will take on the responsibilities of covenant management, including trespass and breach investigation, and will support new outreach programs. The existing Property Management Specialist position will be directed to focus on nature reserve management, including development of Property Management Plans, relationship building with First Nations, and more active, on-the-ground property management, including invasive species management, ecological restoration, recreation management and species surveys.

Existing property management budget amounts will be retained to assist with First Nations engagement and growing property management needs.

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

In considering current property management challenges, the ITC Board considered a Business Solutions Options Document with additional staffing options. To maintain historic property management needs in absence of a new staff position, a budget increase would be needed (Option 1, below). Increased budget would be spent on management plans, annual property monitoring cost increases and on-the-ground property management (e.g. invasive species, rare species and recreational management), but would limit First Nations engagement, revision of old management plans, archaeological/cultural site surveys and staff presence on islands. The ITC Board did not find a 'status quo' approach to be an option without significant revision of its current programs and plans. The options are described below.

1. Increasing the current property management budget

   Financial implications: increase of $22,500 to Property Management base budget

   Benefits: less impact to budget; addresses anticipated increase in property monitoring and required, ongoing revisions to management plans

   Weaknesses: provides limited staff presence on islands, provides minimal time for First Nations engagement

2. Adding two staff positions (Fundraising Specialist & Covenant Monitoring and Outreach Specialist)

   Financial implications: Approximately $156,600 in the first year to start two new positions in June, approximately $181,430 in subsequent years. Note that costs for a Covenant Monitoring and Outreach Specialist are higher than for a Fundraising Specialist due to travel needs.

   Benefits: Supports ITC to capitalize on name change for fundraising; more in-house property management; more on-island presence; increased First Nations engagement; dynamic/well rounded team; possible leveraging of property management costs and fundraising of acquisition costs; better maintenance of donor and landowner relationships

   Weaknesses: too much change in a time of large staff changes (see below) and too much change in a short time frame; large budget request all at once, ITC fundraising strategies need further refinement to provide more guidance for a Fundraising Specialist

3. Status Quo

   Financial implications: None

   Benefits: No increase to budget.

   Threats: ITC will be unable to manage its lands to the current standard and will need to identify areas to cut back its work. ITC will need to consider suspending new land securement in order to limit future property management needs. Suspension of land securement may impact Trust Council programs such as the Natural Area Protection Tax Exemption Program.

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

Having the new position start as soon as possible will help ensure successful property monitoring and management. Staff will develop and send the new job description for classification in 2018/19 so as to not hold up the hiring process in the 2019/20 fiscal year.

The ITC has had a consistent property monitoring contractor since 1999 but this contractor is retiring in 2019. The change will be significant for many covenant landowners and ITC partners and strong, active communication will be critical. Current covenant landowners as well as conservancy and parks agency partners will be considered stakeholders for communication purposes should the new position be implemented. Communications regarding changes in property monitoring and management will be communicated in the new year prior to property monitoring. Effective transition to a new monitor will mitigate the risk of damaging landowner and partner relationships.

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

At time of writing (October 4, 2018), the ITC is in a period of change. Currently the ITC Manager and Administrative Assistant are on temporary assignment with the Provincial Government. Existing staff members have moved into acting roles as Manager and Ecosystem Protection Specialist, leaving the Property Management Specialist position vacant. The ITC hopes to hire a Property Management Specialist by the end of 2018 and is also planning for the Acting Ecosystem Protection Specialist's six month leave, which begins at the end of February 2019. Additionally, the current property monitoring contractor, who has held the contract for almost twenty years, will be retiring in 2019.

The ITC Board considered current changes and agreed that they provided an opportunity to evaluate the current property management model and to bring property monitoring in-house on a trial basis. The Board proposed starting the Covenant Monitoring and Outreach Specialist position as an auxiliary position with a view towards evaluating its effectiveness towards the end of 2019 to inform the 2020-2021 budget cycle. Existing staff have been consulted as stakeholders and their input has been considered. The Director of LPS was also consulted to evaluate potential efficiencies across units.

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

The 2019-2020 cost is estimated at $84,090, this includes travel, training and equipment for a 10 month position. If the position is continued into 2020-2021, there will be no additional needs for equipment purchase and costs are anticipated to be approximately $95,130 annually.

Budget Summary			
Salary + Benefits	$	68,945	*Ongoing fiscal year cost will be $82,734*
Travel	$	10,996	*Ongoing fiscal year cost*
Cell Phone	$	650	*Ongoing fiscal year cost*
Computer – Laptop	$	2,750	*One-time expense*
Computer – Desktop	$	-	
Training	$	750	*Ongoing fiscal year cost (may decrease over time)*
TOTAL COST OF NEW POSITION in 1st year	**$**	**84,090**	

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

Approve the funding as requested.

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

Recruitment as per Islands Trust recruitment policy.

Kate Emmings, A/Manager, ITC	October 4, 2018
Initiator	Date
Clare Frater, Director, TAS	October 17, 2018
Director/CAO	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

BUSINESS CASE
Budget Requests

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by: Robert Kojima, RPM	**Budget Source:**
Operational Unit: LPS	☐ **Equipment**
Name of Request: Planner 2 – Southern Team	■ **Staff** Local Planning Service Staff Budget Amount: $8,847 ☐ **Other – please describe**
Date initiated: October 19, 2018	**Date required:** April 1, 2019

1. BACKGROUND

The request is to make the current acting Planner 2 position on the southern team permanent, and to eliminate the vacant Planner 1 position. The Southern Team currently has a permanent Planner 1 position, however for the past 2 years the incumbent has been filling the position as an Acting Planner 2. This has been in response to demand created by complex rezoning, development permits, and temporary use permit applications; along with demand for graphic design support.

The Local Planning Services review has identified a need for a full-time FTE lower than a Planner 1, to undertake routine current planning referrals for all local trust committees, which would replace the more routine work done by Planner 1 positions. Implementation of a Planning Technician would further free up this position's time to re-allocate to more complex development applications. Re-classifying the position to a permanent Planner 2 would also implement the LPS review's recommendation of moving to more specialist planners, including specialist development (or current) planners.

The position would also provide specialized graphic design applicable to all of LPS and TAS, as one of the specializations required in LPS under the new structure.

The LPS Review identifies implementation of 'developmental positions' by which experienced staff can advance from Planner 1 to Planner 2.

Finally, the LPS review identifies staff retention as an issue. Making the long-time acting position permanent would provide incentives to attract and retain qualified planning staff, and follows on the LPS review concept of moving from developmental planning positions.

Making the acting Planner 2 position permanent would implement changes proposed to LPS in the review, continue to provide support for complex applications, support senior planners to focus on community planning provide for efficiency of service delivery, and support staff development and retention.

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

Implement LPS review need for dedicated current planning specialist at a classification responsible for complex applications

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

Continue to allow senior planners to focus on project work and LTC support, continue to provide graphic design support to LPS and TAS

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

Not approve funding – continue as Acting Planner 2

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

None.

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

None, incumbent has been acting Planner 2 for over 2 years

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

Costs would be minimal – incumbent is currently acting in position, no capital or implementation costs, other than required recruitment procedures.

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

Approve the funding as requested.

9. PURCHASING PROCEDURE *(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)* Competitive process as per PSA and collective agreement.

Robert Kojima, RPM	October 19, 2018
Initiator	Date
David Marlor, DLPS	October 19, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**
Next steps: • Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount. • Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.	

Islands Trust

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	December 4, 2017
From:	**David Marlor, Director, Local Planning Services**	**Date Prepared:**	November 27, 2018
SUBJECT:	**SALT SPRING ISLAND – ISLAND PLANNER**		

RECOMMENDATION: That the Financial Planning Committee recommend Trust Council approve funding to convert a Planner 2 to Island Planner in the Salt Spring Office.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Staff have requested a modest funding request in support of an increased need for professional planning expertise in the Salt Spring office. Discussion at the Financial Planning Committee meeting of November 21 lead to a request for more robust options to address any challenges with the work program. Accordingly, further options for an additional 0.5 fte and 1.0 fte Islands Planner have been provided for consideration by FPC.

