

Financial Planning Committee Agenda

Date: Tuesday, February 28, 2017
Time: 10:00 am - 3:00 pm
Location: Islands Trust Victoria Boardroom
 200-1627 Fort Street, Victoria, BC

	Pages
1. CALL TO ORDER	
NOTE: THE AUDIT COMMITTEE WILL MEET FROM 11:30 TO NOON.	
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6.	NEXT MEETING - May 31, 2017	
7.	ADJOURNMENT	

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



Financial Planning Committee Minutes of Meeting

Date: January 17, 2017

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

Members Present: Peter Grove, Chair
Alison Morse, Vice-Chair
Paul Brent, LPC Rep
Peter Luckham, EC Rep
Laura Busheikin, EC Rep
George Grams, EC Rep
Susan Morrison, EC Rep
Brian Crumblehulme, TPC Rep (by phone)

Regrets: George Harris, Local Trustee

Staff Present: Cindy Shelest, Director Administrative Services
Russ Hotsenpiller, Chief Administrative Officer
David Marlor, Director Local Planning Services
Clare Frater, Director Trust Area Services
Jas Chonk, Recorder

1. CALL TO ORDER

The meeting was called to order at 10:02 a.m.

2. APPROVAL OF AGENDA

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

3. ADOPTION OF MINUTES / COORDINATION

3.1 Minutes of Meetings - November 16, 2016

By General Consent, the minutes of November 16, 2016 were adopted as amended.

3.2 Follow up Action List

Director Shelest provided an update on each of the items in the FUAL.

4. BUSINESS

4.1 Revised 2017/18 Proposed Budget

4.1.1 Briefing - Changes to the Budget since Nov FPC

Received as information.

4.1.2 Revised Detailed Budget

FPC-2017-001

It was MOVED and SECONDED,

that the Director of Administrative Services provide excel spreadsheet to Financial Planning Committee members in excel format.

CARRIED

4.1.3 Bylaw Enforcement Officers' Training

The Committee members provided feedback. Staff was directed to provide more information and course outline to Committee members for their February 28 meeting.

4.1.4 Trust Fund Board Furniture Request

Received as information.

4.1.5 Assessed values

Received as information.

4.1.6 Non-Market Change Report

Received as information.

4.2 2017/18 Budget Consultation Documents

The Committee members provided feedback on the 2017/18 Budget Consultation documents.

Chair Peter Grove and Vice Chair Alison Morse to review the final amendments to the budget consultation documents before releasing to the public.

4.3 RFD to FPC - Draft Revisions to Trust Council Policy 6.5.i General Revenue Surplus Fund

FPC-2017-002

It was MOVED and SECONDED,

that the Financial Planning Committee endorse the amendment of *Policy 6.5.i General Revenue Fund Surplus Policy* (and rename it Reserves and Surplus Policy) to allow for the creation of Specific Reserve Funds.

CARRIED

Alison Morse - Opposed

Brian Crumblehulme left the meeting at 11:24 a.m.

4.4 Draft RFD from FPC to TC - Revisions to Trust Council Policy 6.5.iii Purchasing Procedure

FPC-2017-003

It was MOVED and SECONDED,

that the expenditures threshold of \$250,000 need to come to Trust Council for approval.

CARRIED

FPC-2017-004

It was MOVED and SECONDED,

that the Financial Planning Committee forward the Request for Decision re Revisions to Trust Council Policy 6.5.iii to the March 2017 Trust Council meeting as amended.

CARRIED

4.5 Draft RFD from FPC to TC - Revisions to Trust Council Policy 7.2.vi Municipal Tax Requisition Calculation

FPC-2017-005

It was MOVED and SECONDED,

that the Financial Planning Committee move the consideration of this item to next budget.

CARRIED

4.6 RFD to FPC from Denman Island LTC - Automatic Fee Increases

FPC-2017-006

It was MOVED and SECONDED,

that the Financial Planning Committee receive this report as information and take no further action at this time.

CARRIED

5. NEW BUSINESS

No new business.

6. NEXT MEETING

The next meeting will be held Tuesday, February 28, 2017.

7. ADJOURNMENT

By General Consent, the meeting adjourned at 11:55 a.m.

Peter Grove, Chair

Certified Correct

Jas Chonk, Recorder

Follow Up Action Report

Financial Planning Committee

21-Oct-2015

Activity	Responsibility	Target Date	Status
FPC requested staff review Islands Trust Policy 6.5.iii Purchase Procedure in light of present practices and come back to the Committee with recommendations	Cindy Shelest	17-Jan-2017	Done

19-Oct-2016

Activity	Responsibility	Target Date	Status
Staff to recommend changes to the general revenue fund surplus policy	Cindy Shelest	17-Jan-2017	Done

16-Nov-2016

Activity	Responsibility	Target Date	Status
The Committee requested that Chair Grove and Vice Chair Morse work with staff to define a list of recommendations [with respect to the General Revenue Fund Surplus] for further discussion.	Cindy Shelest	28-Feb-2017	On Going

06-Dec-2016

Activity	Responsibility	Target Date	Status
December Trust Council - Budget Discussion Review expenditures related to budget item TPC Water and Marine Conservation project and investigate potential reductions for 2017/18	Cindy Shelest	28-Feb-2017	Done

17-Jan-2017

Activity	Responsibility	Target Date	Status
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Follow Up Action Report

Provide detailed budget in excel format	Cindy Shelest	28-Feb-2017	Done
Provide information and course outline to Committee for the Bylaw Enforcement officers training request.	Cindy Shelest	28-Feb-2017	Done
Consider revisions to Trust Council Policy 7.2 vi Municipal Tax Requisition Calculation as part of new budget cycle.	Cindy Shelest	18-Oct-2017	On Going

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 14, 2017

From: Financial Planning Committee

File No: Quarterly Reports

SUBJECT: DECEMBER 31, 2016 QUARTERLY FINANCIAL REPORT

RECOMMENDATION:

That the Islands Trust Council approve the December 31, 2016 Quarterly Financial Report as presented.

CHIEF ADMINISTRATION OFFICER COMMENTS: The financial report reflects that Islands Trust is generally following the financial plan for 2016/17.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: There are no organizational implications to the recommendation.

FINANCIAL: Expenditures to December 31, 2016 are within approved budgets.

POLICY: There are no implications for existing policy.

IMPLEMENTATION/COMMUNICATIONS: Managers and Directors will receive ongoing reports throughout the year.

OTHER: None.

BACKGROUND

Islands Trust Policy 2.3. iii Financial Planning Committee Terms of Reference requires the Financial Planning Committee to report to Trust Council regarding the organization's financial management practices.

REPORT/DOCUMENT: The Islands Trust Statement of Net Financial Position (Balance Sheet) and Consolidated Statement of Revenue and Expenditures to December 31, 2016 are attached.

KEY ISSUE(S)/CONCEPT(S):

Statement of Net Financial Position (December 31, 2016 compared to March 31, 2016)

For the most part (unless otherwise identified) differences are due to timing of expenditures, receipt of revenues and reversal of accruals following fiscal year end. Results for December 31, 2015 are also provided for year over year comparison.

Consolidated Statement of Revenue and Expenditure

The benchmark for revenues and expenditures after nine months (third quarter completion) of operations is 75% of the annual budget. The revenue and expense areas that vary significantly from the 75% benchmark include:

Revenue:

- Fees and Sales total includes \$82,902.80 of receipts (75% of the Fees and Sales annual budget) offset by \$3,468.80 in refunds and interest accrued on development application deposits.
- The general property tax requisition, special property tax requisition, and the Bowen Island property tax requisition were all received during the second quarter.
- Investment income is higher than budget due to investment of a portion of the general revenue surplus funds that are not required for operational purposes.
- Other revenues are lower than budget as we have fewer active approved grants than prior year.

Expenses:

Council

- Trust Council expenditures are lower than anticipated due to \$35,000 budget to fund the Select Committee to Review the Victoria Office Location which is underspent and expected to remain underspent by the end of the fiscal period.
- Executive and Council Committees are lower than budget due to underspending by council committees and no spending against the applications sponsored by Executive Committee budget.
- Trust Area Services expenditures are lower than budget due to underspending on the \$82,000 Policy Statement Review Project by \$57,000.

Local Planning Services

- Local Trust Committees are lower than budget due to underspending in legal fees where recovery of legal fees occurred during the third quarter.
- Projects are lower than budget due to changing priorities by Local Trust Committees. It is anticipated that 50% of project funds will be spent by the end of the fiscal year.
- Planning Staff expenditures are lower than budget due to staff vacancies that have been somewhat offset by the cost of contractors.

Trust Fund

- Board expenses are lower due to delay in appointment of members by the Provincial Government.
- Operations expenses are lower than budget due to spending on communications that will occur by the end of the fiscal year. There are also flexible working arrangements for staff that are making this lower than budget.
- Property Management expenses are lower than budget due to covenant & acquisition and property management expenditures that are expected to occur by the end of the fiscal year.

Administration

- CAO Office expenditures are higher than budget due to additional travel and training by the CAO that was not anticipated when the budget was formulated.
- Finance, Human Resources and Administrative Services are lower than budget due to under spending on salaries when a member was on leave and unspent training budget.

- Office Operations are higher than budget due to purchase of telephone system that took place in the third quarter.
- Computer/Furniture & Equipment Purchases are lower than budget due to timing of purchases of equipment which will occur by the end of the fiscal year.

FINANCIAL PROJECTIONS TO MARCH 31, 2017 FISCAL YEAR END

A detailed forecast for 2016/17 has been completed based on the third quarter results and has been forwarded to the Financial Planning Committee.

RELEVANT POLICY: Bylaw No. 165, Islands Trust Financial Plan Bylaw 2016/17.

DESIRED OUTCOME: Approval of the December 31, 2016 Quarterly Financial Report.

RESPONSE OPTIONS

Recommended:

That Trust Council approve the December 31, 2016 Quarterly Financial Report.

Alternative: None identified.

Prepared By:	Nancy Rogers, Finance Officer	February 14, 2017
Reviewed By:	Cindy Shelest, Director of Admin Services	February 20, 2017
	Russ Hotsenpiller, Chief Administrative Officer	February 21, 2017
	Financial Planning Committee	February 28, 2017

Islands Trust
Statement of Net Financial Position
December 31, 2016

	Dec 31 2016	Dec 31 2015	Mar 31 2016
Financial Assets			
Cash & Short-term Investments	6,022,303	5,540,668	3,714,688
Accounts Receivable	44,634	58,470	358,102
Due (to) from TFB		-	
Total Financial Assets	6,066,938	5,599,139	4,072,790
Liabilities			
Wages & benefits payable	1,105,664	1,051,262	931,366
Accounts payable & accrued liabilities	170,440	169,714	521,009
Development Application Deposits	221,554	29,038	29,038
Deferred Revenue	32,483	64,793	44,108
Employee Benefit Obligations	105,443	81,224	105,443
Capital Lease Obligations	64,711	82,230	93,776
Cost Recovery Deposits	18,103	5,778	6,642
Total Liabilities	1,718,397	1,484,038	1,731,382
Net financial assets	4,348,540	4,115,100	2,341,409
Non-Financial Assets:			
Tangible Capital Assets	90,419	113,746	137,397
Prepaid Expenses	57,789	50,356	40,913
Total Non-Financial Assets	148,208	164,102	178,310
General Revenue Surplus Fund	4,496,748	4,279,202	2,519,719

Islands Trust

Statement of Revenue and Expenditure For The 9 Months Ending December 31, 2016

	Description	Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
Revenue:					
	Fees & Sales	90,307	101,663	110,000	92%
	Provincial Grant	123,052	177,880	180,000	99%
	Property Tax Levy General	6,187,953	6,249,834	6,249,833	100%
	Special Property Tax Requisition	119,500	110,500	110,500	100%
	Property Tax Levy Bowen	213,766	223,418	223,418	100%
	Investment Income	44,321	48,729	50,000	97%
	Other Revenues	96,051	19,264	50,000	39%
Total Revenue		6,874,950	6,931,289	6,973,751	99%
Expenses					
	Council				
	Trust Council	204,133	201,264	317,798	63%
	Executive and Council Committees	106,159	83,625	120,108	70%
	Trust Area Services	262,900	314,314	472,307	67%
	General Admin Allocation - 17%	178,181	216,281	317,849	68%
Total Council Expenses		751,373	815,484	1,228,062	66%
	Local Planning Services				
	Local Trust Committees	583,003	458,782	726,000	63%
	Projects	201,420	124,844	322,600	39%
	Planning Staff	1,595,807	1,710,584	2,360,257	72%
	LPS Facilities	245,738	239,687	339,392	71%
	Bylaw Enforcement	205,189	218,300	299,581	73%
	General Admin Allocation - 74%	824,085	941,458	1,383,574	68%
Total Local Planning Services Expenses		3,655,243	3,693,656	5,431,404	68%

	Description	Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
	Trust Fund				
	Board	11,689	13,624	20,000	68%
	Operations	274,602	279,886	431,270	65%
	Property Management	48,990	37,108	78,000	48%
	General Admin Allocation - 9%	111,363	114,502	168,272	68%
	Total Trust Fund Expenses	446,644	445,119	697,542	64%
	General Admin				
	CAO Office	187,381	262,553	326,283	80%
	Financial, HR and Admin Services	526,164	541,389	870,712	62%
	Office Operations	335,386	239,136	311,200	77%
	Information Systems	188,066	122,600	200,000	61%
	Computer/Furniture & Equipment Purchases	30,808	59,585	96,500	62%
	Amortization Expense	33,889	46,978	65,000	72%
	General Admin Recovery	(1,113,629)	(1,272,241)	(1,869,695)	68%
	Total General Admin Expenses	188,066	0	0	0%
	Less Non-Cash Expenditures - Amortization			(65,000)	
	Transfer from General Revenue Surplus Fund			(318,257)	
	Transfer to Capital from Computer/Furniture & Equipment				
	Total Expenses	5,041,325	4,954,259	6,973,751	71%
	Surplus (Deficit) to date	1,833,624	1,977,029	0	
	Transfer from Special Property tax requisition general revenue surplus fund				
	General Revenue Surplus Fund, beginning of the period	2,466,469	2,519,719		
	General Revenue Surplus Fund, end of the period	4,300,093	4,496,748		

To: Financial Planning Committee **For the Meeting of:** February 28, 2017
From: Nancy Roggers, Finance Officer **Date prepared:** February 21, 2017
SUBJECT: **FINANCIAL FORECAST FOR THE YEAR ENDED MARCH 31, 2017, BASED ON ACTUAL RESULTS TO DECEMBER 31, 2016**

DESCRIPTION OF ISSUE:

The fiscal year ending March 31, 2017 was balanced with a transfer from the General Revenue Fund Surplus of \$318,257. The year-end financial results for March 31, 2017 have been forecasted based on actual results to December 31, 2016 and estimates to the end of the fiscal year. Based on this review the transfer from the General Revenue Fund Surplus will not be necessary. There will be an estimated contribution to the Fund of \$128,191. However, policy requires that the \$2,500 unspent from the SSI Special Property Tax Requisition be carried forward to 2017/18 and a request has been received to carry forward \$47,000 from 2016/17 to 2017/18.