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1 PURPOSE:

At its meeting on November 21, 2018, the Financial Planning Committee passed the following resolution:

> ***FPC-2018-024***
> ***It was MOVED and SECONDED,***
> *that staff review the business case for Salt Spring Island Planner in respect to today's discussion and consider the alternatives.*

Specifically, the Financial Planning Committee in discussion, asked for two alternatives, one considering a new Full-time Island Planner, and one considering a part-time Island Planner.

The purpose of this Request for Decision (RFD) is to provide advice requested by the Financial Planning Committee (FPC).

2 BACKGROUND:

The attached business case has been updated to reflect two more options for FPC consideration: addition of a full-time Island Planner to the Salt Spring Office; and addition of a 0.5 full-time equivalent Island Planner to the Salt Spring Office.

Alternative 1: Full-time Island Planner:

A full-time Island Planner would increase planning capacity on Salt Spring Island by 25 per cent, and double the available capacity at the senior (Island) planner level. The cost of the position would be as follows:

Item:	Cost:	Comment:
Salary and benefits	$98.910	On-going (BCGEU negotiated increases)
Travel	$2,000	On-going
Cell Phone	$650	On-going
Computer	**$2750**	**One-time expense**
Professional Dues	$600	On-going
Training (registration + travel)	$2900	On-going
Total First Year (12 months)	$107,810	
Total First Year (10 months)	$91,325	

Alternative 2: Part-time Island Planner:

A Part-time Island Planner (half-time, or 0.5 FTE) would increase planning capacity on Salt Spring Island by 12 per cent, and increase the available capacity at the senior (Island) planner level by 50 per cent. The cost of the position would be as follows:

Item:	Cost:	Comment:
Salary and benefits	$49,455	On-going (BCGEU negotiated increases)
Travel	$2,000	On-going
Cell Phone	$650	On-going
Computer	$2750	One-time expense
Professional Dues	$600	On-going
Training (registration + travel)	$2900	On-going
Total First Year (12 months)	$58,355	
Total First Year (10 months)	$50,112	

Discussion:
The original business case (attached) to increase funding to convert a Planner 2 to Island Planner in the Salt Spring Office is based on the need for higher level planning support on that island. It also considers the proposed changes to the way planning services are provided to the islands through the implementation of the 2018 Local Planning Services Review. Generally, this will involve reorganizing planning staff into current planning and policy planning teams that work across the three offices. This will provide more flexibility in meeting demands on the islands, protect resources for policy work, better accommodate specialist positions and provide efficiencies in processing applications.

Implementation of the LPS Review also includes creation of a Planning Technician position to undertake referrals for all local trust committees, reducing workload for planners in this area. Our analysis indicates that basic referrals, such as building permits and Crown leases for docks, take about 0.8 FTE of planner's time annually. Funding for the Planning Technician position is planned to be requested to start in the Fiscal year 2020/21.

Adding a new full-time or part-time Island Planner position to help with the workload on Salt Spring Island will not undermine implementation of the Local Planning Services Review. Staff will continue with implementation and look at means to reduce the workload for planners through efficiencies and changes to procedures.

Challenges with adding a new position (full-time or part-time) will be with appropriate accommodation in the Salt Spring Office, and in recruiting and retaining in a very competitive market. Advantages of adding the position, in addition to providing additional capacity for Salt Spring, includes increase in resilience for the organization generally against natural turn-over of staff due to staff pursing other careers, moving to other locations, leave due to sickness and retirement.

Note that, as of the date of the RFD, the Salt Spring Island Local Trust Committee has not passed a resolution in regard to this request.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Conversion of a Planner 2 to Island Planner would add more capacity and flexibility to the Salt Spring Office to undertake complex projects and applications.

FINANCIAL:
The change from Planner 2 to Island Planner would cost $9,293 annually.

POLICY:
No policy implications.

IMPLEMENTATION/COMMUNICATIONS:
Recruitment would be undertaken following Islands Trust and Public Service Agency processes.

FIRST NATIONS:
No implications for First Nations.

OTHER:
None

4 RELEVANT POLICY(S):
None

5 ATTACHMENT(S):

- Planner 2 to Island Planner business case originally submitted to FPC on November 21, 2018 updated with alternatives outlined in this RFD.

RESPONSE OPTIONS

Recommendation: That the Financial Planning Committee recommend Trust Council approve funding to convert a Planner 2 to Island Planner in the Salt Spring Office.

Alternative:
That the Financial Planning Committee recommend funding for one of the alternatives in the business case.

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

BUSINESS CASE

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by: Stefan Cermak, RPM	**Budget Source:** Local Planning Services Staffing Budget
Operational Unit: LPS	
Name of Request: Island Planner – Salt Spring Island	**Budget Amount:** $9,293
Date initiated: October 19, 2018	**Date required:** April 1, 2019

1. BACKGROUND

The request is to make the current acting Island Planner position on the Salt Spring team permanent, and to eliminate the vacant Planner 2 position.

The Salt Spring Island Local Trust Committee (SSI LTC) has seen an unprecedented growth in the volume of complex development applications, referrals and enquiries. These challenges led to decreased staff resources being allocated to SSI LTC projects. Staff allocation to SSI LTC projects were further stressed with difficulty recruiting a senior planner. In response, the SSI LTC requested, and was awarded, extra resources. The extra resources were allocated by temporarily promoting the Planner 2 to an Island Planner, extending the contract of a Planner 1 working out of the northern office to the Salt Spring team, and extending the terms of a contract planner to deal with various complex applications. The extra resources allowed advancement of deferred project work to resume and the timely processing of complex applications - as well as maintenance of efficient application, referral, and enquiry processing.

The proposal to permanently replace the Planner 2 position with an Island Planner would permit management to allocate more resources to project at slight expense to processing times for moderately complex applications. Table 1 below compares the organizational chart, the current "extra resources" and the proposed change.

Table 1 Salt Spring Planners

Organizational Chart	Current Planners	Proposed
Island Planner	Island Planner	Island Planner
Planner 2	Acting Island Planner*	Island Planner
Planner 1	Planner 1	Planner 1
Planner 1	Planner 1 (2 part-time positions)	Planner 1 (currently 2 part-time positions)
	Planner 1*	
	Contract Planner[t]	
	Contract Planner[tt]	

*appointed. Expires Jan. 2019
[t]contract expires Nov. 2018

[tt]contract expires Jan. 2019

The demand for greater senior level planning is ongoing as Salt Spring Island wrestles with complex issues of affordable housing, community infrastructure issues, interagency cooperation, increased First Nations issues, and other planning related issues.

Examples of complex applications include development applications totalling over 250 units of affordable housing, an expanded medical clinic with an attached seniors affordable housing complex proposing 50 units, a seniors care facility considering an additional 100 units, and an "alternative treatment" cancer clinic being proposed. Major marinas are being rebuilt, hotels are being rebuilt, and cannabis production and retail sales issues are in need of being addressed. Almost 20 rezoning applications are being processed and over 80 applications are open.

Examples of projects being considered include addressing the conflict between the demand for increased density and affordable housing with the lack of community services and increased need for interagency cooperation. While various applications address these issues on a site level, project work is being delivered, or is needed, that addresses these challenges island wide. One example is that a senior planner is required to help interface between the deferred authority given from Trust Council to the SSI LTC to coordinate the Salt Spring Island Watershed Protection Alliance (SSIWPA) which could lead to an island wide water management plan. Other examples include trying to conclude an Industrial Land Uses project which is designed to encourage socio-economic diversity and to enhance economic sustainability and security on Salt Spring Island by meeting the needs for commercial industrial lands for the next 25 years.

The demand for the extra resources on Salt Spring Island have already been demonstrated and implemented. However, the assignment of extra resources was only temporary. The brief description of complex applications and projects are not issues that can be simply contracted out or deferred – they are issues that require relationship building and effective leadership, they require a dedicated senior planner.

The replacement of a Planner 2 for an Island Planner for Salt Spring Island compliments recommendations in the Local Planning Services (LPS) review. The LPS review proposes to create a new Planning Technician (starting in Fiscal year 2020/21) to manage the more routine work of a Planner 1 across all local trust committees. The volume of such work on Salt Spring Island is significant. However, if successfully implemented, this would allow Planner 1's to at least somewhat, manage the loss of a Planner 2 and thereby address processing of moderately complex applications.

As well, the LPS Review identifies implementation of 'developmental positions' by which experienced staff can advance to senior positions. Creating an additional senior planning position creates a new opportunity for planners seeking to work out of the Salt Spring office although it does eliminate an intermediate planning position. It is worth noting that resolution to Salt Spring staffing issues has largely come from the advancement of Islands Trust junior planning staff to senior planning positions.

In summary, making the acting Island Planner position permanent would implement changes proposed in the LPS review, continue to provide support for complex projects, support complex applications, support senior planners to focus on community planning provide for efficiency of service delivery, and support staff development and retention.

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

   Addressing need for senior planning services on Salt Spring Island to process complex applications and project work.

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

Permanently changing the Planner 2 position to an Island Planner position would allow increased allocation of resources to complex application work and projects.

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

Alternative 1: Create a new Island Planner position, and keep the Planner 2 position – Creating a new Island Planner position would increase planning capacity in the Salt Spring Office by 25 per cent and address the current demand for processing complex development applications and project work on Salt Spring Island. This need has been demonstrated in the volume of complex applications and project work. This would also address the unresolved issue of Salt Spring receiving planning services from a southern team planner to manage SSIWPA.

The cost would be $91,325 in the first year, based on 10 months' salary and start-up costs, and an estimated $105,000 annually

Alternative 2: Add an additional 0.5 FTE Island Planner.
This proposal would result in Salt Spring having 1.5 Island Planners, one Planner 2 and two Planner 1s. This proposal would help address the volume of applications with a 12 per cent increase in planning capacity in the Salt Spring Island office.

The cost would be $50,112 in the first year, based on 10 months' salary and start-up costs, and an estimated $55,605 annually

Alternative 3: Status quo. Not approve funding – revert to original organization chart – Acting Island Planner reverts to Planner 2, "extra" Planner 1 contract is not renewed, contract Planner's contract expires. The impact of this is significant reduction in project work and continued challenges with processing development applications. Negates the intent of the approved increase in resources requested by the Salt Spring Island Local Trust Committee and supported by both the Financial Planning Committee and the Executive Committee.

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

Efficient delivery of planning services. Salt Spring Island Local Trust Committee recently lobbied for and received extra resources. If the status quo is reverted to, the SSI LTC is likely to lobby again and it is again foreseeable that resources may again be cobbled together in an unsustainable manner.

Staff development and retention. Creating more opportunities for stable on-island employment and development would lead to greater staff retention. In contrast, limiting staff development has led to numerous planners over time seeking employment elsewhere.

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

Minimal. Incumbent has been acting Island Planner for several months.

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

   Costs would be minimal - $10,000. Incumbent is currently in acting position, no capital or implementation costs other than required recruitment procedures. (Note that similar capital or implementation costs would apply if choosing to also extend part-time Planner 1 to full-time).

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

   Approve the funding as requested.

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

   Competitive process as per PSA and collective agreement.

Stefan Cermak, RPM	October 26, 2018
Initiator	Date
David Marlor, DLPS	October 26, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: November 30, 2018	**Approved:** ☐ **YES** ☐ **NO**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

BUSINESS CASE
Budget Requests

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR	
Initiated by: David Marlor Director of Local Planning Services	**Budget Source:** ☐ **Equipment** ■ **Staff** Local Planning Service Staff Budget Amount: $103,462 *NOTE:* If recruiting, likely won't have position until June, so could prorate for 2019/20 at $86,220. ☐ **Other – please describe**
Operational Unit: Local Planning Services	
Name of Request Create permanent position of Senior Intergovernmental Policy Advisor (SIPA)	
Date initiated: September 28, 2018	**Date required:** April 1, 2019

BACKGROUND

In 2016 Trust Council approved funding for a Temporary Senior Intergovernmental Policy Advisor (SIPA). This position began in June 2016 and ended on March 31, 2018. In the 2018/19 Fiscal Year funding has been used on a contract basis to provide specific deliverables.

The position has provided extensive additional value in the area of improving our engagement and relations with all 36 First Nations with an interest in the Trust Area. The work has involved policy amendments at the Trust Council level as well as new procedural approaches to engaging First Nations during development applications and during local trust committee initiated projects. The position has also provided input into the Islands Trust Policy Statement Review, and undertaken community outreach and educational session on the islands in relation to First Nation issues. By March 31, 2018, deliverables will include documentation for planning services on the new approach to First Nations engagement, an in-house database of all First Nations accessible to staff and trustees, and a strategy to engage first nations for the Islands Trust Policy Statement Review.

Generally the position has been well received as adding value to the organisation, and helping the organisation improve its approach and relations with First Nations. In reviewing the position and our organisation needs beyond March 31, 2019, Staff is of the option that there is still some outstanding work with First Nations that should be completed. Further, there is a need for an advisor to staff and trustees on First Nations engagement and issues that may arise. With this in mind, Staff recommend that Trust Council should continue provide funding for a consulting position at the current hours of service levels ($95,000). Beyond March 31, 2019, the funding could be reduced to $50,000 to provide staff and trustees with access to a consultant on issues that arise and continuing engagement with First Nations.

The permanent position job description would be amended to include liaison with all government ministries as well as all First Nations. The focus is on developing and maintaining relationships with First Nations, with Provincial and Federal ministries, providing advice to staff and trustees, local trust committees, Trust Council, Islands Trust Conservancy, Executive Committee and Bowen Muncipality.

Appendix 1 contains a chronological list of specific projects and documents completed by the Senior Intergovernmental Policy Advisor position in the last three years.

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

   To ensure that work undertaken in improving relations with First Nations continues beyond March 31, 2019, and to provide capacity to improve and maintain relationships with First Nations and Provicinal and Federal ministries and departments.

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

   Funding will allow us to continue to contract with a specialist on First Nations and intergovernmental relations.

3. **ALTERNATIVES CONSIDERED** *(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and*

   1. Approve funding less than requested. This would result in less hours being available and less deliverables completed year-to-year.
   2. Not fund the position. This may result in First Nations relations not advancing beyond where the organisation is today. Lack of a specialist could result in regression of relations. No additional capacity to develop and maintain provincial and federal relationships.

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

   Continued advances in relationship building with first nations. Noticeable organisational change in approach in dealing with First Nations. Improvements in relationships with Provincial and Federal government agencies.

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

   None. The recommended approach would result in status quo in regard to current processes.

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

   Improve and advance relationship with First Nations, and Provincial and Federal relationships.

7. RECOMMENDED DECISION (*Clearly outline the decision being sought and why this particular decision is being recommended)* Approve the funding as requested.
8. PURCHASING PROCEDURE *(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)* As per purchasing and recruitment policy.

David Marlor, MCIP, RPP	September 28, 2018
Initiator	Date
David Marlor, MCIP, RPP	September 28, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

Appendix 1: Work completed by Senior Intergovernmental Policy Advisor from July 2016 to August 2017.