BACKGROUND:

A total net decrease from budget is indicated of \$446,448. An explanation of the revenues and expenditures that contribute to the variance from budget are commented on below.

Revenue:

A total decrease from budget of \$18,231 due to:

- lower than anticipated Provincial Grant Revenues (\$2,120);
- higher than anticipated interest and other income (\$18,000);
- and lower than estimated grant income (\$34,112).

Expenditures:

Total forecasted expenditures are lower than budget by a net of \$479,879. Some of the more significant items are:

- Salaries and benefits are lower than budget by \$211,417 due to staff vacancies in local planning services and the executive office units. This resulted in higher than anticipated contract services costs;
- Legal expenditures are forecast to be lower than budget by \$107,981 due to lower than anticipated costs for bylaw litigation and the receipt of legal cost settlements;
- Projects are expected to trend lower than budget by \$159,600. It is expected that the following project budgets will remain unspent at the end of the year:
 - Policy statement review - \$47,000 (note request to carry forward)
 - LPC Housing Needs assessment strategy: - \$9,000
 - SSIWPA - \$2,500 (required to be carried forward to 2017/18)
 - Select Committee to Review Victoria Office Location - \$25,500

- LTC projects - \$78,600
- Contract services are higher than budget by \$77,000 due to hiring contractors to cover staff shortages;
- Expenditures related to projects funded by grants are forecast to be lower than budget by \$34,112 as less projects funded by grants were undertaken this fiscal year (see Revenues);
- Audit cost are lower than budget by \$7,500. As required by policy, a procurement process was recently held for these services, which resulted in a lower cost estimate;
- Local Trust Committee expenditures on meetings, communications and special projects are lower than budget by \$12,100;
- Training costs are lower than budget by \$18,130 due to staff vacancies;
- Statutory Notices are predicted to be higher than budget by \$13,003 based to notices for TUPs due to bylaw enforcement of Short-Term Vacation Rentals;
- Meeting costs for Trust Council and Executive Committee are higher than budget by \$12,700 due to location of meetings;
- Insurance costs are higher than budget by \$12,000 as costs increased for 2016-17 coverage.

Other variances are not significant in nature.

CONCLUSIONS:

Based on the forecast results, the March 31, 2017 contribution to the General Revenue Fund Surplus is forecast to be \$143,391 and the transfer from surplus originally budgeted of \$318,257 will not be required. However, policy requires that the \$2,500 unspent from the SSI Special Property Tax Requisition be carried forward to 2017/18 and a request has been received to carry forward \$47,000 from 2016/17 to 2017/18.

ATTACHMENT(S):

Financial Forecast detail for 2016/17 fiscal year.

FOLLOW-UP:

Financial Planning to forward to Trust Council.

Director of Administrative Services will review the 2017/18 Proposed Budget based on this information.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By/Date: Cindy Shelest, Director Administrative Services/February 20, 2017
 Russ Hotsenpiller, Chief Administrative Officer/February 21, 2017

Islands Trust				
Forecast to March 31, 2017 based on				
YTD Actuals to December 31, 2016				
Description	Annual Budget	YTD Actual	Forecast to March 31, 2017	Forecast Higher (Lower) than budget
Revenue:				
Fees & Sales "Development Permits	110,000	101,663	110,000	0
Provincial Grant	180,000	177,880	177,880	(2,120)
Property Tax Levy General	6,249,833	6,249,834	6,249,834	1
Property Tax Levy Bowen	223,418	223,418	223,418	0
Special Levy Property Tax Requisition	110,500	110,500	110,500	0
Interest Income	50,000	48,729	60,000	10,000
Other Income	0	6,457	8,000	8,000
Grant Income	50,000	12,807	15,888	(34,112)
Total Revenue	6,973,751	6,931,288	6,955,520	(18,231)
Expenditures				
Amortization Expense	65,000	46,978	65,000	0
Applications sponsored by Exec Committee	5,000	0	5,000	0
Audit	25,000	(1,900)	17,500	(7,500)
Bank Charges & Interest	8,000	3,036	4,000	(4,000)
Board of Variance	1,500	138	500	(1,000)
Carbon Offset Purchases	1,500	(530)	1,500	0
Communications	28,000	10,338	28,000	0
Information Systems	200,000	123,018	200,000	0
Contingency	15,000	0	15,000	0
Contract Services	83,000	93,625	160,000	77,000
Elections /By Elections	5,000	0	0	(5,000)
Equipment Supplies & Maintenance	15,000	11,885	15,000	0
Insurance	95,000	80,413	107,000	12,000
Islands Trust Fund	98,000	50,733	95,000	(3,000)
Land Title Registrations	3,000	3,248	5,000	2,000
Legal	254,981	97,059	147,000	(107,981)
Local Trust Committee expenses	100,900	64,839	88,800	(12,100)
Meeting Expense	127,300	96,217	140,000	12,700
Memberships	17,500	11,774	12,000	(5,500)
Notices Statutory & Non Statutory	17,997	25,526	31,000	13,003
Office Rent	370,000	271,071	370,000	0
Office Services	84,642	63,672	82,000	(2,642)
Projects funded by grants	50,000	13,388	15,888	(34,112)
Projects	389,600	138,630	230,000	(159,600)
Recruitment	5,000	4,298	5,000	0
Safety	5,000	4,126	5,000	0
Salaries & Benefits	4,350,910	3,057,258	4,139,493	(211,417)

Islands Trust				
Forecast to March 31, 2017 based on				
YTD Actuals to December 31, 2016				
Description	Annual Budget	YTD Actual	Forecast to March 31, 2017	Forecast Higher (Lower) than budget
Subscriptions	5,000	5,280	6,000	1,000
Telephone	63,650	47,647	61,050	(2,600)
Training	132,450	86,034	114,320	(18,130)
Travel	81,500	60,342	76,000	(5,500)
Trustee Remuneration	529,578	400,797	529,578	0
Total Expenditures	7,234,008	4,868,939	6,771,629	(462,379)
Capital				
Computer Hardware and Software	98,000	75,761	80,000	(18,000)
Furniture and Equipment	15,000	7,065	15,500	500
Office Renovations	10,000	2,494	10,000	0
	123,000	85,320	105,500	(17,500)
Total Expenditures including Capital	7,357,008	4,954,259	6,877,129	(479,879)
Net, prior to transfers and non-cash items	(383,257)	1,977,029	78,391	
Add Non-cash expenditures - amortization	65,000		65,000	
Transfer from General Revenue Fund Surplus	318,257			
Surplus	0	1,977,029	143,391	0
Less Transfer to SWIIPA			(2,500)	
Less Transfer to Policy Statement Project 17/18			(47,000)	

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 28, 2017

From: Cindy Shelest, Director Administrative Services **Date prepared:** February 21, 2017

SUBJECT: **REVISIONS TO THE PROPOSED 2017/18 BUDGET SINCE JANUARY 2017 MEETING**

DESCRIPTION OF ISSUE:

The purpose of this briefing is to advise Financial Planning Committee of the changes that have been incorporated into the proposed 2017/18 Budget since their last meeting on January 17, 2017 (prior to public consultation).

BACKGROUND:

Since Financial Planning Committee met in January and reviewed the 2017/18 Proposed Budget, the following activities have taken place:

- *The proposed budget was sent for public consultation – the consultation period closed on February 10, 2017 and 69 responses were received (see Section 4.3.2).*
- *The 2016/17 Forecast was updated based on 3rd Quarter actual results (see Section 4.2) resulting in minor adjustments to travel and training.*
- *New benefit rates for staff and actual salary increases in February 2017 were made available and adjusted for.*
- *The Select Committee to Review the Victoria Office Location met and has recommended to Trust Council that their work be concluded, therefore, the \$10,000 budget allocation for 2017/18 was removed.*
- *Reports for the Victoria Consumer Price index were available reflecting a 1.8% factor for 2016.*
- *An additional transfer from the General Revenue Surplus Fund was included to maintain a zero % tax increase.*

ATTACHMENT(S): None - See Detailed 2017-18 Budget in Section 4.4.4

AVAILABLE OPTIONS:

Receive for information prior to reviewing the Budget Recommendation to Trust Council in Section 4.4.

FOLLOW-UP:

The proposed budget will be forwarded to Trust Council at their March 2017 meeting.

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer

To: Financial Planning Committee

For the Meeting of: February 28, 2017

From: Pamela Hafey, Communications Specialist

Date prepared: February 15, 2017

SUBJECT: PUBLIC FEEDBACK ON 2017-2018 BUDGET PROPOSAL

DESCRIPTION OF ISSUE:

- The public completed 69 surveys within the January 20, 2017 - February 17, 2017 public consultation period for the Islands Trust Council's 2017-2018 budget proposal. The public did not send any comments through email. This compares to 121 surveys and 35 email comments received in 2016.

BACKGROUND:

- Under its Terms of Reference, the Financial Planning Committee (FPC) has responsibility for representing the interests of Council, Executive Committee and Council Committees throughout the budget process, which includes designing the process for public input.
- Executive Committee has the budget and responsibility for delivering an effective public relations program, which includes budget public consultation.
- At its November 16, 2016 meeting, the FPC directed staff to develop public consultation based on the previous year.
- Islands Trust purchased black and white ads in five newspapers (Bowen Undercurrent, Island Tides, Driftwood, Gabriola Sounder and Denman-Hornby Grapevine) and two online banner ads – Bowen Forum and Salt Spring Exchange.
- Similar to budget consultation in 2016, the Islands Trust gathered feedback on both the budget and the preferred methods for communicating with islanders via an anonymous survey that does not provide statistically valid responses.
- Noteworthy observations about the feedback are listed below:
 - Of the completed surveys, the local trust areas with the most respondents included Salt Spring Island (21), followed by Gabriola and Galliano (11 each), and Gambier (8).
 - There were no surveys completed by Saturna or Lasqueti island residents.
 - Media and social media monitoring revealed that:
 - Trustee Laura Busheikin promoted the consultation on Denman Island's Facebook page and through her column in the Grapevine;
 - Trustee Melanie Mamoser posted on a Gabriola Island Facebook page;
 - Trustee Derek Masselink retweeted an Islands Trust post on Twitter;
 - a Thetis Island blog post provided information on the consultation;
 - Bowen Island Municipality (BIM) promoted the budget consultation to its email subscribers and on the news section of the BIM website; and
 - Trustee Dan Rogers promoted the budget to Keats residents via email
 - Islands Trust Chair Peter Luckham promoted the budget through one radio interview.

- The Saturna Scribbler published the news release (complete copy) and the Driftwood, Denman-Hornby Grapevine and Island Tides carried news articles on the consultation.
- Email from Islands Trust continues to be the respondents' main source of information (19), as well as their preferred method of receiving information (28), along with local newspapers and the Islands Trust website.

ATTACHMENT(S):

1. Survey feedback on 2017-2018 budget proposal
-

AVAILABLE OPTIONS:

- 1) Receive the attached information for consideration when making final budget recommendations to the Trust Council.
- 2) Make recommendations to the Executive Committee on budget consultation methods for subsequent years.

FOLLOW-UP:

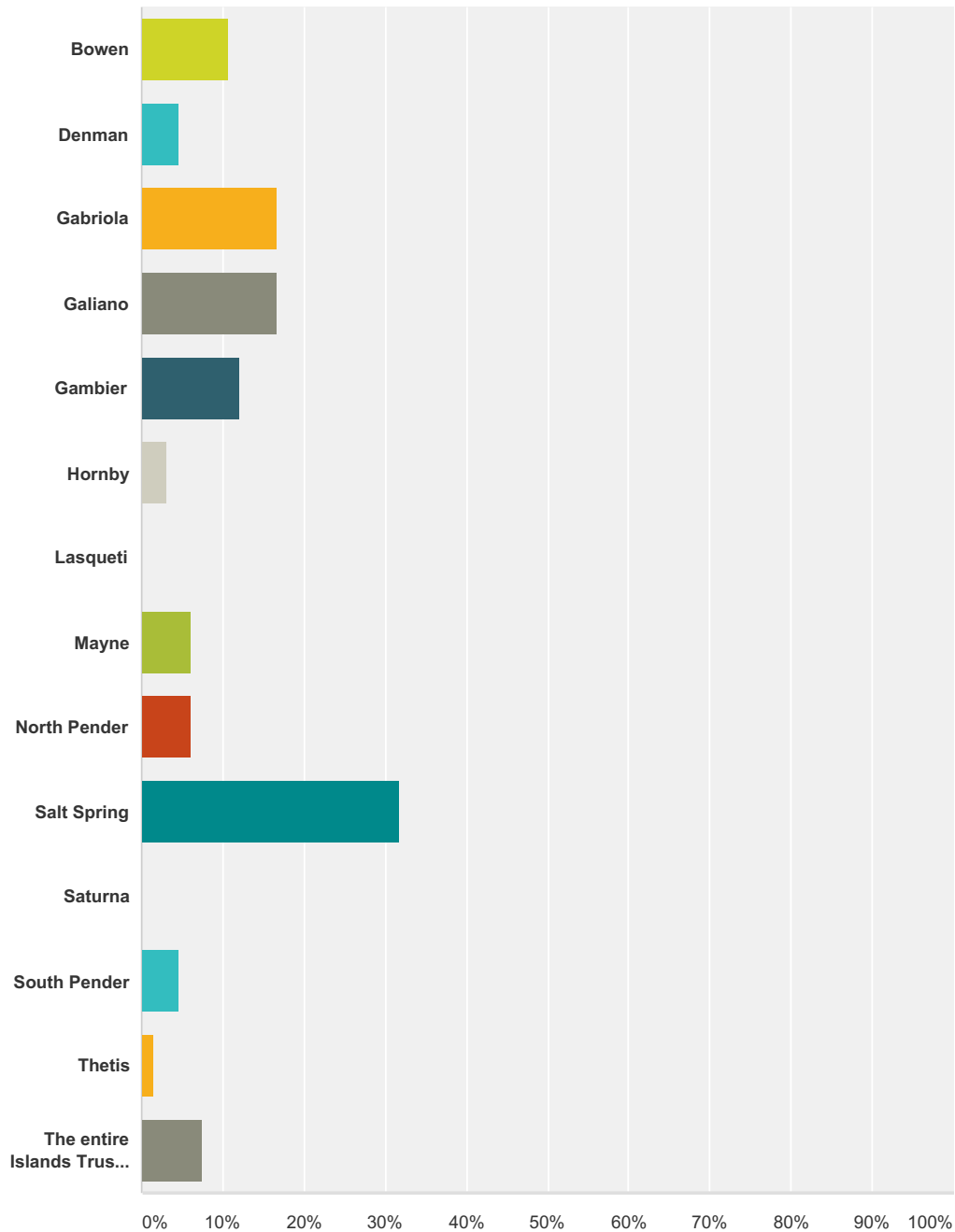
The attachment will be included in the Trust Council's March 14-16, 2017 meeting agenda package.

Prepared By: Pamela Hafey, Communications Specialist

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

Q1 Which island or local trust area do you feel most connected with? (You can select more than one.)