July 2016

Trust-Wide/Corporate Initiatives:

- Initial Policy Statement Analysis for FN Engagement G:\LPS\SIPA\July 2016\Review Policy Statement wrt FNs July 11 2016.docx
- FN Engagement Strategy for Policy Statement Amendments G:\LPS\SIPA\July 2016\Preliminary Engagement Concept Plan July15 2016.docx
- Summary of Key Concerns/Priorities Already Stated by First Nations to Islands Trust G:\LPS\SIPA\July 2016\Analysis of First Nations Priorities July 2016.docx
- Advice, research, editing and review of multiple initiatives

Local Trust Committees

- DENMAN LTC: Letter of Invite to a Community to Community meeting with Snuneymuxw Nation G:\LPS\SIPA\July 2016\05 DE-LTC-LTR-2016-07-07 to Komoks.doc FM edits July11 2016.doc

August 2016

Trust-Wide/Corporate Initiatives:

- Initial list of 36 First Nations with asserted rights and title, and treaty rights in the Trust Area G:\LPS\SIPA\Aug 2016\List of 36 First Nations Aug25 2016.docx
- Request For Decision to Executive Committee: Advocacy Regarding Archaeological Sites G:\EXEC\Agendas\Business\2016\Aug 31\TAS\RFD re archeology advocacy.pdf
- Request For Decision to Executive Committee: First Nations Relationship Building Principles G:\EXEC\Agendas\Business\2016\Aug 17\TAS\RFD – draft principles for FN relations – EC comments.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

Local Planning Committees:

- SSI LTC: Pilot Proposal for Amended FN Referral Letters and Process G:\LPS\SIPA\Aug 2016\Proposed new approach to referral letters Aug18 2016.docx

September 2016

Trust-Wide/Corporate Initiatives:

- Draft First Nation Language and Tone Guide for staff review and use G:\LPS\SIPA\Sept 2016\FN Communication Tone and Language Guide Sept2016.docx
- Briefing Note to Executive Committee: Draft First Nations Language and Tone Guide G:\LPS\SIPA\Sept 2016\BRIEFING Draft FN Language and Tone Guide EC Oct5 2016 (2).docx
- Draft FN Database Organization G:\LPS\SIPA\Sept 2016\FN database whiteboard thoughts.jpg
- Initial draft of 21 month program for SIPA G:\LPS\SIPA\Sept 2016\Senior Intergovernmental Policy Advisor 21m Work Plan.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

October 2016

Trust-Wide/Corporate Initiatives:

- Performance Review of Proposed 21-month Program Outcomes for SIPA G:\LPS\SIPA\Oct 2016\First Nations Relationship Blg Nov2016 Mar2018.docx
- Finalized List of 37 First Nations in Trust Area with asserted Aboriginal rights and title and treaty rights G:\LPS\SIPA\Oct 2016\List of 37 First Nations.docx
- Overall Engagement Strategy on Policy Statement Amendments G:\LPS\SIPA\Oct 2016\Overall Engagement Strategy on Policy Statement Amendments.docx
- Request for Decision to Trust Council: Adoption of First Nations Principles as Policy G:\LPS\SIPA\Oct 2016\REQUEST FOR DECISION adoption of Guiding Principles of First Nations Engagement Oct21 2016.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

Local Planning Committees:

- SATURNA LTC: Staff Report on Saturna FN Reconciliation Development G:\LPS\SIPA\Nov 2016\STAFF REPORT Saturna FN Reconciliation Devmt Sept30.docxGR.pdf
- SATURNA LTC: C2C Funding Application G:\LPS\SIPA\Oct 2016\c2c-2016-17-fall-application-form SILTC.doc

November 2016

Trust-Wide/Corporate Initiatives:

- Request for Decision to Trust Council: First Nations and Public Engagement G:\LPS\SIPA\Nov 2016\RFD First Nations and Public Engagement.pdf
- RFD Appendix 1: Draft First Nations Engagement Principles Policy 6.1.i. G:\LPS\SIPA\Nov 2016\Appendix 1 DRAFT 61i First Nations Engagement Principles Policy.pdf
- RFD Appendix 2: First Nations and Public Engagement Charter v.1 G:\LPS\SIPA\Nov 2016\Appendix 2 DRAFT Project Charter FN and Public Engagement Plan.pdf
- RFD Appendix 3: RFD attachment: First Nations and Public Engagement Principles Implementation Project Charter Summary G:\LPS\SIPA\Nov 2016\RFD ATTACHMENT Overall First Nations and Public Engagement Strategy on Policy Statement Amendments (2).docx
- Initial Weight-of-Claim Categories for trustees and staff to prioritize FN relationship-building priorities G:\LPS\SIPA\Nov 2016\First Nations Reserve lands Treaty status wrt to the Trust Area.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Launching FN webpage on Islands Trust website

Local Planning Committees:

- HORNBY LTC: Staff Report on Long term relationship-building program with local First Nations G:\LPS\SIPA\Nov 2016\STAFF REPORT Hornby FN Relationship Blg Nov25 2016.docx
- GABRIOLA LTC: Letter to Snuneymuxw Nation Congratulating on their Specific Claim Settlement G:\LPS\SIPA\Nov 2016\draft Snuneymuxw letter Nov 22.docx
- SATURNA LTC Community Event: SENĆOŦEN History of Saturna Islands G:\LPS\SIPA\Nov 2016\Saturna C to C Draft Agenda.pdf

December 2016

Trust-Wide/Corporate Initiatives:

- FN Relationship Building Schedule of Tasks Dec.2016 – March 2017 G:\LPS\SIPA\Dec 2016\FN Relationship Building Schedule of Tasks Dec2016 June 2017.docx
- **PRESENTATION:** Trust Council presentation on Douglas Treaties and the Gulf Islands G:\LPS\SIPA\Dec 2016\Douglas Treaties and the Gulf Islands Dec2016.pptx
- Briefing for Trust Council on Marine Protection Tools G:\EXEC\Council\Meetings\2016\Dec – Salt Spring\RFDs and Briefing\TAS\Marine Protection Tools – Briefing.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- N. PENDER LTC (and S. PENDER LTC): Staff Report on Long term relationship-building program with local First Nations G:\LPS\SIPA\Dec 2016\STAFF REPORT North Pender FN Relationship Blg Nov29 2016.docx
- **PRESENTATION**: N. Pender Community presentation and Discussion
- SATURNA LTC: Letter of Appreciation for Engagement with Saturna Island Community and an invitation to a C2C (Community to Community) meeting G:\LPS\SIPA\Dec 2016\SILTC letter to Tsawout Tseycum FNs Dec2016.pdf

January 2017

Trust-Wide/Corporate Initiatives:

- List of 37 First Nations in the Trust Area, organized by tribal associations and including website links and contact information G:\LPS\SIPA\Jan 2017\37 First Nations in the Islands Trust Area.docx and G:\LPS\SIPA\Jan 2017\37 Trust Area FN web links contacts.xlsx
- Revised presentation for website and community presentations: Douglas Treaty and the Gulf Islands G:\LPS\SIPA\Jan 2017\Douglas Treaties and the Gulf Islands Dec2016.pptx
- Map of 37 First Nations using location coordinates of band offices G:\LPS\SIPA\Jan 2017\Map Trust Area FNs draft.pdf
- Update on 27 First Nation Initiatives in Islands Trust Area G:\LPS\SIPA\Jan 2017\Trust Area FN Initiatives Jan2017.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- SSI LTC: In-Camera Staff Report: First Nations Heritage and Cultural Site Inventory + First Nations Relationship Building (no document link available)
- THETIS LTC: Letter to Penelakut Seafoods on the successful passing of bylaw No. 97 G:\LPS\SIPA\Jan 2017\TH Certified bylaw to applicant.docx

February 2017

Trust-Wide:

- Revised presentation on Douglas Treaty and the Gulf Islands G:\LPS\SIPA\Feb 2017\Douglas Treaties and the Gulf Islands FM2.pptx

- New presentation of 37 First Nations and the Gulf Islands, presented at February 2017 LPS Professional Development Day (and to VIU's planning students) G:\LPS\SIPA\Feb 2017\37 First Nations and the Gulf Islands FM1.pptx
- Request for Decision to Trust Council on Marine Protection Tools G:\LPS\SIPA\Marine Protection Tools Briefing\Marine Protection tools – RFD.docx
- RFD on Marine Protection Tools Attachments G:\LPS\SIPA\Feb 2017\Attachment A Local Planning Tools Summary.docx and G:\LPS\SIPA\Feb 2017\Attachment B Trust Area FN Marine Priorities Feb2017.docx
- Public handout for staff and trustees to use: February update on FN initiatives, FN websites, new FN Engagement Principles Policy and FN Marine Priorities as found in available FN marine use plans G:\LPS\SIPA\Feb 2017\Islands Trust FN Engagement Principles Policy and FN Initiatives Update Feb2017.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- MAYNE LTC: Staff Report on Long term relationship-building program with local First Nations G:\LPS\SIPA\Feb 2017\STAFF REPORT Mayne FN Reconciliation Project Plan Mar17 2017.docx
- SATURNA LTC: Staff Report on Project Charter for First Nations Reconciliation Activities G:\LPS\SIPA\Feb 2017\STAFF REPORT Saturna FN Reconciliation Project Plan Feb10 2017.docx

March 2017

Trust-Wide:

- March update on FN Initiatives G:\LPS\SIPA\Mar 2017\Trust Area FN InitiativesMarch2017.docx
- **PRESENTATION**: Trust Council presentation on archaeology and FN Issues
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- LASQUETI LTC, DENMAN/HORNBY LTC and GABRIOLA LTC combined application for C2C funding G:\LPS\SIPA\Mar 2017\c2c-2016-17-fall-application-form_SILTC.pdf
- MAYNE LTC: Staff Report on G:\LPS\SIPA\April 2017\STAFF REPORT Mayne FN Reconciliation Project Plan Mar17 2017.docx
- **PRESENTATION**: Mayne community presentation and discussion
- **PRESENTATION**: Thetis Community Presentation and Discussion

April 2017

Trust-Wide:

- First Nations and Public Engagement Project Status Report: July 2016 – March 2017 G:\LPS\SIPA\April 2017\Status Report Islands Trust July 2016 March 2017.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives (including FN contacts for SWIIPA)

- Expanding FN webpage on Islands Trust website
- **PRESENTATION**: Trust Fund Board of Directors presentation and discussion

Local Planning Committees:

- DENMAN/HORNBY LTCs: Staff Report on Developing a Shared Narrative of Hornby/Denman Island with local First Nations G:\LPS\SIPA\April 2017\STAFF REPORT Shared Narrative of Place with Komoks Denman Hornby April24 2017.docx and G:\LPS\SIPA\April 2017\Draft Project Charter HornbyDenman LTCs.pub
- GAMBIER LTC: Staff Report on Developing a Shared Narrative of Gambier Island with local First Nations G:\LPS\SIPA\April 2017\STAFF REPORT Gambier Shared Narrative of Place with Squamish April20 2017.docx and G:\LPS\SIPA\April 2017\Draft Project Charter Gambier LTC.pub
- **PRESENTATION:** Lasqueti Community Map Party and FN Presentation and Discussion
- **PRESENTATION:** Galiano Community presentation and Discussion

May 2017

Trust-Wide:

- Briefing Note to Trust Council for FN and Marine Work Update G:\LPS\SIPA\May 2017\FN Charter update – Briefing Note.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website
- **PRESENTATION**: Regional Conservation Plan Workshop (ITF) May 1 (Nanaimo) and May 4 (Sidney)

Local Planning Committees:

- MAYNE LTC: Staff Rep[ort on Shared Narrative of Place with Tsartlip G:\LPS\SIPA\May 2017\STAFF REPORT Shared Narrative of Place with Tsartlip FN May8 2017.docx

June 2017

Trust-Wide:

- Letter to Omni Group, in support of Penelakut Tribe request for access for archaeological research G:\LPS\SIPA\June 2017\draft letter to Omni re Channel Ridge June23 2017.docx
- Revised presentation “First Nations and the Gulf Islands: History, Lands and Treaties” G:\LPS\SIPA\June 2017\First Nations and the Gulf Islands – History Lands Treaties .pptx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- N. PENDER LTC: Staff Memo on James Island Registered Statutory Right of Way – Educational Access G:\LPS\SIPA\June 2017\Memo James Island Covenant SROW 1687187.dotx
- SATURNA LTC: Staff Report on Draft OCP Amendments G:\LPS\SIPA\June 2017\Staff Report Saturna LTC OCP Amendments June.docx

- GABRIOLA LTC: Community to Community Funding Application G:\LPS\SIPA\June 2017\Gabriola Island_LTC c2c June30 2017 summer appl.doc and G:\LPS\SIPA\June 2017\Gabriola Island C2C Summer June30 2017 Appl Budget.docx
- **PRESENTATION**: Bowen Community Presentation and Discussion at BIM Council meeting
- **PRESENTATION**: Hornby Community presentation and Discussion
- **PRESENTATION**: Denman Community presentation and Discussion

July 2017

Trust-Wide:

- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- GABRIOLA LTC: Staff Report and Project Charter G:\LPS\SIPA\July 2017\Staff Report Gabriola LTC FN Relations July13 2017.docx and G:\LPS\SIPA\July 2017\Project Charter First Nations Relationship Building.pub
- SATURNA LTC: Text for 13-Moon Sign for Saturna Community G:\LPS\SIPA\July 2017\A Brief History of the WSÁNEĆ People (Saturna 13-Moon Sign) July6 2017.docx
- HORNBY LTC: Staff Memo on K'omoks leadership day with Denman and Hornby trustees G:\LPS\SIPA\July 2017\Memo Hornby LTC Update July 14 Komoks visit.dotx
- GAMBIER LTC: Revised Staff Report on Shared Narrative of Place with Squamish G:\LPS\SIPA\July 2017\Shared Narrative of Place Gambier Squamish July18 2017 – Staff Report.docx and G:\LPS\SIPA\July 2017\Shared Narrative of Place Gambier Squamish July17 2017 – Attachment 1.docx
- **PRESENTATION:** Keats community presentation and discussion (with Sonja Zupanec)

August 2017

Trust-Wide:

- Request for Decision to Executive Committee on Policy Statement Amendment First Nations and Public Engagement Plan G:\LPS\SIPA\Aug 2017\EC-2017-policy stmt amendment engagement plan-RFD.docx
- PowerPoint on Policy Statement Amendment Process G:\LPS\SIPA\Aug 2017\Islands Trust Policy Statement Amendments.pptx
- Request for Decision to Executive Decision on First Nations and Marine Work Beyond March 2018 G:\LPS\SIPA\Aug 2017\EC-2017-First Nations and Marine work Beyond March 2018-RFD.docx and Outcomes of SIPA Position since July 2016.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- **PRESENTATION**: Mudge Island community presentation and discussion
- SSI LTC: In-Camera Staff Report on Next Steps for SSI Heritage Inventory Study (document not available)

Follow-Through Tasks Currently Underway for September 2017 to March 2018

Trust-Wide:

- FN Database Completion and Protocols for updates
- Shoreline Protection Work Plans for three pilot LTCs:
    - Lasqueti LTC and Tla'Amin Nation,
    - Denman/Hornby LTCs and K'omoks Nation and
    - Galiano LTC and Penelakut Tribe
- Staff and Trustee FN Orientation Program, including FN Language and Tone Guide, PowerPoint presentations and cultural sensitivity training
- Policy Statement FN Engagement Plan and Implementation
- Referral Efficiency Workshop with FN Referral staff
- FN Webpage Design to capture all FN-related work and Protocols for updates

Local Planning Committees:

- SATURNA LTC: (1) Provide support and FN connections for a 13-moon community sign and (2) Work with trustees to finalize a text for an OCP amendment to the "Deep History" of Saturna Island
- MAYNE LTC: October workshop with Tsartlip members on SENCOTEN language revival
- S.PENDER AND N. PENDER LTCs: (1) Follow-up with Saanich Tribes and Tribal School on final processes to access James Island and (2) a Project Charter for an early spring FN workshop at the Canal site.
- GALIANO LTC: In coordination with Penelakut Tribe, develop the Dock Review and a Dock Management Plan
- SALT SPRING LTC: (1) Share the SSI FN Heritage Inventory Study with the 13 FNs with asserted rights and title, and treaty rights, on SSI and (2) work with trustees to finalize a text for an OCP amendment reflecting the "Deep History of SSI"
- THETIS LTC: Explore Valdez Island Conservancy willingness to engage with Lyackson First Nation
- GABRIOLA LTC: (1) Community Presentation and Discussion in September and (2) a Follow-up Presentation by members of Snuneymuxw Nation
- DENMAN AND HORNBY LTCs: (1) Community presentation by members of K'omoks and (2) a Shoreline protection work plan and (3) work with trustees to finalize a text for an OCP amendment reflecting a "deep History of Denman and Hornby Islands".
- LASQUETI LTC: Work with Tla'Amin Nation about how and when to approach other FNs with interests in Lasqueti about the shoreline protection program developed by the Island Planner, Sonja Zupanec
- GAMBIER LTC: (1) Amend LTC business templates (agendas, letters, etc) to reflect simple bilingual phrases (English and Squamish) and (2) work with the Squamish Education Department to determine additional phrases (and pronunciation guide) that can be incorporated into other bilingual documents
- BOWEN ISLAND MUNICIPALITY: Share all Squamish bilingual opportunities that Gambier LTC implements and other LTC projects to acknowledge "Deep History" in OCPs

March to July 2018 (contract)

- Development of Local Trust Committee information booklets on First Nations, specific to each LTC
- Development of Trustee toolkit for use by trustees when engaging with First Nations
- Development of Staff toolkit for use by planners and other staff when engaging with First Nations on applications, projects or other work.

SHORT-FORM BUSINESS CASE
Budget Requests >$5000

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR	
Initiated by: Ann Kjerulf, Regional Planning Manager **Operational Unit:** Northern Office **Name of Request**: Co-op Student Planner	**Budget Source:** ☐ **Equipment** ■ **Staff** Local Planning Service Staff Budget Amount: $15,000 ☐ **Other – please describe**
Date initiated: October 5, 2018	**Date required:** May 1, 2019

1. **BACKGROUND**

   Local Planning Services has used co-op positions every year over the summer, rotating the position between the three offices as demand requires. Last year the position was originally planned for the Northern Office, but went to Salt Spring to help with high application volumes and planner shortage.

   During the summer of 2017, the Northern Team benefited from the support of a co-op student planner. This individual assisted with planning enquiries and non-complex applications and referrals, which are typically the work of an entry-level planner.

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

   The Co-op Student Planner benefits by gaining work experience related to their education. The Islands Trust benefits from having addition support at the entry planner level and to cover planning staff absences during the summer months. Vancouver Island University or other planning schools benefit through placement of a master's degree student in local planning employment. Furthermore, there is the potential longer-term opportunity for co-op students to be hired as full-time Islands Trust employees.

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

   A co-op student planner for the summer of 2018 will provide additional support for enquiries, and non-complex applications and referrals. Enquiry coverage is particularly helpful during the summer months when there tend to be a greater volume of staff absences.

4. ALTERNATIVES CONSIDERED *(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)* **1.** Not approve funding = lost opportunity to attract and retain qualified AND trained staff in the future
5. CRITICAL SUCCESS FACTORS *(What related factors have been identified? What risks are involved?)* Co-op students tend to be very receptive to handling a wide range of tasks; they may be unfamiliar with the complex, political nature of the Islands Trust. However, the co-op placement is an excellent learning opportunity.
6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION *(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)* None.
7. BENEFIT/COST ANALYSIS SUMMARY *(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)* Time and resources are required for the first week to training the employee. After the first week, the amount of support for the employee decreases as they begin to work independently.
8. RECOMMENDED DECISION (*Clearly outline the decision being sought and why this particular decision is being recommended)* Approve the funding as requested.
9. PURCHASING PROCEDURE *(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)* Establishment of a new Co-op Student Planner position for summer 2019.

Ann Kjerulf	October 24, 2018
Initiator	Date
David Marlor	October 24, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October	**Approved: ☒ Yes ☐ No**
Next steps: • Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount. • Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20	

budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	December 4, 2018
From:	**Clare Frater, Director, Trust Area Services**	**Date Prepared:**	November 30, 2018
SUBJECT:	**2019/20 proposed budget -public consultation materials**		

PURPOSE:

To seek feedback from Financial Planning Committee on the proposed to public consultation materials for the 2019-20 proposed budget.

BACKGROUND:

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

On November 21, 2018 the Financial Planning Committee approved a project charter with the following objectives: Create consultation materials that are informative and provide background/context to questions, provide engagement opportunities that solicit public input on community priorities and service levels, including possible online town hall, and improve public engagement and quality of feedback.

Staff have collaborated on a more informative and engaging approach to budget consultation and prepared preliminary draft survey language for Financial Planning Committee to review and comment on (attached). These materials are still in draft form and are being provided to solicit feedback on the approach, question style, content, and topics addressed. The document will be finalized though December and early January before the start of public consultation opens.

Staff will amend the document after Trust Council has reviewed the draft budget in January to reflect any changes to budgeted amounts. The survey will be open from January 21 to February 11, 2019.

ATTACHMENT(S):

1. **Draft survey (incomplete - for discussion purposes only) about 2019-20 proposed budget.**

FOLLOW-UP: Staff will incorporate comments into the final survey design and content.

Prepared By: **Clare Frater, Director, Trust Area Services**

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

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	January 9, 2018
From:	**Financial Planning Committee**	**Date Prepared:**	November 26, 2018
SUBJECT:	**Policy 7.2.1 Trustee Remuneration Amendment**		

RECOMMENDATION: That Trust Council approve the amended wording of Policy 7.2.1 *Trustee Remuneration*.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The amended policy reflects the change in remuneration structure approved by Trust Council at their September 2018 meeting.

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1 PURPOSE:

To provide Trust Council the opportunity to review and approve the amended Policy 7.2.1 *Trustee Remuneration.*

2 BACKGROUND:

At its September 2018 meeting, Trust Council made the following resolution:

> ***TC-2018-095***
> ***It was MOVED by Trustee Busheikin and SECONDED by Trustee Brent***
>
> *Effective April 1, 2019, trustees be remunerated for their participation in the Local Planning, Trust Programs and Financial Planning Committees at rate of $100 per meeting attended for committee members, and $150 per meeting attended for committee Chairs; and*
>
> *That Trust Council* Policy 7.2.1 Trustee Remuneration *be amended to reflect this change in remuneration structure; and*
>
> *That staff be directed to bring the draft amendments to* Policy 7.2.1 Trustee Remuneration *to the next Trust Council meeting for approval of the Policy wording.*

The attachment to this RFD contains the proposed amendment to add Section 2f to the Policy to reflect the above resolution of Trust Council.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: The Islands Trust budget will increase by approximately $14,000 annually as a result of this increase in Trustee Remuneration.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S): 7.2.1 *Trustee Remuneration*

5 ATTACHMENT(S):

7.2.1 *Trustee Remuneration_ Amended*

RESPONSE OPTIONS

Recommendation:

That Trust Council approve the amended wording of Policy 7.2.1 *Trustee Remuneration*.

Alternative:

That Trust Council approve alternate amended wording of Policy 7.2.1 *Trustee Remuneration*.

That Trust Council not approve the amended wording of Policy 7.2.1 *Trustee Remuneration*.

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

Reviewed By: **Russ Hotsenpiller, Chief Administrative Officer**

Policy:	7.2.1
Approved By:	Trust Council
Approval Date:	December 8, 2010
Amendment Date(s):	June 15, 2011; March 11, 2015; June 21, 2017; January 15-16, 2019,
Policy Holder:	Director of Administrative Services

TRUSTEE REMUNERATION

Purpose

To define the process for determining the remuneration and benefits received by trustees, Executive Committee members, and members of Trust Council Committees.