Answered: 66 Skipped: 3



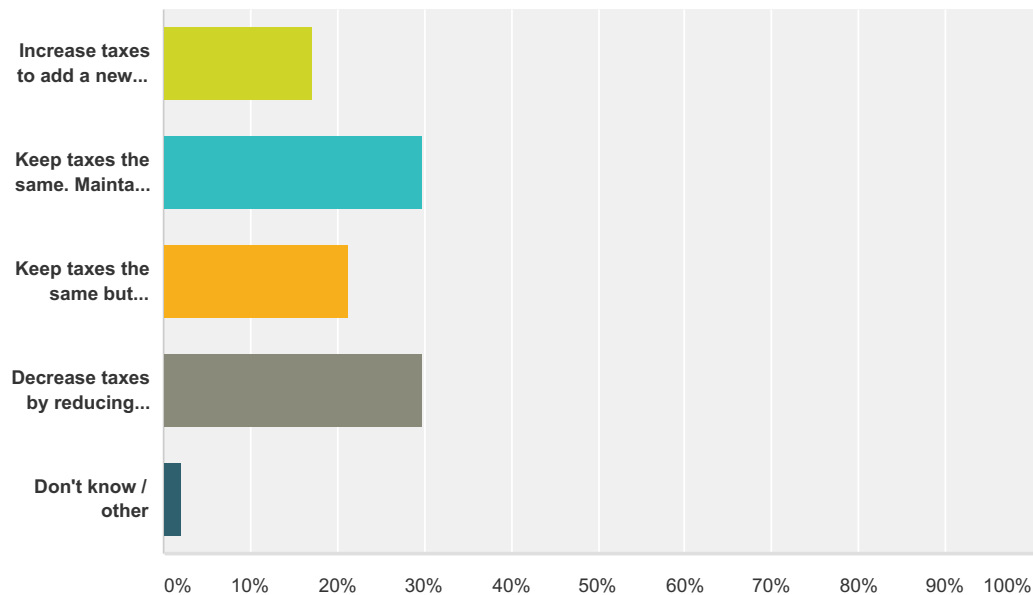
Answer Choices	Responses
Bowen	10.61% 7
Denman	4.55% 3
Gabriola	16.67% 11

Galiano	16.67%	11
Gambier	12.12%	8
Hornby	3.03%	2
Lasqueti	0.00%	0
Mayne	6.06%	4
North Pender	6.06%	4
Salt Spring	31.82%	21
Saturna	0.00%	0
South Pender	4.55%	3
Thetis	1.52%	1
The entire Islands Trust Area	7.58%	5
Total Respondents: 66		

#	Other (please specify)	Date
1	Keats Island	2/1/2017 9:44 AM
2	Keats Island	1/31/2017 8:00 PM
3	Pasley Islamd	1/31/2017 1:02 PM

Q2 Thinking about the Islands Trust budget, which of the following budget principles do you support? [SELECT ONE and please explain your choice]

Answered: 47 Skipped: 22



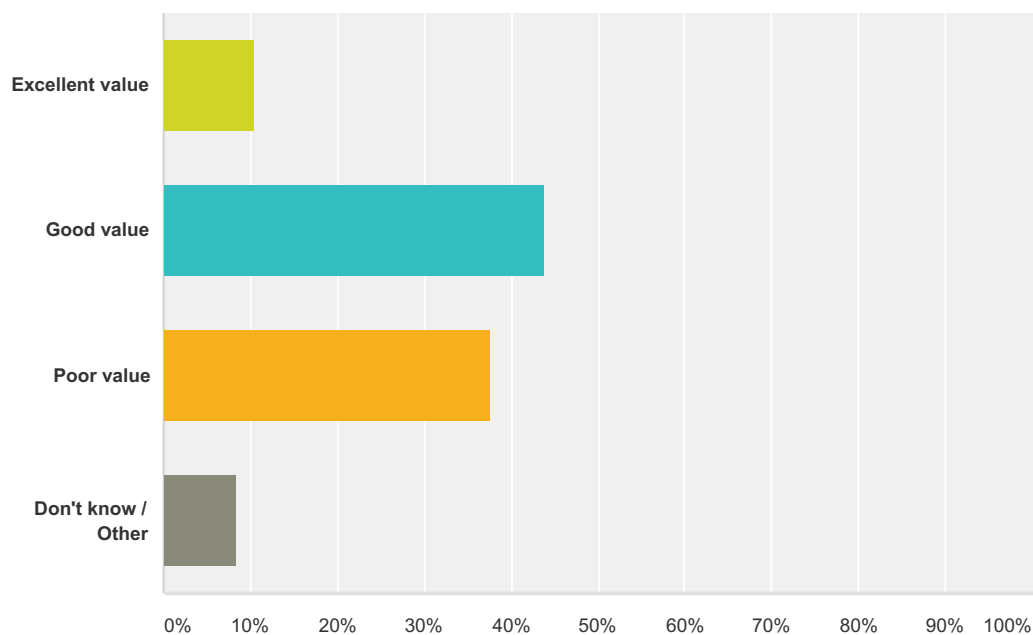
Answer Choices	Responses
Increase taxes to add a new program or improve / increase existing services or programs (e.g. more advocacy, more bylaw enforcement or new long term planning to adapt to changes in the Islands Trust Area)	17.02% 8
Keep taxes the same. Maintain staffing, services and programs at current levels.	29.79% 14
Keep taxes the same but decrease spending in some areas while increasing spending in other areas.	21.28% 10
Decrease taxes by reducing services and programs from current levels.	29.79% 14
Don't know / other	2.13% 1
Total	47

#	Please explain your choice. In which areas would you reduce or increase spending?	Date
1	Happy with things as they are	2/10/2017 10:06 AM
2	Increase spending to ACHIEVE some attainable housing by decreasing administration, study and moving costs.	2/9/2017 6:21 PM
3	I dont think there can never be enough advocacy/bylaw enforcement/ongoing term planning regarding our environment and responsible and accountable land use of the precious Gulf Islands.	2/5/2017 5:30 PM
4	Excessive bureaucracy for tiny areas.	2/3/2017 9:33 PM
5	Reduce spending on SSIWPA and watershed management. The Islands Trust doesn't have the authority to "manage" water, and they are overstepping their authority by trying to do so. Coordination and tracking of work various agencies would be acceptable, but Islands Trust trustees and staff/contracted staff do not have the management or administrative expertise necessary for this role.	2/1/2017 11:12 AM

6	administrative costs too high - would like further disclosure on spending. \$7.7 million budget with only \$375k to projects. it appears that ~93% of operating budget is admin. Where's the accountability and disclosure?	2/1/2017 9:49 AM
7	Increase taxes when needed to maintain programs. Worry about continually adding new staff.	1/31/2017 10:06 PM
8	I believe general dock maintenance could be improved. Also some of the work in the recent past does not have the quality of professional tradesman.	1/31/2017 1:20 PM
9	Current levels are sufficient for all our needs, although a downtown/street- front office for the Trust and CRD would be a great asset	1/29/2017 10:26 AM
10	I think that using surpluses from previous years is not the proper option. Just because there was lower costs one year and leaving a surplus, or an expense was lower than budgeted, I don't think should suggest taking any previous surplus funds to cover upcoming increased costs. Surpluses shouldn't be used in my mind, they should be carried forward, adjust the next years taxes to cover anticipated expense increases and one day any surplus will come in handy when an expense does come in over budget or there are/is any unforeseen expense, forest fire, major emergency. I think that surpluses should be put in a contingency and used just for that, an immediate emergency requiring funds. Just my two bits, sorry.	1/27/2017 6:42 PM
11	Allows maintains services	1/27/2017 10:40 AM
12	I support the Islands Trust work in advocacy, investigating fresh water options and bylaw enforcement.	1/25/2017 4:54 PM
13	I would prefer that Trust Council 'tread lightly' on taxpayers who are under taxation pressure from other levels of government. Increased property assessments, rising hydro costs, ferry fares going up, etc. are causing hardship among some islanders. Trust Council might consider moderating its activist tendencies in areas like First Nations relations; it doesn't represent those interests -- the federal government does. Creating a special department and staff positions exposes non-aboriginal residents to hazards of a pc agenda. Not necessary.	1/25/2017 12:03 PM
14	Maintaining current levels If services and programs would not require an increase in taxes.	1/24/2017 1:40 PM
15	I believe advocacy is a key area for more spending.	1/24/2017 11:55 AM
16	Issues facing Islands Trust are many and complex. I believe they are more than the existing budget can effectively work through and the priorities are not the same from one island to the next.	1/23/2017 10:01 PM
17	less committees, less reports, more action	1/23/2017 10:43 AM
18	Reduce spending in all areas. The LTCs already punch way above their weight in terms of the work they do. Cut the massively excessive red tape and allow the LTCs to do more of the work at a fraction of the cost. Quit changing things; I mean I know so many jobs depend on people creating change for the sake of change but two steps forward, two sideways, two backwards and two to the other side ... guess where you are? I believe the Islands Trust has driven SSI to seriously consider leaving because of the lack of value for their Islands Trust tax dollars.	1/21/2017 10:20 PM
19	Increase planning staff, dedicate more resources to affordable housing.	1/21/2017 12:16 PM
20	Land use planning must include, and if necessary expand, advocacy to higher levels of government, for the protection of the surrounding waters. The marine protection areas must be put in place immediately and the Islands Trust mandate must make this a priority. If this means reorganizing funding or increasing taxes then do what is required.	1/21/2017 7:25 AM
21	It is unclear to me why Salt Spring with a population of roughly 10,000 have \$60,000 in project funding (\$6 per capita) and Gabriola with a population of 4045 has project funding of \$8,500 (\$2 per capita). I am aware of many critical needs on Gabriola, which by the way is not talking about incorporation, and soundly defeated a move towards incorporation in a referendum a few years ago. This disproportionate approach to budgeting simply fuels the desire of those who think we would get a better deal by being a municipality.	1/20/2017 7:53 PM
22	How much is spent on travel to "meetings"? How much of this "work" could be done by SKYPE? (In the "portable" behind the hospital there is a meeting room with THREE big screens.) Reduce bylaw enforcement (aka bullying of less affluent providers of housing); more on ACTUAL help with housing our homeless.	1/20/2017 6:34 PM
23	The property prices in Vancouver, the Lower Mainland, Victoria and other parts of Vancouver Island have increased with an unknown outcome. I think we need the settling and then think again.	1/20/2017 6:23 PM
24	We can affect LTC priorities and expenditures, but strategic projects and priorities, which we have little effect on, change and vary annually. I assume this does not include the ongoing routine operational and administrative costs. Happy to see reasonable expenditures vary as the needs evolve.	1/20/2017 5:31 PM

Q3 Approximately 19% (\$1.4 million) of the Islands Trust budget pays for Trust Area-wide functions such as land conservation, communications, advocacy, First Nations relations and policy development. How much value for your tax dollars do you think you receive for this work? (SELECT ONE and please explain your choice)

Answered: 48 Skipped: 21



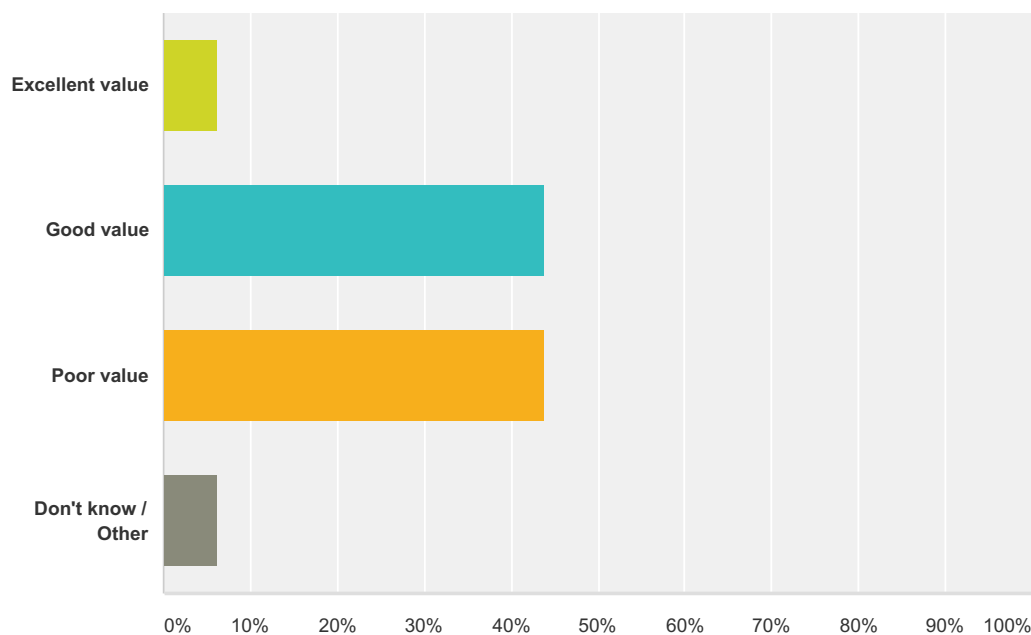
Answer Choices	Responses
Excellent value	10.42% 5
Good value	43.75% 21
Poor value	37.50% 18
Don't know / Other	8.33% 4
Total	48

#	Please explain your choice	Date
1	important work	2/10/2017 10:06 AM
2	I appreciate efforts in those areas specified.	2/9/2017 6:21 PM
3	I moved to Gabriola 7 yrs ago & am enjoying rural living ... sometimes politics get in the way but at the end of the day you do need some rules to follow & for these I think I get what I pay for	2/9/2017 2:24 PM
4	I am learning just how much Island Trust is in partnership with any number of conservationist NGO'S in preserving and protecting endangered ecologically important lands.	2/5/2017 5:30 PM