A. Definitions

Trustees

a) Trustees are elected officials as defined in the *Islands Trust Act*, Sections 6 (local trustees) and 7 (municipal trustees).

Population

a) Population for local Trust Areas is determined by the most recent census conducted by Statistics Canada.

Folios

a) Folios are individual properties as defined by BC Assessment.

b) The number of folios in each local Trust Area is determined annually by BC Assessment and reported to the Islands Trust.

Trust Council Committees

Trust Council Committees are the standing committees of Council as defined in Trust Council Policy 2.3.1, exclusive of the Executive Committee.

Executive Committee

a. Executive Committee means the committee referred to in section 20(1) of the *Islands Trust Act*, and is composed of the Chair and Vice-Chairs.

Benefits

a) Benefits are defined as:

i. Premiums for Medical Services Plan (MSP)

ii. Premiums for dental plans available through the Union of BC Municipalities (UBCM)

iii. Premiums for extended health care available through the Union of BC Municipalities (UBCM)

B. Policy

1. The Islands Trust endeavors to provide trustee remuneration that reflects the relative workload of individual trustees due to their membership on local trust committees (LTC), Trust Council and Trust Council Committees.

2. Trustee Remuneration will be calculated based on the sum of four factors:

   a) An amount for membership on Trust Council. This amount will be equal to the remuneration paid to municipal trustees and will be referred to as the “Trust Council Base Amount”.

   b) An amount for participation in LTC business and LTC meetings. This amount shall be referred to as the “LTC Local Base Amount”.

   c) An amount for the population within a Local Trust Area. This amount shall be referred to as the “Population Amount”.

   d) An amount for the number of folios within a Local Trust Area. This amount shall be referred to as the “Folio Amount”.

   e) The amounts for each of the above factors are defined in Section C: Implementation.

   f) Effective April 1, 2019, an amount for attendance at Trust Council committee meetings (excluding Executive Committee, which is remunerated in accordance with Section 3). Meeting attendance will be remunerated at $100.00 per meeting attended for committee members, and $150 per meeting attended for committee Chairs.

3. Additional Remuneration for the Executive Committee

   a) Members of the Executive Committee receive remuneration for carrying out their duties on the Executive Committee and their duties as chairs of LTCs.

   b) The vice-chairs’ remuneration shall be defined as equal to the Salt Spring Trustee Remuneration amount, plus 10%.

   c) The chair’s remuneration shall be defined as the vice-chair remuneration, plus 25%.

4. Payment of Benefit Premiums for Trustees

   a) Trustees will be offered the opportunity to have benefit premiums paid by the Islands Trust. Payments for trustee benefit premiums may be subject to income tax as defined by the Canadian Revenue Agency.

   b) Trustees who do not subscribe to benefit coverage through Islands Trust will receive an annual amount as defined in Section C: Implementation.

C. Implementation

1. The implementation of this policy will commence with swearing in of trustees elected in November 2011.

2. The defined annual compensation amounts for the first implementation of this policy are the sum of:

   a) Trust Council Base Amount = $3,200.00

   b) LTC Local Base Amount = $4,200.00

   c) Population Amount = $1.30 per person

   d) Folio Amount = $1.30 per folio

3. The defined annual compensation amounts in section C.2 of this policy, and the methodology for making adjustments as defined in sections C.4 and C.5 of this policy, will be incorporated into a Trust Council Trustee Remuneration Bylaw.

4. Overall Review of Trustee Remuneration

   a) The Trustee Remuneration calculations will be reviewed when the results are available from the most recent census. Any adjustments based on changes in population or folios will be implemented on April 1st of the following year.

5. Annual Adjustments for Inflation

   a) The defined annual compensation amounts in section C.2 of this policy will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December. Adjustments to Trustee Remuneration that result from inflation will be implemented on April 1st of the following year.

6. Payments to Trustees Who Do Not Register for Benefits Through Islands Trust

   a) Local trustees who do not register for benefits through Islands Trust will receive an annual payment of $1,000.00, paid evenly over the fiscal year (i.e., $83.33 per month).

   b) If local trustees take office part way through the fiscal year, this payment will be applied proportionately based on how many months are remaining in the fiscal year.

D. Legislated References

Annual Budget Document

Islands Trust Act

Report on Proposed Trustee Remuneration prepared by Paul McKivett of James R. Craven and Associates dated August 24, 2010

Trustee Remuneration Committee Report dated August 24, 2010

RFD on Trustee Remuneration approved by Trust Council September 15, 2010

Trust Council Policy 2.3.1 – Council Committee System

E. **Links to Supporting Forms, Documents, Websites, Related Policies and Procedures – n/a**

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	December 4, 2018
From:	**Julia Mobbs, Director Administrative Services**	**Date Prepared:**	November 26, 2018
SUBJECT:	**2017/18 Allocated Financial Statements**		

PURPOSE:

To provide Financial Planning Committee with allocated Financial Statements for the fiscal year ending March 31, 2018.

BACKGROUND:

In 2006/07, LTC's had concerns about their ability to conduct business and to undertake community planning projects due to the amount of planning staff available. In response to these concerns Trust Council requested the Finance Department to develop a process to allocate revenues and expenditures to Local Trust Committees based on actual results for the fiscal period.

The process of allocating revenues and expenses to Local Trust Committees was revised in 2015/16. The process is completed through three major steps:

1. **Revenues and expenses directly attributed to Local Trust Committees**

   The Islands Trust financial system tracks financial transactions by location code (among other segments) which enables certain revenues and expenses to be reported by specific Local Trust Committee (and other work units). The first step in the process is to report this information.

2. **Planning Administration expenses allocated to Local Trust Committees**

   Planning staff and bylaw enforcement officers record their work activities in the Time Collection System. The data is used to develop allocation percentages for each of the three Planning Offices: Victoria, Salt Spring, and Gabriola. These ratios are then used to allocate certain administrative expenses directly related to Local Planning Services, as follows:

   - *Planning Costs, Northern Office* – allocated based on the percentage of planning time in the Northern office reported to specific Local Trust Committees.
   - *Planning Costs, Southern Office* - allocated based on the percentage of planning time in the Southern office reported to specific Local Trust Committees.
   - *Planning Costs, SSI* – allocated 100% to Salt Spring Island LTC.
   - *Director LPS Costs* – allocated based on the percentage of planning time in all offices reported to specific Local Trust Committees
   - *LTC Executive Committee expenses* - allocated based on the percentage of planning time in all offices reported to specific Local Trust Committees

- *Bylaw costs* – allocated based on the percentage of bylaw enforcement officer time reported to specific Local Trust Committees

3. General Administration expenses allocated to Local Trust Committees

Trust Council, Trust Fund and General Administrative expenses are allocated to specific Local Trust Committees based on their % of assessed values in relation to all Local Trust Committees.

Conclusions:

- The new Time Collection System implemented in April 2016 has provided a more accurate representation of planner and bylaw enforcement officer hours related to specific Local Trust Committees;
- The process to produce the Allocated Financial Statements remains an imperfect reflection of LTC resource use, due to the many services that are shared throughout the Islands Trust organization.

ATTACHMENT:

2017/18 Allocated Financial Statements

FOLLOW-UP:

Forward to Trust Council for information, if desired.