5	we need to count on our locals, volunteering and education, not paying for more "experts" people to put in more laws and raising taxes. We also need to tax resources that are being used to make products that are shipped off island at a profit.	2/4/2017 10:46 AM
6	The First Nations are too aggressive in their interventions.	2/3/2017 9:33 PM
7	The Salt Spring Trustees are more focused on their own agendas and do not represent the interests of Salt Springers well. The planning office does not have the expertise to understand the larger picture and the engineering behind needed infrastructure projects. There is also a major lack of respect by the Islands Trust for other agencies and the work they do.	2/1/2017 11:12 AM
8	actually only looks like \$385k http://www.islandstrust.bc.ca/media/342084/2017islandstrustbudget.pdf	2/1/2017 9:49 AM
9	I'm not very familiar with all this, However, First Nations Relations should be given very reasonable attention.	1/31/2017 1:20 PM
10	This is very important work and a big part of the benefit of so many members of communities that often get ignored by government.	1/31/2017 1:14 PM
11	My wife and I - have only lived on Salt Spring for 2 1/2 years, it would be premature in my mind to comment any further. It does appear to be fine, conservation, relations and policy seem fair. I do however feel that communications, certainly in this day, is or seems rather high. Is this because of so many people that are older/who do not realize there are other forms of communication other than a newspaper, radio, tv or the telephone? Possibly soliciting (if you haven't already done this) voters could give you help how best to spend that money effectively?	1/27/2017 6:42 PM
12	No plans for the preservation of historical sites or heritage buildings	1/27/2017 10:40 AM
13	I like to see more education programs or sessions for our youth	1/26/2017 6:41 PM
14	Working together for shared results is the essential purpose of the Trust in my opinion.	1/25/2017 4:54 PM
15	Please confine your efforts to the original simple mandate and object of the Trust.	1/25/2017 12:03 PM
16	I feel there should be a very detailed and in depth audit of monies paid for advocacy, First Nations relations and land conservation as monies for these purposes seems to be not accounted for to ensure value for dollars spent.	1/24/2017 1:40 PM
17	Way too much money spent on these.	1/24/2017 5:19 AM
18	where are the signs, Islands Trust stands with Lelu, NO LNG etc.	1/23/2017 10:43 AM
19	There's probably good value but nothing comes to mind particularly about achievements in these areas.	1/22/2017 10:08 AM
20	I do not follow Trust-wide functions well enough to have an opinion on the value relative to the cost.	1/21/2017 12:16 PM
21	We might be getting good value, but I am not aware of what the Trust is doing in this regard. Case in point, we are in the midst of an historic First Nations settlement which could have significant impacts for Gabriola. I would like to see more support for Local Trust Committees and Trustees within a broader policy framework. This is where the rubber hits the road; policy is only useful in its application and how it supports decisions at the local level.	1/20/2017 7:53 PM
22	I know the islands have been around for a long time, but things are changing fast now, the needs seem greater, the ideas are upbeat and some grandiose....but we're looking at it. Solar has increased, electric cars innovation has increased....where will all this go...somewhere good. Farming and sustainability interest has perked up with local initiatives stimulated. Good because we're still happening.	1/20/2017 6:23 PM
23	Difficult to herd cats, doing a good job.	1/20/2017 5:31 PM

Q4 About 56% (\$4.3 million) of the Islands Trust budget pays for land use planning (public meetings, development applications, zoning) and bylaw enforcement, except on Bowen Island where the Bowen Island Municipality provides these services. How much value for your tax dollars do you think you receive for this work? (SELECT ONE and please explain your choice)

Answered: 48 Skipped: 21



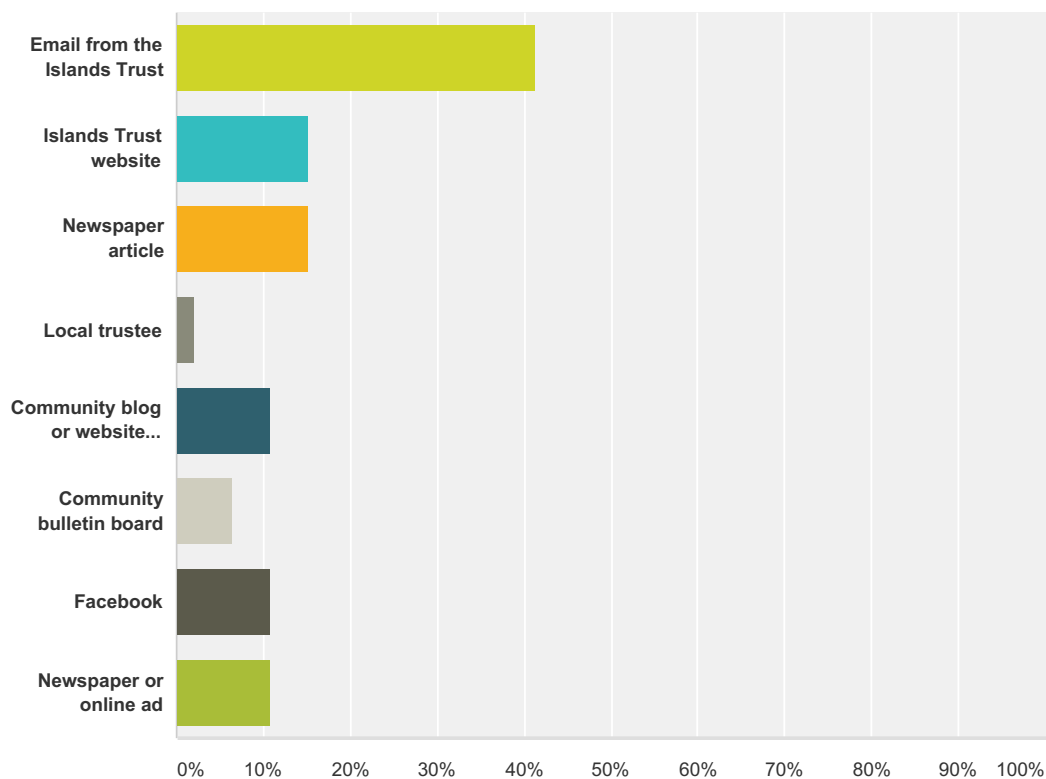
Answer Choices	Responses
Excellent value	6.25% 3
Good value	43.75% 21
Poor value	43.75% 21
Don't know / Other	6.25% 3
Total	48

#	Please explain your choice	Date
1	land use planning is an important part of the Islands Trust	2/10/2017 10:06 AM
2	That's a lot of administration.	2/9/2017 6:21 PM
3	see answer in #3	2/9/2017 2:24 PM
4	as above	2/5/2017 5:30 PM
5	less "services/government" to count on means people are more careful and more inclined to step up themselves.	2/4/2017 10:46 AM
6	I can't wait for incorporation and the hiring of staff that actually know what they're doing.	2/1/2017 11:12 AM

7	more disclosure required. transparency = accountability	2/1/2017 9:49 AM
8	Perhaps 56% is a little high,	1/31/2017 1:20 PM
9	I just don't see a lot of good results here. We have major industry pushing it's way into sensitive ecological areas that we should be protecting. It seems industry makes bold announcements for jobs and tax revenue up front and the reality is destruction to the area, loss of tourism dollars and a deterioration of lifestyle in the great outdoors. Howe Sound is a perfect example with Burnco pushing into McNab and the LNG plant. Local communities are screaming because we have already lived through this in recent history, yet government refuses to listen and is set on destroying this world class ecological treasure. We need to ban together and protect our environment.	1/31/2017 1:14 PM
10	Only problems seem to be in enforcement of by-laws which have been contravened - especially by new-comers to the Trust Area who do not understand the rural nature of the Islands	1/29/2017 10:26 AM
11	i think there needs to be a local streetfront office, easily accessible so people can come in for info and services 5 days a week-this would make the trust more accessible and visible to the general public who i think feel a bit isolated from processes.	1/28/2017 8:24 AM
12	I again feel that we haven't been here long enough to quantify any complaints. However I do know that there seems to be a lot of construction on Salt Spring that definitely has been done without any permits. I think something like the Fire Department issues with their fire permits, a pamphlet that outlines to owners what they can and cannot do without a permit? just a suggestion, my apologies if you have done this previously. I do know (from working at a hardware store) there are some people who do things and do it without anyone knowing.	1/27/2017 6:42 PM
13	I live on Bowen.	1/26/2017 2:34 PM
14	Since Bowen doesn't participate in these services it doesn't apply to us.	1/25/2017 4:54 PM
15	My impression is that our Mayne Island LTC operates cost-effectively.	1/25/2017 12:03 PM
16	I feel there should be a very detailed and in depth audit of monies paid for land use planning and bylaw enforcement as monies for these purposes seems to be not accounted for in order to ensure value for dollars spent. Bylaw enforcement on Pender Island is almost non-existent.	1/24/2017 1:40 PM
17	Money grab	1/24/2017 5:19 AM
18	Bylaw enforcement? Probably could do better here. Processes take far too long for results to be achieved. Makes tax payer cynical. eg. new or adjusted OCP's, development permits, What are the major problems that need to be solved immediately? Do they match priorities?	1/23/2017 10:01 PM
19	land use planning recently revised bylaw based on a north vancouver law about building a garage or cabin on property before building a house.	1/23/2017 10:43 AM
20	The OCPs and LUBs seem good, but annually I'm not sure I notice a lot of public meetings, development applications, rezonings or bylaw enforcement happening. I suppose when you look at the number of islands and people, it probably quickly adds up to that dollar figure.	1/22/2017 10:08 AM
21	I am only familiar with Salt Spring's land use planning, so can't speak about Trust-wide value, but have experienced good service on Salt Spring given the resources available. Resources have often been a problem though, with staff turnover and/or (my impression) of not enough staff for the workload.	1/21/2017 12:16 PM
22	We are under-resourced and often have planners who come from other places and when they get here they don't stay. They do their best but who can blame them for moving on to more robust institutions with adequate resources.	1/20/2017 7:53 PM
23	Bylaw "enforcement," of unenforceable bylaws should be curtailed.	1/20/2017 6:34 PM
24	I think good...but I see meetings where people speak but do they get heard? Local initiatives seem to take too long to get approval. Good ideas can't wait forever....such as affordable housing.	1/20/2017 6:23 PM
25	Reasonable costs for reasonable, effective land use planning.	1/20/2017 5:31 PM

Q5 How did you hear about this survey? (You can select more than one answer)

Answered: 46 Skipped: 23



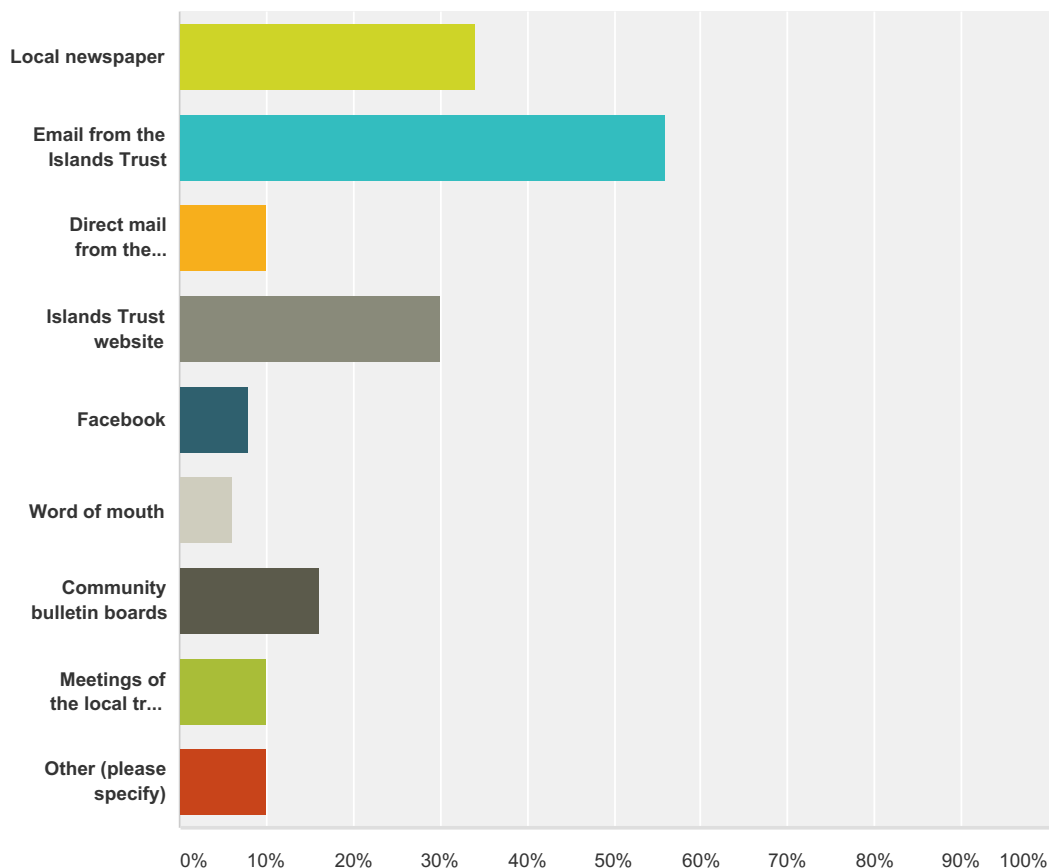
Answer Choices	Responses
Email from the Islands Trust	41.30% 19
Islands Trust website	15.22% 7
Newspaper article	15.22% 7
Local trustee	2.17% 1
Community blog or website (non-Islands Trust)	10.87% 5
Community bulletin board	6.52% 3
Facebook	10.87% 5
Newspaper or online ad	10.87% 5
Total Respondents: 46	

#	Other (please specify)	Date
1	Salt spring exchange	2/9/2017 6:23 PM
2	Gabriola Sounder	2/8/2017 7:33 PM
3	From a friend	1/30/2017 5:05 PM
4	Form our neighbour on Gulf Drive on Galiano	1/30/2017 12:20 PM

5	Email from neighbor	1/28/2017 7:39 PM
6	Driftwood Newspaper advertisement	1/27/2017 6:48 PM
7	The online Bowen Phorum	1/25/2017 4:55 PM
8	mail prompting	1/20/2017 6:24 PM

Q6 How do you prefer to receive information from the Islands Trust? Select all that apply.

Answered: 50 Skipped: 19



Answer Choices	Responses
Local newspaper	34.00% 17
Email from the Islands Trust	56.00% 28
Direct mail from the Islands Trust	10.00% 5
Islands Trust website	30.00% 15
Facebook	8.00% 4
Word of mouth	6.00% 3
Community bulletin boards	16.00% 8
Meetings of the local trust committee	10.00% 5
Other (please specify)	10.00% 5
Total Respondents: 50	

#	Other (please specify)	Date
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1	Salt spring exchange	2/9/2017 6:23 PM
2	Ad on saltspring exchange	2/7/2017 9:17 AM
3	What happened to PlaceSpeak?	1/30/2017 4:49 PM
4	cutting down communications costs could be very effective	1/27/2017 6:48 PM
5	twitter	1/24/2017 11:56 AM

Q7 Is there anything else you would like to tell Trust Council about its proposed 2017-2018 budget?

Answered: 24 Skipped: 45

#	Responses	Date
1	4,000\$ to talk about affordable housing seems to me that no action will be taken.	2/9/2017 6:23 PM
2	We would like more information about the proposed Church Street expansion. We're hoping it will be approved soon. We're in the Berry Point area and worry about our safety if our only exit is blocked by a car accident, a downed tree or other obstacle.	2/8/2017 7:33 PM
3	Not to make changes that will affect my income or taxes based on "generalities" . Owners should be able to afford to keep their home based businesses and pay ONLY if they are using more resources for greed.	2/4/2017 10:50 AM
4	Need to reduce needless studies, excessive meddling, too small community areas.	2/3/2017 9:34 PM
5	I do not believe the funds collected under the special tax requisition for the Salt Spring Island Watershed Protection Authority are well spent. SSIWPA has not provided a meaningful contribution or value for the money spent. The organization is poorly named because it has no authority and is being called the SSI Water Provision Authority by many on SSI who are concerned about water supply. The steering committee and redacted both seem to be over-reaching to justify their existence and it is a clear conflict to have a member of both the LTC and Trust Council as the steering committee chair. SSIWPA seems to be constantly seeking to extend their influence over matters which are clearly within the authority and jurisdiction of other organizations, particularly the North Salt Spring Waterworks District. In addition, the Technical Working Group is doing work that they are not qualified to do, should be done by a independent, third party consultant and there is an obvious conflict of interest in having an NSSWD Board member doing work related to water supply as Chair of the TWG. Why are taxpayers paying for meeting space for this? Moreover, the Islands Trust's expertise is in land-use planning and the organization should stick to that. The Trust staff does not have the expertise to hire, determine a work plan for or supervise a 'freshwater specialist' so the position is unlikely to add value. SSIWPA may have been a good idea in theory but, in reality, they have increased conflict and alienated many.	2/2/2017 11:32 AM
6	Don't waste your money on unqualified contractors redacted.	2/1/2017 11:13 AM
7	Just be careful about adding to the staff every year.	1/31/2017 10:12 PM
8	I know residents along Gulf Drive and Wormald Road on Galiano have been in touch with redacted regarding the emerging parking issue on Galiano Island at the BCFerries Terminal - it's located at the head of our narrow single-laned road. An email to local resident had indicated that parking on side streets would be an option. Gulf Drive residents do not find that option viable and express concern about the plan for parking if it includes street parking on Gulf Drive. We are upset at the loss of parking along Sturdies Bay Rd, but believe that directing traffic to park on our laneway is ill-advised for a variety of safety concerns. Parking along Sturdies Bay Road has gone on for years. It is rare to see a car move into or out of those spots on the side of the road - in fact many seem to be there for days or weeks on end. So I can't imagine what the safety concern is. It's simply cars parked along the side of a road just like you see on so many other roads. I would like to re-iterate this concern and hope that a viable solution can be reached that does not include parking on the very narrow laneways of Gulf Drive or Wormald Road.	1/30/2017 12:20 PM
9	illegitimi non carborundum	1/29/2017 10:29 AM
10	I know it costs money to run an operation and staff it. I hope that you will reconsider using any surpluses towards a future budget year. I was a Strata Manager for many years and I never allowed my buildings to "float" any surplus to reduce their costs the next fiscal year, but to save it for uncontrollable expenses. If you are budgeting correctly/close enough, any surplus the previous years will come in handy when there is an expense that was not counted on.	1/27/2017 6:48 PM
11	Thanks	1/26/2017 6:41 PM
12	Please allocate money to promote a bridge between Vancouver and Gabriola islands.	1/25/2017 2:30 PM
13	I appreciate that you understand cost-control is important to us; please apply your administrative imagination more in this direction rather than in mandate-drift. We'll be grateful.	1/25/2017 12:07 PM
14	By NOT making decisions in a timely manner costs are increased thus resulting in taxes being raised.	1/24/2017 1:41 PM
15	Sorry, I wish I could.	1/23/2017 10:03 PM

16	I'm not what can be done by the Trust Council, but Galiano Island residents could use some help to solve the loss of parking issue for the ferry terminal. It seems like residents are caught between the Provincial highway authority and BC Ferries as to who will provide roadside parking for the terminal.	1/23/2017 11:14 AM
17	more advocacy, more conservancy, less reports and committees	1/23/2017 10:44 AM
18	trim the fat!	1/21/2017 10:20 PM
19	Abolish the trust. Save 7,000,000.00. Let the CRD run things since they seem to think they do already.	1/21/2017 5:33 PM
20	The transition plan, in the event of Saltspring leaving, should include the option for the remaining Gulf Islands to be serviced by their respective regional district areas. The island trust mandate would remain, but it would streamline. The island trust has done a poor job of devolving services and benefits to local areas, and it would be valuable to see if regional districts could offer better value, while lowering overall overhead.	1/21/2017 2:44 PM
21	Thank you, I really value what you do and hope Salt Spring maintains its existing relationship within the Trust.	1/21/2017 12:17 PM
22	The Admin Services amount at 25% of the budget is way out of line with what is being provided to support the LTC's (56%), particularly if you consider that the Trust Council admin is separate from that (another 12%). This means that your admin costs are between 25 and 37%. I am not a fiscal conservative but most organizations work at keeping their admin between 10 and 15%. That additional money should be deployed to support local trusts. All policy does not need to be made from the centre; there are innovative ways to build policy from the ground up by deploying resources at the LTC level.	1/20/2017 8:00 PM
23	all the best in 2017	1/20/2017 6:24 PM
24	no	1/20/2017 5:32 PM

To: Financial Planning Committee **For the Meeting of:** February 28, 2017

From: Cindy Shelest, Director Administrative Services **Date prepared:** February 21, 2017

SUBJECT: TRUSTEE REMUNERATION

DESCRIPTION OF ISSUE:

As per Trust Council Policy 7.2.i, a review of Trustee Remuneration resulting from new census information becoming available is required. Staff have provided historical information on Trustee Remuneration as well as new Trustee Remuneration amounts calculated based on the 2017 census information released in February 2017.

In reviewing the policy, some ambiguity was noted by staff as to the intention of the policy when factoring in a change in census data and the potential impacts to trustee remuneration. A discussion with Financial Planning Committee members would assist in insuring that staff are implementing adjustments to trustee remuneration that are aligned with the intentions of Trust Council.

BACKGROUND:

In 2010 Trust Council directed the Financial Planning Committee to work with an independent consultant to report and make recommendations on the subject of trustee remuneration. In September 2010 Trust Council received the consultant's report and recommendations from the Financial Planning Committee and endorsed the principles for increasing remuneration. Trust Council endorsed the recommended changes at its December 2010 Trust Council quarterly meeting as part of the budget proposal for 2011-2012. Trustee Remuneration Policy 7.2.i formalized the principles approved at that time.

The Trustee Remuneration amounts are reviewed on an annual basis. The historical amounts are shown in Appendix A attached. Section E.5.a) of the policy says "In fiscal years where census results are not available, the previous year's remuneration will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index ...". Since the last census numbers were available, Trustee Remuneration has been adjusted for inflation as follows:

2014/15 – 0% CPI
2015/16 – 1% CPI
2016/17 – 1.10% CPI
(note for 2017/18 CPI for the Victoria area is 1.8%)

Section E.4.a) of the policy says "The Trustee Remuneration calculations will be reviewed when the results are available from the most recent census." New census numbers were available in February 2017. Adjusted Trustee Remuneration amounts have been calculated based on new folio numbers (from the 2016 BC Assessment Reports) and new population numbers (based on the new census reports) and are shown in Appendix B attached.

ATTACHMENT(S):

Trust Council Policy 7.2.i Trustee Remuneration
Appendix A – Historical Remuneration
Appendix B – 2017 Census Adjustment

FOLLOW-UP:

After review of the information provided, Financial Planning Committee will provide direction to staff as to any adjustments to be made to the 2017/18 proposed budget for Trustee Remuneration, prior to forwarding to Trust Council in March 2017 for approval.

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/February 21, 2017

Appendix A – Historical Remuneration

Reason for change/% increase			Remuneration Review	no change	Census Info	No change	1%	1.10%
	Per Trustee F2010-11	Per Trustee Apr 1/11 to Nov 30/11 F2011-12	Per Trustee starting Dec 1/11 F2011-12	Per Trustee F2012-13	Per Trustee F2013-14	Per Trustee 2014/15	Per Trustee 2015/16	Per Trustee 2016/17
Bowen Islands Municipality	3,090.65	3,090.65	3,200.00	3,200.00	3,200.00	3,200.00	3,232.00	3,267.55
Denman Island Trust Area	7,480.26	7,480.26	9,971.40	9,971.40	9,899.90	9,899.90	9,998.90	10,108.89
Gabriola Island Trust Area	10,200.36	10,200.36	17,615.40	17,615.40	17,636.20	17,636.20	17,812.56	18,008.50
Galiano Island Trust Area	7,993.34	7,993.34	10,916.50	10,916.50	10,780.00	10,780.00	10,887.80	11,007.57
Gambier Island Trust Area	7,749.02	7,749.02	9,853.10	9,853.10	9,859.60	9,859.60	9,958.20	10,067.74
Hornby Island Trust Area	7,749.02	7,749.02	10,206.70	10,206.70	10,074.10	10,074.10	10,174.84	10,286.76
Lasqueti Island Trust Area	7,211.51	7,211.51	8,485.50	8,485.50	8,583.00	8,583.00	8,668.83	8,764.19
Mayne Island Trust Area	7,749.02	7,749.02	10,986.70	10,986.70	10,942.50	10,942.50	11,051.93	11,173.50
North Pender Island Trust Area	8,551.20	8,551.20	12,945.80	12,945.80	13,001.70	13,001.70	13,131.72	13,276.17
Saturna Island Trust Area	7,211.51	7,211.51	8,671.40	8,671.40	8,648.00	8,648.00	8,734.48	8,830.56
Salt Spring Island Trust Area	12,981.54	12,981.54	28,293.60	28,293.60	29,145.10	29,145.10	29,436.55	29,760.35
South Pender Island Trust Area	7,211.51	7,211.51	8,135.80	8,135.80	8,096.80	8,096.80	8,177.77	8,267.72
Thetis Island Trust Area part A	7,211.51	7,211.51	8,884.60	8,884.60	8,857.30	8,857.30	8,945.87	9,044.28
Vice Chair	27,569.04	27,569.04	31,122.96	31,122.96	32,059.61	32,059.61	32,380.21	32,736.39
Chair	34,461.00	34,461.00	38,903.70	38,903.70	40,074.51	40,074.51	40,475.26	40,920.49
TOTAL TRUSTEE REMUNERATION PER YEAR	321,949.00	321,949.00	428,605.58	428,605.58	433,701.74	433,701.74	438,038.76	442,857.19

Appendix B – 2017 Census Adjustment

			\$ 1.30	\$ 1.30	\$ 4,200	\$ 3,200				
			per folio	per person		Trust				
	Updated Information		Folios	Populatio	LTC Local	LTC	Council	New	Current	(Decrease
	Folios 2016	Pop. 2017			Base	Total	Base	Amount	Amount	Increase
Bowen Islands Municipality			\$ -	\$ -	\$ -	\$ -	\$ 3,200	\$ 3,200	\$ 3,268	\$ (68)
Denman Island Trust Area	938	1,165	\$ 1,219	\$ 1,515	\$ 4,200	\$ 6,934	\$ 3,200	\$ 10,134	10,108.89	\$ 25
Gabriola Island Trust Area	3,833	4,033	\$ 4,983	\$ 5,243	\$ 4,200	\$ 14,426	\$ 3,200	\$ 17,626	18,008.50	\$ (383)
Galiano Island Trust Area	1,482	1,044	\$ 1,927	\$ 1,357	\$ 4,200	\$ 7,484	\$ 3,200	\$ 10,684	11,007.57	\$ (324)
Gambier Island Trust Area	1,663	247	\$ 2,162	\$ 321	\$ 4,200	\$ 6,683	\$ 3,200	\$ 9,883	10,067.74	\$ (185)
Hornby Island Trust Area	1,151	1,016	\$ 1,496	\$ 1,321	\$ 4,200	\$ 7,017	\$ 3,200	\$ 10,217	10,286.76	\$ (70)
Lasqueti Island Trust Area	516	399	\$ 671	\$ 519	\$ 4,200	\$ 5,390	\$ 3,200	\$ 8,590	8,764.19	\$ (175)
Mayne Island Trust Area	1,649	949	\$ 2,144	\$ 1,234	\$ 4,200	\$ 7,577	\$ 3,200	\$ 10,777	11,173.50	\$ (396)
North Pender Island Trust Area	2,279	2,067	\$ 2,963	\$ 2,687	\$ 4,200	\$ 9,850	\$ 3,200	\$ 13,050	13,276.17	\$ (226)
Saturna Island Trust Area	634	354	\$ 824	\$ 460	\$ 4,200	\$ 5,484	\$ 3,200	\$ 8,684	8,830.56	\$ (146)
Salt Spring Island Trust Area	6,493	10,640	\$ 8,441	\$ 13,832	\$ 4,200	\$ 26,473	\$ 3,200	\$ 29,673	29,760.35	\$ (87)
South Pender Island Trust Area	337	235	\$ 438	\$ 306	\$ 4,200	\$ 4,944	\$ 3,200	\$ 8,144	8,267.72	\$ (124)
Thetis Island Trust Area	811	389	\$ 1,054	\$ 506	\$ 4,200	\$ 5,760	\$ 3,200	\$ 8,960	9,044.28	\$ (84)
Totals	21,786	22,538			\$ 97,219	\$ 108,021		\$ 149,621	\$ 151,864	\$ (2,243)

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 28, 2017

From: Cindy Shelest, Director Administrative Services **Date prepared:** February 21, 2017

SUBJECT: **GENERAL REVENUE SURPLUS FUND POLICY**

DESCRIPTION OF ISSUE:

At its January 17, 2017 meeting, the Financial Planning Committee received a Request for Decision with a request that FPC endorse the proposed amendments to Trust Council Policy 6.5.i General Revenue Surplus Fund. The motion carried and the Director of Administrative Services was requested to work with FPC Chair Grove and Vice Chair Morse to identify potential Specific Reserve Funds and to bring a draft RFD to Trust Council from FPC to revise the policy, at its February 28, 2017 meeting.

BACKGROUND:

The original RFD dated January 10, 2017 is attached. After receiving this information, the following motion was carried:

4.3 RFD to FPC - Draft Revisions to Trust Council Policy 6.5.i General Revenue Surplus Fund

FPC-2017-002

It was MOVED and SECONDED,

that the Financial Planning Committee endorse the amendment of *Policy 6.5.i General Revenue Fund Surplus Policy* (and rename it Reserves and Surplus Policy) to allow for the creation of Specific Reserve Funds.

CARRIED
Alison Morse – Opposed

Subsequent to the January 17 meeting, staff (Chief Administrative Officer and Director Administrative Services) and Trustees Grove and Morse were unable to arrange a meeting. Several emails were exchanged which resulted in FPC Chair Grove requesting that further discussion be held at the February 28, 2017 meeting.

At this time, staff is recommending the creation of Specific Reserve Funds for Local Trust Committee Projects and Major Projects. These are two areas that are significant in value, difficult to forecast accurately too far into the future creating underspending in a given year, and sometimes are long-term in nature covering two or three fiscal years.

ATTACHMENT(S):

Draft amendments to Trust Council Policy 6.5.i General Revenue Fund Surplus Policy (Renamed Reserves and Surplus Policy)

FOLLOW-UP:

Forward proposed amendments to Trust Council.

Recommend different or additional revisions to the policy.

Recommend no changes to the policy at this time.

Prepared By: Cindy Shelest, Director of Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/February 22, 2017

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 14-16, 2017

From: Financial Planning Committee

Date: February 28, 2017

SUBJECT: REVISIONS TO TRUST COUNCIL POLICY 6.5.I GENERAL REVENUE FUND SURPLUS POLICY AND RENAME TO RESERVES AND SURPLUS POLICY.

RECOMMENDATION: That the Islands Trust Council amend *Policy 6.5.i General Revenue Surplus Fund Policy* as presented, including the creation of Specific Reserve Funds, and rename the policy Reserves and Surplus Policy.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed amendments will allow the creation of Specific Reserve Funds to assist Islands Trust in meeting its future obligations and operations needs while providing additional clarity and transparency around the use of surplus funds. The creation of Specific Reserve Funds also provides additional accountability with respect to future spending plans and smooths taxation over time. The result will be a more discreet reporting on funds held in reserve.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The proposed amendments will allow for the creation of Specific Reserve Funds and add additional information to certain procedural aspects of the policies.

FINANCIAL:

The proposed amendments will clarify the establishment and use of surplus funds during the budget process.

POLICY:

This recommendation would amend Policy 6.5.i General Revenue Fund Surplus (proposed to be renamed Reserves and Surplus).

IMPLEMENTATION/COMMUNICATIONS:

The revised policies will be circulated to holders of the Islands Trust Policy Manual and placed on the Islands Trust website. It will also be reviewed with Islands Trust staff with budget responsibility in these areas.

OTHER: None.

BACKGROUND

At its November 16, 2016 meeting, the Director of Administrative Services provided the Financial Planning Committee with a presentation on current local government reserves funds policies and practices and identified several potential Specific Reserve Funds that Islands Trust may wish to consider in the future. The Committee discussed the current policy with respect to Islands Trust's General

Revenue Surplus Fund and the use of surplus funds. The Committee requested that Chair Grove and Vice Chair Morse work with staff to define a list of recommendations for further discussion.

At its January 17, 2017 meeting, staff provided the Financial Planning Committee with a Request for Decision to endorse amendments to the existing policy and the creation of Specific Reserve Funds. The motion carried and the Director of Administrative Services was requested to work with Trustees Grove and Morse to identify potential Specific Reserve Funds.

Staff returned to the Financial Planning Committee's meeting of February 28, 2017, recommending the creation of Specific Reserve Funds for Local Trust Committee Projects and Major Projects. These are two areas that are significant in value, difficult to forecast accurately too far into the future creating underspending in a given year, and sometimes are long-term in nature covering two or three fiscal years.

REPORT/DOCUMENT:

Policy 6.5.i General Revenue Fund Surplus (proposed to be renamed Reserves and Surplus) illustrating proposed amendments dated February 28, 2017.

KEY ISSUE(S)/CONCEPT(S):

Procedures related to the management of surplus funds.

RELEVANT POLICY:

Policy 6.5.i General Revenue Fund Surplus (proposed to be renamed Reserves and Surplus).

DESIRED OUTCOME:

Clarify and streamline procedures related to surplus funds.

RESPONSE OPTIONS

Recommended:

That the Islands Trust Council amend *Policy 6.5.i General Revenue Surplus Fund Policy* as presented, including the creation of Specific Reserve Funds, and rename the policy Reserves and Surplus Policy.

Alternatives:

Recommend different or additional revisions to the policy.

Recommend no changes to the policy at this time.

Request staff return with further advice regarding the policy.

Prepared By: C. Shelest, Director of Administrative Services

Reviewed By/Date:

Russ Hotsenpiller, Chief Administrative Officer

6.5.i. Policy**RESERVES AND SURPLUS POLICY**

Trust Council: December 5, 1992

Amended: September 14, 2001; December 5, 2003;

September 17, 2004; December 9, 2005; December 12, 2008; September 11, 2013,
February 28, 2017

A: PURPOSE:

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

B: REFERENCES:

1. *Islands Trust Act* Regulations, s.13
2. *Local Government Act*: Divisions (1), (2) and (5) and Section 496
3. Policy Manual:
 - 3.1. replaces Policy 6.5.i (General Reserve), 6.5.ii (Capital Reserve), and 6.5.iii (Legal Reserve)
 - 3.2. Policy 6.3.ii Special Property Tax Requisition

C: DEFINITIONS:

1. **Reserve** – Funds set aside for a specified purpose.
2. **General Revenue Surplus Fund** –the accumulated excess of revenue over expenditures from the operations of the Trust, excluding transfers to Specific Reserve Funds.
3. **Specific Reserve Fund** – A fund established for a specific purpose.
4. **Surplus** – unappropriated funds in a Reserve Fund.

D: POLICY:

1. All Reserve Funds must be established, maintained and used for a specified purpose.
2. Islands Trust will strive to develop appropriate reserves to meet future obligations and operating needs. Reserves may be established to (1) ensure predictable and stable taxation; (2) provide for operating emergencies; (3) finance new capital assets; and (4) safeguard and maximize existing assets.

3. General Revenue Surplus Fund

- a. The General Revenue Surplus Fund is created through a transfer of excess revenue over expenditures from the operations of the Trust. In addition, the annual budget may include a line item “Contribution to Surplus” to deliberately increase the amount in the General Revenue Surplus Fund.
- b. The General Revenue Surplus Fund may be used to fund significant and/or unanticipated general expenditures, for major emergent operating issues and for one-time and intermittent projects that would create a potential deficit situation at year-end. Trust Council must approve the amount of surplus to be used.
- c. The recommended minimum amount of money to be contained within the General Revenue Surplus Fund is three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant.
- d. Contributions to or withdrawals from the General Revenue Surplus Fund are approved through the annual Financial Plan Bylaw.

4. Specific Reserve Funds

- a. In addition to the General Revenue Surplus Fund, Trust Council may approve the establishment of specific reserve funds, as recommended by the Chief Administrative Officer and approved by the Financial Planning Committee.
- b. Specific Reserve Funds are established for a specific purpose and are created through a transfer from the General Revenue Surplus Fund.
- c. These funds will be reviewed by the Financial Planning Committee on an annual basis during the budget process.

5. Special Property Tax Requisitions

- a. Any funds generated through a special tax requisition within a local trust area which are unspent at the conclusion of the fiscal year will be held in reserve for the use of the relevant local trust committee in the subsequent fiscal year, as indicated in section C.6(c) and (d) of Islands Trust Council Policy 6.3.ii.

6. Reporting

- a. The balance in each of the funds identified in Sections 3., 4., and 5. will be reported to the Financial Planning Committee along with quarterly financial reports.

6.5.i. Policy**GENERAL REVENUE FUND RESERVES AND SURPLUS
POLICY**

Trust Council: December 5, 1992

Amended: September 14, 2001; December 5, 2003;

September 17, 2004; December 9, 2005; December 12, 2008; September 11, 2013,
February 28, 2017**A: PURPOSE:**

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

B: REFERENCES:

1. *Islands Trust Act* Regulations, s.13
2. *Local Government Act*: Divisions (1), (2) and (5) and Section 496
3. Policy Manual:
 - 3.1. replaces Policy 6.5.i (General Reserve), 6.5.ii (Capital Reserve), and 6.5.iii (Legal Reserve)
 - 3.2. Policy 6.3.ii Special Property Tax Requisition

C: DEFINITIONS:

1. Reserve – Funds set aside for a specified purpose.
2. General Revenue Surplus Fund – ~~The General Revenue Fund holds~~ the accumulated excess of revenue over expenditures from the operations of the Trust, excluding transfers to Specific Reserve Funds, ~~the capital fund~~.
3. Specific Reserve Fund – A fund established for a specific purpose.
4. Surplus – ~~The Surplus represents all~~ unappropriated funds in ~~a Reserve~~ the General Revenue Fund.
3. ~~Reserve~~ – A Reserve is a vehicle for appropriating a portion of the General Revenue Fund for future use. General Revenue Fund Reserves are established for specific and identified future uses.

D: POLICY:

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

ISLANDS TRUST POLICY MANUAL

2. Islands Trust will strive to develop appropriate reserves to meet future obligations and operating needs. Reserves may be established to (1) ensure predictable and stable taxation; (2) provide for operating emergencies; (3) finance new capital assets; and (4) safeguard and maximize existing assets.

~~The Islands Trust will endeavour to balance its annual budget. The *Islands Trust Act* requires that a deficit that is incurred must be carried forward as an expenditure in the next year, or funded through additional revenue.~~

1.3. General Revenue Surplus Fund

- a. The General Revenue ~~Surplus~~ Fund is created through a transfer of excess revenue over expenditures from the operations of the Trust a reduction in budgeted operating expenditures or by increasing revenues above the budgeted amount. In addition~~Also~~, the annual budget ~~may~~can include a line item “Contribution to Surplus” to deliberately increase the amount in the General Revenue ~~Surplus~~ Fund.
 - b. The General Revenue Surplus Fund may be used to fund significant and/or unanticipated general expenditures, for major emergent operating issues and for one-time and intermittent projects that would create a potential deficit situation at year-end. Trust Council must approve the amount of surplus to be used.
 - c. The recommended minimum amount of money to be contained within the General Revenue Surplus Fund is three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant.
 - ~~a.d.~~ Contributions to or withdrawals from the General Revenue Surplus Fund are approved through the annual Financial Plan Bylaw.
2. ~~The General Revenue Fund may consist of Surplus and Reserves. Trust Council has decided (September 2005) that Reserves with specified purposes will not be created.~~
4. Specific Reserve Funds
- a. In addition to the General Revenue Surplus Fund, Trust Council may approve the establishment of specific reserve funds, as recommended by the Chief Administrative Officer and approved by the Financial Planning Committee.
 - b. Specific Reserve Funds are established for a specific purpose and are created through a transfer from the General Revenue Surplus Fund.
 - ~~a.c.~~ These funds will be reviewed by the Financial Planning Committee on an annual basis during the budget process.
3. ~~A surplus can be used to fund significant and/or unanticipated general expenditures that would create a potential deficit situation at year-end. Trust Council must approve the amount of surplus to be used. Notwithstanding this, the Executive Committee may, where expediency is necessary, approve adjustments to the budget of up to \$20,000 per instance. Any such adjustment must be reported to Trust Council at the next scheduled Trust Council meeting.~~

ISLANDS TRUST POLICY MANUAL

~~4. Surpluses shall be included and reported within the General Revenue Fund, and any changes to the surpluses will be indicated in the notes to the Financial Statements.~~

5. Special Property Tax Requisitions

- a. ~~Despite sections D.3 and D.4 of this policy, a~~Any funds generated through a special tax requisition within a local trust area which are unspent at the conclusion of the fiscal year will be held in reserve for the use of the relevant local trust committee in the subsequent fiscal year, as indicated in section C.6(c) and (d) of Islands Trust Council Policy 6.3.ii.

~~6. Reporting The Financial Planning Committee recommends to Trust Council that the minimum amount of money that should be contained within the General Revenue Fund Surplus is three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant.~~

- a. The balance in each of the funds identified in Sections 3., 4., and 5. will be reported to the Financial Planning Committee along with quarterly financial reports

To: Financial Planning Committee **For the Meeting of:** February 28, 2017
From: Brian Crumblehulme, Trust Programs Committee Chair **Date prepared:** February 20, 2017

SUBJECT: TRUST PROGRAMS COMMITTEE WATER AND MARINE PROGRAM FUNDING FOR 2017-2018

DESCRIPTION OF ISSUE: The Trust Programs Committee recommends that the proposed \$25,000 budget for 2017-2018 TPC Water and Marine Conservation project budget remain unchanged.

BACKGROUND:

In November 2016, the Trust Program Committee passed the following resolution:

TPC-2016-025

It was MOVED and SECONDED,

that the current \$25,000 budget request be defined to support water conservation research and advocacy and marine protection including UN Biosphere Reserve.

In December 2016, Trust Council passed the following resolution:

TC-2016-102

MOVED by Trustee Crumblehulme, SECONDED by Trustee Brent,

that the Financial Planning Committee and the Trust Programs Committee review the expenditures related to budget item TPC Water and Marine Conservation project and investigate potential reductions for 2017-2018.

On February 20, 2017, the Trust Programs Committee received a Request for Decision to consider Trust Council's request, and after discussion, passed the following resolution:

TPC-2017-002

It was MOVED and SECONDED,

that the Trust Programs Committee request the Committee Chair to advise the Financial Planning Committee and the Islands Trust Council that the Trust Programs Committee recommends that the proposed \$25,000 budget for 2017-2018 TPC Water and Marine Conservation project budget remain unchanged.

ATTACHMENT(S): None.

FOLLOW-UP: Staff will amend the budget as directed by Financial Planning Committee and Trust Council.

If Trust Council does not approve this project budget as requested, Trust Programs Committee will not be able to proceed with water workshops on islands as planned for summer 2017.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Financial Planning Committee / February 28, 2017

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: Local Planning Services Training Budget
Operational Unit: Local Planning Services	
Name of Request (<i>identify the problem, opportunity need</i>): Increase bylaw enforcement training budget to \$7500 annually. This is the second-year of three-year program to train bylaw enforcement officers in dispute resolution.	
Date initiated: February 20, 2017	Date required: April 1, 2017

1. BACKGROUND

The Executive Committee asked staff to report back on the potential use of a dispute resolution mechanism as a way of addressing bylaw complaints. Staff identified that training of the bylaw enforcement officers in dispute resolution would improve credibility with trustees and the public, and add new skills and tools for use by officers in dispute resolution and bylaw enforcement.

Course work would be through the Justice Institute, involving courses leading to a certificate in conflict resolution. This requires 252 hours of training (36 training days) and includes courses on collaborative conflict resolution, mediation skills, dealing with anger, negotiation skills, building communication skills, balancing empathy and assertion, the art of reframing, asking better questions among other similar courses.

In the 2016/17 budget, Trust Council approved the request to increase funding for bylaw enforcement training to \$7500 per year for three years to train bylaw enforcement officers.

To date in 2016/17 fiscal year, \$4400 has been spent on training. We expect the remaining to be spent by the end of the fiscal year. Actual spending depends on timing and availability of courses on Vancouver Island.

This is the second year of this funding requirement.

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 improve bylaw enforcement in the Islands Trust Area and improve the image of the Islands Trust in

relation to Bylaw Enforcement through providing additional training to bylaw enforcement officers. Existing funding is inadequate to cover this increased training for bylaw enforcement officers.
3. PROJECTED RESULTS/DELIVERABLES <i>(How does this address the objectives described above?)</i> Existing bylaw enforcement officers would be trained in dispute resolution techniques, which would assist them in dealing with the public on bylaw enforcement issues.
4. ALTERNATIVES CONSIDERED <i>(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.)</i> 1. Not approve funding and not require officers to take the certification. 2. Approve increase for one fiscal year only.
5. CRITICAL SUCCESS FACTORS <i>(What related factors have been identified? What risks are involved?)</i> Bylaw enforcement officers are trained and are using dispute resolution in the field. No risks identified.
6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i> None. Bylaw enforcement officers are interested in taking the certification.
7. BENEFIT/COST ANALYSIS SUMMARY <i>(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?)</i> Improve employee retention and public image of the Islands Trust. No cost savings expected, though may result in more bylaws being resolved voluntarily.
8. RECOMMENDED DECISION <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i> Approve the funding as requested.
9. PURCHASING PROCEDURE <i>(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)</i> Through the normal training request system currently in place for employees.

David Marlor
 Initiator

February 20, 2017
 Date

David Marlor

Director

February 20, 2017

Date

REVIEWED BY MANAGEMENT TEAM:

Date received:

Approved: ☐ YES ☐ NO

Next steps:



March 2017 Islands Trust Council

Proposed 2017/18 Budget

3:00 pm to 4:00 pm Tuesday, March 14, 2017

- Purpose:** To provide Trust Council with an overview of the Financial Planning Committee's proposed 2017/18 budget and to provide an opportunity for questions and comments from trustees in advance of the budget debate Wednesday.
- Chair:** Peter Luckham, Chair, Islands Trust Council
- Resources:** Peter Grove, Chair, Financial Planning Committee
 Cindy Shelest, Director, Administrative Services
 Russ Hotsenpiller, Chief Administrative Officer
 Clare Frater, Director, Trust Area Services
 David Marlbor, Director, Local Planning Services

3:00 – 3:10 Introduction 3:10 – 3:30 2017/18 Proposed Budget <u>Document References</u> • 1.1 Budget Overview • 1.1.1 Briefing - Changes to the Budget since December Trust Council • 1.2 Budget Assumptions and Principles • 1.3 Budget Detail • 1.4 Project Requests Summary ○ 1.4.1 Local Trust Committee Project Requests ○ 1.4.2 Strategic Plan Project – Policy Statement Targeted Update ○ 1.4.3 Salt Spring Island Local Trust Committee Special Property Tax Requisition • 1.5 Proposed Staffing Changes Summary ○ 1.5.1 Senior Intergovernmental Advisor ○ 1.5.2 Senior Freshwater Specialist • 1.6 Public feedback received 3:30 – 4:00 QUESTIONS AND ANSWERS	Peter Grove Russ Hotsenpiller Cindy Shelest Trustees
NEXT STEPS: • Wednesday, March 15, 2017 11:00-11:30 am, debate and consideration of adoption of Trust Council Bylaw No. 167, Financial Plan Bylaw, 2017/2018 which implements the 2017/18.	

ISLANDS TRUST - 2017/18 PROPOSED BUDGET OVERVIEW

The proposed 2017/18 Budget is based on:

- The Budget Assumptions and Principles presented to Trust Council in September 2016 and reviewed by the Financial Planning Committee at their August 24 2016 and November 16 2016 meetings
- The Islands Trust Strategic Plan 2015-2019 adopted by Trust Council
- The Timelines for 2017/18 Budget Process reviewed by Trust Council in September 2016

Highlights:

Highlights of the Proposed 2017/18 Budget include:

- No projected tax increase overall for the Islands Trust Area
- A net increase in expenditures of \$411,503 over the 2016/17 Budget
- A Special Property Tax Requisition request has been received 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
- A transfer of funds from the General Revenue Surplus Fund of \$560,000 is recommended, resulting in a projected General Revenue Surplus Fund Balance of \$2.03 million at March 31, 2018, 110% of the recommended balance
- Service levels from 2016/17 are maintained
- Similar Provincial Grant revenues based on Regional District funding proposal
- The current BCGEU Collective Agreement allowance for a .5% increase on April 2, 2017 and a potential Economic Stability Dividend as of February 4, 2018.
- 1.8% increase to Trustee remuneration as per the Trustee Remuneration Policy and anticipated CPI increase for 2016. (note: needs adjusting based on FPC discussion)
- Funding for the temporary Senior Inter-governmental Advisor position has been continued as well as a temporary Senior Freshwater Specialist
- A number of Project Requests were submitted by Local Trust Committees and reviewed by the Financial Planning Committee for inclusion in the budget, as outlined in the detail budget
- A number of Strategic Plan projects have been identified by Trust Council. Staff have provided preliminary estimates of costs for inclusion in the budget, as outlined in the detail budget

Stakeholders:

To date, the following groups of Stakeholders have provided input into the Draft 2017/18 Budget:

GROUPS	RESPONSIBLE FOR	ACTION/STATUS
Financial Planning Committee	Develop and recommend the annual budget to Trust Council. Reviewing all budget proposals. Recommend the appropriate level amount to be held in General Revenue Surplus Fund. Review and approve financial reporting to Trust Council. Present the budget to Trust Council and provide guidance into the decision making process.	August 24, 2016 – Budget Assumptions and Principles reviewed October 19, 2016 – First draft of budget reviewed November 16, 2016 – Second draft of budget reviewed for presentation to Trust Council January 17, 2017 – Reviewed Public Consultation Package
Local Trust Committees	Discuss budget requests and work programs with planning staff. Provide budget requests to Director of Local Planning Services for review and allocation of resources. Be aware of the provisions of Policy 6.3.ii Special Property Tax Requisitions which 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.	All LTCs have included this item on their meeting agendas and submitted their budget requests. The Director of Local Planning Services has summarized these requests in the LTC Budget Request document A request from Salt Spring Island LTC for a Special Property Tax Requisition has been received
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.	Bowen Island Municipality Finance staff were consulted as detailed in Policy 7.2.vi Municipal Tax Requisition Calculation in December 2016 to confirm the calculation.
Trust Fund Board	Discuss budget requests and work programs with Trust Area Services staff. Endorse all budget requests for the Trust Fund's Board and Program operations.	Trust Fund board has included this item on their meeting agenda and submitted their budget requests. The Director of Trust Area Services has submitted approved budget items

Management	Coordinate the review of budget requirements for their 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 lines and work programs and submitted budget requests where necessary to their Directors. Meetings have been held with the Management Team to review the proposed budget. The Management Team has provided preliminary estimates of projects related to the Strategic Plan adopted by Trust Council in September 2015.
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Public Consultation:

In order to meet Trust Council's continued commitment to transparency and dialogue with the community, a public consultation on the 2017/18 draft budget was undertaken in January/February of 2017, resulting in 69 survey questionnaires being returned.

Role of Trust Council:

The role of the Trust Council at its December 2016 meeting is to review the recommended draft of the 2017/18 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 2017 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.

**ISLANDS TRUST
2017/18 FINANCIAL PLAN
ASSUMPTIONS AND PRINCIPLES – March 2017**

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

A. Inflation

Assumption/Principle

- Where applicable, estimated general growth in expenditures will be based on the Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.

Status

- The estimated growth in Victoria CPI made available through the Statistics Canada reports in December 2016 is 1.8%.

B. Non-market Growth in Property Taxes

Assumption/Principle

- 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 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.

Status

- Based on the BC Assessment reports received in December 2016, non-market growth of 1% was included in the budget for general property tax levies.

C. Alternate Funding Through Grants

Assumption/Principle

- The Grants Administrator monitors grant programs to seek opportunities to obtain funding for local trust committees to cover the expense of their program items.
- Management provides the Grants Administrator with an outline of local trust committee proposed projects so specific funding opportunities can be explored.
- Funding of local trust committee programs by grants reduces the requirement for funding through other sources of revenue.
- The annual budget normally 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.

Status

- The Grants Administrator position is a .4 FTE and is focused on LTC projects only. As in previous years', the draft 2017/18 budget will include \$50,000 in contingent grant revenue and offsetting expenses.

D. Staffing Levels

Assumption/Principle

- 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.

Status

- In support of Trust Council resolution TC-2016-004 (March 22, 2016 TC meeting), it is proposed that the temporary, full-time Senior Intergovernmental Policy Advisor position continue to be funded for the period April 1, 2017 to March 31, 2018.
- At its December 2016 meeting Trust Council resolved to fund a temporary, full-time Senior Freshwater Specialist from June 1, 2017 to March 31, 2018.

E. Staffing Costs

Assumption/Principle

- In accordance with the *Islands Trust Act*, staff members at the Islands Trust are appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*. Unionized staff members at the Islands Trust are members of the BCGEU. Their compensation and benefits are subject to union contracts negotiated between the Public Services Agency and BCGEU.
- Excluded (non-union) management staff members are also subject to the *Public Service Act*. They are compensated according to a salary grid approved by the Executive Committee and consistent with the Public Service Agency Policy on Salary Administration for Management Employees. Benefits and related costs are also defined by the Public Service Agency.

Status

- A BCGEU agreement for the period April 1, 2014 to March 31, 2019 is currently in effect. During the fiscal year 2017/18 two reviews are applicable: one on April 2, 2017 (.5% increase) and a further Economic Stability Dividend effective February 4, 2018 (potential 1.0% increase).
- BCGEU contract employees are also eligible for “step” increases as they progress in their positions. A review of eligibility will be undertaken and estimates provided within the budget (in most cases it is assumed that existing staff will have reached the top step during the 2017/18 budget cycle).
- Excluded staff within the Islands Trust received a wage increase in July 2016 (ranging from 2 – 4 %). This budget does not include a provision for an increase during 2017/18.

F. Trustee Remuneration

Assumption/Principle

- Trust Council's Policy 7.2 Trustee Remuneration defines the process for determining the remuneration received by Trustees. As per Section D.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 E.5.a) states that “In fiscal years where census results are not available, the previous year's remuneration 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.”

Status

- A new census is available.
- Any adjustments will be included in the budget once FPC concludes its review at its February 28, 2017 meeting.

G. Office facilities

Assumption/Principle

- 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.iv (On-Island Trustee Offices).
- No further increase in space requirements is anticipated at this time.

Status

- The Victoria office lease term expires in September 2017.
- The Northern office (Gabriola Island) lease term expires in November 2017.
- In June 2015, the Islands Trust Council approved the creation of a Select Committee to review the location of the Victoria office. A review was undertaken in 2016/17 and resulted in recommendations to not relocate the office outside of a 32 km radius, and consider the creation of a satellite office for the Southern Planning team. In addition, an anticipated referendum on Salt Spring Island in the fall of 2017 is expected to indicate whether Salt Spring Island will be incorporated as a municipality (potentially by late 2017). Both of these factors could impact future office needs and related leases.
- Should Salt Spring Island vote to incorporate, the Islands Trust expects to contract with the new municipality to provide planning services until 2020. The Salt Spring office lease term expires in February 2018. Future lease decisions will be guided by the Islands Trust Adaptation Strategy, should incorporation proceed.

H. General Revenue Fund Surplus

Assumption/Principle

- Trust Council's policy 6.5.i, section D.6, recommends a minimum level of Surplus as "three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant".
- The Islands Trust receives annual property tax funds in August of each year.

Status

- Based on the 2016/17 forecast, the General Revenue Fund Surplus balance would be \$2.03 million at March 31, 2017. As this amount represents 110% of the recommended minimum level of Surplus, no increase in the General Revenue Fund Surplus is required at this time.
- Islands Trust has not had to borrow funds in the last five years to fund operations prior to receiving the annual property tax funds.
- In the 2016/17 Budget several projects related to the Strategic Plan adopted by Trust Council in September 2015 were funded from the General Revenue Surplus Fund. A similar request has been included in the 2017/18 budget.

I. Provincial Funding

Assumption/Principle

- The provincial government provides annual funding grants to the Islands Trust, consistent with funding levels provided to other small local governments

Status

- For the 2017/2018 fiscal year, the estimated grant amount provided by the Ministry of Community, Sport, and Cultural Development is \$180,000.

J. Local Planning Services

Assumption/Principle

- The Islands Trust Council provides sufficient funding for LTCs to carry out their primary function, which is land use planning and regulatory activities within their local trust area as permitted by the *Islands Trust Act* and consistent with Islands Trust Council Policy 5.9.1. These activities include the development of Official Community Plans and land use regulations and the processing of development applications and referrals from other agencies. Other activities may be undertaken where the Islands Trust Council has delegated additional powers to an LTC.
- LTC development application fees are intended to partially fund the costs of development application processing.
- Local Planning Services' Planner positions are fully staffed to the levels approved by the Islands Trust Council following the 2007 Local Planning Services Review. The budget process may propose new or modified positions.
- Local Planning Services' Bylaw Enforcement positions are fully staffed to the levels approved by the Islands Trust Council following the 2008 Bylaw Enforcement Function Review. The budget process may propose new or modified positions.
- OCP and land use planning project budgets over the long-term will be distributed between LTCs based on their relative percentage of assessed value, per the resource allocation model.

Status

- All Local Planning Services positions will be fully staffed, with some minor fluctuations due to normal levels of turnover, leaves and workload variations.

K. Planner Resource Allocation

Assumption/Principle

- The current work program system which allocates planner time to LTCs will be maintained.
- Resources will continue to be fairly evenly distributed between the three planning regions (North, South, Salt Spring)

Status

- No updates at this time.

L. LTC Program and Strategic Plan Budget items in 2017/18 Proposed Budget

Assumption/Principle

- 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 a new Strategic Plan in September 2015. Estimated budget implications related to these strategies will be reviewed in the fall of 2016 for inclusion in the proposed 2017/18 budget.
- Early in the budget cycle (i.e. July-Sept) LTCs propose budget items for the next fiscal year on the basis of local priorities.
- Management evaluates initial LTC budget proposals against a number of criteria including: Does the proposal support work that is a provincial requirement?; Does the proposal directly support an activity identified in the Strategic Plan?; Does the proposal support work that is a continuation of a current OCP/LUB program?; and Does the proposal support recently adopted OCP policies? Management then prepares a draft budget for FPC discussion and consideration in November.
- FPC considers the draft budget prepared by management and evaluates all budget proposals, including those from LTCs, before recommending a draft budget to Trust Council in December.
- Trust Council provides FPC with direction regarding a further draft of the budget, to be released for public consultation in January and February. Following receipt of public comment and further recommendations from FPC, Trust Council makes the final decision on the overall budget and the individual components in March.
- LTCs have the option of requesting a 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.ii).

Status

- Each LTC has been asked to identify LTC Budget requests for 2017/18, giving consideration to planning capacity to complete requests. In December, trustees will have an opportunity to review and suggest changes to the proposed budgets prior to final adoption of the budget in March 2017.
- A Special Property Tax Requisition request has been received 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.

M. Potential Salt Spring Island Incorporation

Assumption/Principle

- The current Salt Spring Island municipal incorporation process was initiated in 2012 when Salt Spring Island's elected officials requested a governance study from the MCSCD.
- The 2012 Governance Study was completed in 2013, its purpose being to identify, through public engagement and review, governance structures on the Island to see if there was support for proceeding to a full incorporation study. The Governance Study Committee recommended to the Minister that an incorporation study be undertaken and in 2015 the Ministry agreed to fund the study at a cost of \$120,000. The purpose of the study was to examine the financial, governance and other implications of municipal incorporation for Salt Spring Island.
- The Incorporation Study Committee (ISC) received a preliminary Salt Spring Island Impact Study (SSIIS) in October 2015. In February of 2016, the ISC requested and received supplementary funding to aid in delivery of the final SSIIS with focus upon a road condition assessment, the hosting of public events, the updating of financial information and any further technical analysis that is required. The study is due in September of 2016
- Concurrent to the SSIIS, in 2015 the Ministry funded a companion report, that being the Islands Trust Impact Analysis (ITIA). The purpose of the ITIA was to 'examine the potential effect of Salt Spring Island incorporation on the Islands Trust in relation to fiscal stability and organizational adaptation.'
- In May 2016, Urban Systems was retained to update the ITIA to ensure that assessed valuations and underlying assumptions were compatible with the SSIIS and other resource documents.

Status

- A Transition Plan has been prepared by the CAO for Trust Council's consideration at September Trust Council. It is estimated that over the three year horizon of the adaption process the costs will be approximately \$200-250,000.
- In order to lessen the financial and staff resource impacts to the Islands Trust through the transition period, application for a grant of \$125,000 has been made to the MCSCD for assistance with the delivery of a full Adaptation Plan and to fund a Transition Manager.

ISLANDS TRUST 2017/18 Budget DRAFT 4 for March TC	2015/16 ACTUAL	2016/17 BUDGET	2016/17 FORECAST	2017/18 BUDGET	Increase (Decrease) 2017/18 Budget from 2016/17 Budget	Increase (Decrease) %
Revenue						
Fees & Sales	132,273	110,000	110,000	110,000	0	
Provincial Grant	123,052	180,000	177,880	180,000	0	
Property Tax Levy - General	6,187,953	6,249,833	6,249,834	6,312,331	62,498	
Property Tax Levy - Bowen	213,766	223,418	223,418	242,680	19,262	
Special LTC Tax Requisition	119,500	110,500	110,500	98,500	(12,000)	
Interest Income	61,233	50,000	60,000	50,000	0	
Grant income for projects	307,846	50,000	15,888	150,000	100,000	
Other Income			8,000			
Total Revenue	7,145,623	6,973,751	6,955,520	7,143,511	169,760	2.4%
Expenses						
Amortization	48,990	65,000	65,000	65,000	0	
Applications sponsored by EC	11,550	5,000	5,000	5,000	0	
Audit	35,462	25,000	17,500	20,000	(5,000)	
Bank Charges & Interest	4,385	8,000	4,000	5,000	(3,000)	
Board of Variance	1,453	1,500	500	1,500	0	
Carbon Offset Purchases	986	1,500	1,500	1,500	0	
Communications	26,123	28,000	28,000	28,000	0	
Contingency	7,882	15,000	15,000	17,500	2,500	
Contract Services	127,956	83,000	160,000	115,000	32,000	
Elections		5,000	0	5,000	0	
Equipment Leases	15,975	15,000	15,000	17,000	2,000	
Insurance	94,195	95,000	107,000	110,000	15,000	
Information Systems	207,308	200,000	200,000	200,000	0	
Islands Trust Fund Administration	84,939	98,000	95,000	103,000	5,000	
Land Title Registrations	2,715	3,000	5,000	3,000	0	
Legal	292,495	254,978	147,000	255,000	22	
Local Trust Committee	90,051	100,900	88,800	103,900	3,000	
Meetings	119,958	127,300	140,000	139,000	11,700	
Memberships	9,455	17,500	12,000	15,000	(2,500)	
Notices - Statutory & Non-Statutory	15,710	18,000	31,000	18,000	0	
Office	447,503	459,642	458,000	475,200	15,558	
Recruitment	18,586	5,000	5,000	5,000	0	
Safety	5,971	5,000	5,000	5,000	0	
Salaries & Benefits	4,003,460	4,350,912	4,139,493	4,509,978	159,066	
Telephone	69,769	90,150	61,050	53,200	(36,950)	
Training	115,330	132,450	114,320	141,000	8,550	
Travel	76,332	81,500	76,000	86,500	5,000	
Trustee Remuneration	527,976	529,576	529,578	540,233	10,657	
Operating Budget Subtotal	6,462,515	6,820,908	6,525,741	7,043,511	222,603	3.3%
CAPITAL						
Information Systems related	22,829	71,500	80,000	71,500	0	
Office	18,825	25,000	25,500	30,000	5,000	
Capital Subtotal	41,654	96,500	105,500	101,500	5,000	5.2%
PROJECTS						
Project - Funded by Grants	307,846	50,000	15,888	150,000	100,000	
Project - Funded by Special requisition	119,500	110,500	108,000	98,500	(12,000)	
Strategic Plan objectives		135,000	56,523	203,000	68,000	
LTC Projects	160,825	144,100	65,477	172,000	27,900	
Projects Total	588,171	439,600	245,888	623,500	183,900	41.8%
Total Expenditures	7,092,340	7,357,008	6,877,129	7,768,511	411,503	5.6%
Net Surplus (Shortfall) (Revenues - Expenditures)	53,283	(383,257)	78,391	(625,000)	(241,743)	
Add non-cash Item - amortization	48,990	65,000	65,000	65,000	0	
Transfer from GR Surplus Fund	42,981	318,257		560,000	241,743	
Surplus (deficit)	145,254	0	143,391	0	0	

Islands Trust											
Projects											
2017/18 Draft 4 Proposed Budget											
					STRATEGIC						
			OTHER	LTC	PLAN	Notes					
Funded by other sources	Funded by Grants			50,000							
offsetting revenue accounts	Funded by Special Property Tax Requisition			98,500							
	Funded by Prov Govt - Transition Plan		100,000								
	above not included in totals										
STRATEGIC PLAN	Technology investment to support electronic meetings			30,000							
	Policy Statement Review			48,000		transfer from General Revenue Surplus Fund of \$47,000 (unspent from 2016/17)					
	LPC Housing Needs Assessment Strategy			40,000							
	TPC water and marine conservation			25,000							
OPERATIONAL	Electronic Data Management		20,000								
	Potential office move/renovation		30,000								
LPS	C2C Funding - First Nations		10,000			\$20,000 cost offset by \$10,000 grant					
LTC	Denman			6,000		Details in LTC project request details					
	Gabriola			8,500							
	Galiano			14,500							
	Gambier			15,000							
	Hornby			2,000							
	Lasqueti			8,000							
	Mayne			14,500							
	N. Pender			19,000							
	Salt Spring			60,000							
	Saturna			8,000							
	S. Pender			8,500							
	Thetis			7,000							
	Ballenas Winchelsea			1,000							
	TOTAL		60,000	172,000	143,000						



REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 14-16, 2017

From: Salt Spring Island Local Trust Committee

Date Prepared: January 31, 2017

File No.: SSI 6500-20
Watershed Management

SUBJECT: Salt Spring Island Watershed Management - Special Property Tax Requisition

RECOMMENDATION:

THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$98,500 in its 2017/18 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The special property tax requisition of \$98 500 will be used to fund the additional operations of the Salt Spring Island Local Trust Committee in exercising its delegated authority to coordinate the work of the Salt Spring Island Watershed Protection Authority.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The Salt Spring Island Local Trust Committee (SSI LTC) intends to continue to use the requisitioned funds to support coordination of the Salt Spring Island Watershed Protection Authority (SSIWPA) – a multi-agency body dedicated to watershed protection on Salt Spring Island through collaborative watershed management.

Inclusion of the funds enables the continuation of contract coordination services to administer and manage SSIWPA's operations and projects on behalf of the SSI LTC. Some additional administrative work related to contract management, financial management, management of grant awards and related SSI LTC work is undertaken by Islands Trust staff.

FINANCIAL:

The taxation implications of this decision would relate only to the Salt Spring Island Local Trust Area. The funds requisitioned would be spent to fund the additional operations of the SSI LTC, pursuant to the additional powers that Trust Council has delegated to it (coordination of SSIWPA).

The proposed budget is:

Coordinator Contract	\$ 85,000
Meeting Costs:	\$ 5,500
Events and Comm.	\$ 8,000
Total	\$98,500

Please also see Appendix 2 for the SSIWPA 2017-18 Operations Budget.

POLICY:

No implications for current policy.

IMPLEMENTATION/COMMUNICATIONS:

If approved, the request for a special tax requisition within the Salt Spring Island Local Trust Area would be delivered to the Minister of Finance, along with the rest of the Islands Trust property tax requisition request.

The requisitioned funds are accounted for in the same manner that other Islands Trust funds are managed.

BACKGROUND

On June 10, 2013, Trust Council approved Bylaw 154, a bylaw that delegates certain additional powers to the Salt Spring Island Local Trust Committee to support the preservation and protection of water quality and quantity within the Salt Spring Island Local Trust Area. Specifically, Bylaw 154 delegates the SSILTC the powers (from *Islands Trust Act* section 8.2(b)) to:

- *coordinate and assist in the determination of regional, improvement district and government of British Columbia policies;*
- *coordinate the implementation and carrying out of regional, improvement district and government of British Columbia policies.*

Bylaw 154 also requires that funding for related operations be achieved through a special tax requisition within the Salt Spring Island Local Trust Area, where related expenditures will be \$5000 or more.

The mission of SSIWPA is “to cooperate on the development and implementation of policies and initiatives for improved raw water quality, and coordinated management of quantity of Salt Spring Island water sources. SSIWPA member agencies ... collaborate in watershed governance and cooperate to pool resources, gather and share information, strategize on integrated policy development, and coordinate actions for improved raw water quality, management of quantity, and the health and protection of both surface and groundwater watersheds in the Salt Spring Island Local Trust Area.”

Coordination of SSIWPA operations is performed by a contractor with some administrative and other assistance from Islands Trust staff. To date, the SSILTC has primarily used the delegated powers to coordinate a multi-stakeholder planning process that resulted in the “Integrated Watershed Management Plan for the St. Mary Lake Watershed 2015,” on Salt Spring Island. As implementation of the Plan was underway, SSIWPA determined the need to expand its focus to respond to climate change and drought patterns, as well as assessment of the freshwater resource as a whole (groundwater and surface water, in combination).

SSIWPA launched an island-wide effort in late spring of 2016 called “Salt Spring Integrated Water Management Program”, (IWM) in order to address the need to:

- quantify the volume of freshwater available (in a renewable manner) for human use;
- measure and optimize the efficiency of potable water resource uses/demand;
- if necessary, adjust bylaws and regulations to sustainably manage development and the built environment in areas where water quantity sensitivities exist.

The Salt Spring Island Local Trust Committee is requesting a special tax requisition for a fourth year, in order to continue coordinating the work of SSIWPA .

SPECIAL PROPERTY TAX REQUISITION

Pursuant to Trust Council Policy 6.3.ii, an individual Local Trust Committee can request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees. Special property tax requisitions are approved by Islands Trust Council and must be formally requested by resolution of the Local Trust Committee. Trust Council Policy 6.3.ii includes a checklist for LTCs to follow - attached as Appendix 1.

On September 23, 2016 -

SS-2016-186

It was MOVED and SECONDED, that the Salt Spring Island Local Trust Committee advise the Director of Administrative Services that a Budget Proposal will be submitted prior to the October 19, 2016 Financial Planning Committee meeting to support the Salt Spring Island Watershed Management Coordination Services delegated from Trust Council and supported by Special Tax Requisition. CARRIED

Financial Planning Committee was subsequently requested to administer a special property tax requisition of \$98 500 for the 2017/18 fiscal year, based on the following cost estimates:

Coordinator Contract	\$ 85,000
Meeting Costs:	\$ 5,500
<u>Events and Comm.</u>	<u>\$ 8,000</u>
Total	\$98,500

The funding assumes a similar level of coordination as received in 2016/17. The proposed special property tax requisition for 2017/18 is less than the \$110,500 approved for 2016/17, and less than the approved \$119,500 for 2015/16.

In accordance with *Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition*, the proposed special property tax requisition of \$98 500 for 2017/18 is in the public consultation phase, along with the overall Trust Council budget of 2017-18. A FAQ information sheet features the SSI LTC special tax requisition and has been featured across multiple media venues.

The following consultation plan has been implemented:

- Notice of the Salt Spring Island Special Property Tax Requisition was included in the Trust Council 2017-18 Budget Consultation Package.
- A Trust Council Budget ad was placed in the January 25 and February 1 issues of the Driftwood.
- A Banner Ad is running on the Salt Spring Island Exchange Site until February 10.
- A FAQ information sheet on the Salt Spring Island Property Tax Requisition has been linked in the Trust Council 2017-18 Budget Consultation Package.

- The FAQ information sheet has been posted prominently on the Salt Spring Local Trust Committee web page as well as the Salt Spring Island Watershed Protection Authority Website.
- The FAQ information sheet circulated on the Salt Spring Island Exchange List Serve inviting community input.
- A News Update posted on Salt Spring web page seeking public input on tax requisition for watershed management.
- Invitations for feedback sent out using the Salt Spring Islands Trust Subscription Notice.

SUMMARY OF PUBLIC FEEDBACK RESULTS

At the time of writing, Salt Spring Island constituents have not submitted any correspondence regarding the proposed budget.

REPORT/DOCUMENT:

Appendix 1 – Trust Council Policy 6.3.ii checklist.

Appendix 2 – SSIWPA Proposed Operations Budget – 2017/18

KEY ISSUE(S)/CONCEPT(S):

- Collaborative watershed governance models require coordination of multiple agencies with jurisdiction.
- Trust Council has delegated authority to enable SSI LTC to coordinate the Salt Spring Island Watershed Protection Authority.
- Trust Council Policy requires the SSI LTC to request a Special Property Tax Requisition to fund this work, to carry out related public consultation, and advise Trust Council of the results.
- The Salt Spring Island Local Trust Committee has consulted with the community on the issue of raising a \$98 500 Special Property Tax to coordinate watershed management and has provided the information as required, through this Request for Decision.

RELEVANT POLICY:

Islands Trust Council Bylaw 154

14(3)(iii) of the Islands Trust Act

Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition

DESIRED OUTCOME:

Improved water quality and quantity management on Salt Spring Island, through Trust Council approval of a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$98 500 for the 2017/18 fiscal year.

RESPONSE OPTIONS

Recommended:

THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$98 500 in its 2017/18 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

Alternatives:

1. That the Islands Trust Council include a special property tax requisition for the 2017/18 fiscal year for a lesser amount than requested by the SSILTC
2. That the Islands Trust Council include a special property tax requisition for the 2017/18 fiscal year for a greater amount than requested by the SSILTC.
3. That the Islands Trust Council not include a special property tax requisition for the Salt Spring Island Local Trust Area for the 2017/18 fiscal year.

Prepared By: Justine Starke, Island Planner, Local Planning Services January 31, 2017

Reviewed By/Date: Salt Spring Island LTC February 09, 2017
Russ Hotsenpiller, CAO February 21, 2017
Financial Planning Committee February 28, 2017

2017/18 LTC EXPENSE BUDGET

Total 2017/18

	615-Denman	620-Gabriola	625-Galiano	630-Gambier	635-Hornby	640-Lasqueti	645-Mayne	650-N.Pender	655-Salt Spring	660-Saturna	665-S.Pender	670-Thetis	Ball/Winch	
population	1165	4033	1044	247	1016	399	949	2067	10640	354	235	389		22538
% of population	5%	18%	5%	1%	5%	2%	4%	9%	47%	2%	1%	2%		100%
% of assessed values (previous year)	4%	13%	7%	7%	5%	2%	7%	10%	39%	3%	2%	2%		100%
LTC EXPENSES														
LTC Meeting Expenses	4,500	4,750	5,500	4,750	2,750	1,250	1,500	4,000	7,000	2,500	2,000	1,000		41,500
APC Meeting Expenses	600	600	500	500	500	500	500	600	1,500	500	500	500		7,300
Communications	500	1,250	500	1,000	1,000	1,000	1,000	500	1,250	300	300	1,000		9,600
Special Projects	500	1,000	500	500	500	500	500	500	4,500	500	500	500		10,500
SUB-TOTAL EXPENSES	6,100	7,600	7,000	6