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

Reviewed By: **Russ Hotsenpiller, Chief Administrative Officer**

	0.1%	3.7%	13.6%	6.7%	6.6%	5.4%	1.5%	6.6%	9.9%	39.7%	2.5%	1.6%	2.2%	
ISLANDS TRUST - Allocated Financial Statements 2017/18	LTC Bal/Win	LTC Denman	LTC Gabriola	LTC Galiano	LTC Gambier	LTC Hornby	LTC Lasqueti	LTC Mayne	LTC N. Pender	LTC Salt Spring	LTC Saturna	LTC S. Pender	LTC Thetis	**Total**
Direct Revenue														
Fees & Sales	-	9,580	3,120	18,526	-	11,436	(1,100)	7,150	18,505	65,107	3,055	519	3,300	**139,198**
Property Tax Levy - General	5,527	244,033	840,926	421,986	436,201	328,029	101,211	412,703	636,874	2,465,768	165,159	104,622	149,293	**6,312,332**
Special LTC Tax Requisition	-									98,500				**98,500**
Grant income for projects	-	521	10,000	521	-	521	-	-	-	-	-	-	1,101	**12,664**
Total Direct Revenue	**5,527**	**254,134**	**854,046**	**441,033**	**436,201**	**339,986**	**100,111**	**419,853**	**655,379**	**2,629,375**	**168,214**	**105,141**	**153,694**	**6,562,694**
Direct Expenses - Operating														
Computer - internet charges	-	-	-	443	-	-	-	-	(1,142)	-	-	-	-	**(699)**
Legal - general	-	24,565	509	5,911	9,749	919	-	21	60	15,437	40	-	5,787	**62,998**
Legal - bylaw enforcement litigation	-	17,087	21,472	3,997	1	-	-	907	17,061	2,966	-	-	-	**63,491**
Legal - litigation	-	5,396	12,976	-	-	-	-	-	-	3,267	-	-	126	**21,765**
LTC Trustee Expenses	-	691	1,072	1,345	1,393	646	993	155	31	1,674	119	166	564	**8,849**
LTC Meeting Expenses	334	2,879	4,233	4,263	4,549	2,646	2,423	1,487	3,899	7,944	414	1,140	1,730	**37,941**
LTC Local Exp APC Meeting Expenses	-	540	477	1,896	109	-	384	145	415	1,090	-	-	130	**5,186**
LTC Local Exp Communications	-	293	990	1,036	-	584	-	840	-	912	-	-	35	**4,690**
LTC Local Exp Special Projects	(787)	5,028	-	-	-	10	84	-	-	-	-	-	-	**4,335**
Notices - Statutory & Non-Statutory	-	101	411	2,966	-	975	-	2,713	6,600	9,043	950	36	989	**24,784**
Office - Lease costs	-	1,445	-	5,268	-	-	-	240	6,333	-	-	-	-	**13,286**
Office - outside services	-	-	-	507	-	-	-	-	629	-	-	-	-	**1,136**
Telephone - lease	-	238	-	1,609	-	-	-	-	-	-	-	-	-	**1,847**
Trustee Remuneration	-	14,429	29,989	15,571	13,909	14,601	11,221	15,765	20,485	55,011	11,419	10,295	11,991	**224,686**
Trustee Remuneration - Benefits	-	7,558	4,781	4,782	4,780	5,180	3,993	7,557	7,558	7,557	7,556	7,556	7,558	**76,416**
LTC Operating Subtotal	**(453)**	**80,250**	**76,910**	**49,594**	**34,490**	**25,561**	**19,098**	**29,830**	**61,929**	**104,901**	**20,498**	**19,193**	**28,910**	**550,711**
Direct Expenses - Projects														
Project - Funded by Grants														**-**
Project - Funded by Special requisition										91,524				**91,524**
LTC Projects - specific	-	1,072	3,404	1,623	430	722	4,618	1,379	6,830	33,086	1,106	2,300	1,828	**58,398**
LTC Projects - trust wide	35	1,638	5,987	2,941	2,901	2,389	667	2,938	4,383	17,536	1,108	695	963	**44,180**
LTC Projects Subtotal	**35**	**2,710**	**9,391**	**4,564**	**3,331**	**3,111**	**5,285**	**4,317**	**11,213**	**142,146**	**2,214**	**2,995**	**2,791**	**194,102**
Total Direct Expenses (Operating + Projects)	**(418)**	**82,960**	**86,301**	**54,158**	**37,821**	**28,672**	**24,383**	**34,147**	**73,142**	**247,047**	**22,712**	**22,188**	**31,701**	**744,813**
Direct Revenues less Direct Expenses	**5,945**	**171,174**	**767,745**	**386,875**	**398,380**	**311,314**	**75,728**	**385,706**	**582,237**	**2,382,328**	**145,502**	**82,953**	**121,993**	**5,817,881**
Indirect Planning Expenses														
Allocate Planning Costs - Northern	10,380	152,385	215,367	-	163,666	113,088	74,703	-	-	16,030	-	-	97,338	**842,957**
Allocate Planning Costs- Southern	-	1,694	4,786	145,094	-	826	-	132,068	226,386	160,762	69,722	50,801	-	**792,140**
Allocate Planning Costs - SSI	-	-	-	-	-	-	-	-	-	726,827	-	-	-	**726,827**
Allocate Director LPS	-	30,034	42,968	31,585	31,861	22,195	14,543	28,749	49,281	189,048	15,177	11,059	18,949	**485,450**
Allocate LTC Executive expenditures	-	5,932	8,486	6,238	6,293	4,384	2,872	5,678	9,733	37,337	2,998	2,184	3,742	**95,877**
Allocate Bylaw	-	7,103	67,559	25,028	2,790	7,145	1,480	12,916	25,895	110,500	1,628	937	11,859	**274,838**
Total Indirect Planning Expenses	**10,380**	**197,147**	**339,167**	**207,945**	**204,610**	**147,637**	**93,598**	**179,411**	**311,295**	**1,240,503**	**89,525**	**64,981**	**131,889**	**3,218,089**
Net surplus (shortfall) before Administrative	**(4,436)**	**(25,974)**	**428,578**	**178,930**	**193,770**	**163,676**	**(17,870)**	**206,295**	**270,942**	**1,141,825**	**55,977**	**17,972**	**(9,895)**	**2,599,792**
Administrative Expenses														
Allocate Trust Council	647	30,004	109,664	53,865	53,129	43,764	12,212	53,805	80,276	321,188	20,289	12,724	17,630	**809,198**
Allocate Trust Fund	431	19,982	73,033	35,873	35,382	29,146	8,133	35,833	53,462	213,903	13,512	8,474	11,741	**538,905**
Allocate Net Administration	1,059	49,116	179,516	88,175	86,970	71,640	19,991	88,076	131,408	525,773	33,212	20,829	28,860	**1,324,626**
Total Administrative Allocation	**2,138**	**99,102**	**362,213**	**177,913**	**175,481**	**144,550**	**40,336**	**177,714**	**265,146**	**1,060,864**	**67,013**	**42,028**	**58,232**	**2,672,729**
Net Surplus (Shortfall)	**(6,573)**	**(125,076)**	**66,365**	**1,017**	**18,289**	**19,126**	**(58,205)**	**28,581**	**5,796**	**80,961**	**(11,036)**	**(24,056)**	**(68,127)**	**(72,937)**

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	December 4, 2018
From:	**Julia Mobbs, Director, Administrative Services**	**Date Prepared:**	November 30, 2018
SUBJECT:	**Trustee Laptops Update**		

PURPOSE:

To provide FPC with an update on the plan to address concerns expressed by trustees regarding the recently deployed laptops.

BACKGROUND:

Following the recent deployment of laptops at Trust Council in November, many Trustees expressed concerns surrounding portability (size and weight) of the devices. Based on round-table discussion at Trust Council, roughly one-third of trustees stated their preference to use their own device (BYOD) for trustee work, one-third expressed a preference for iPads, and the remainder supported the deployed laptops.

Since Trust Council in November, staff developed a number of solutions for consideration by Executive Committee.

At its November 28th meeting, Executive Committee made the following resolution:

> *That Executive Committee support continued use of the laptops as the primary communications device of Trust Council along with Option 2(b)* Bring Your Own Device (BYOD), without Stipend *as the adopted model to address trustee concerns related to the laptops issued at Trust Council in November. Medical accommodations allowing for a different solution may be made on a case-by-case basis.*

ATTACHMENT(S): None.

FOLLOW-UP: None.

Prepared By: Julia Mobbs, Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer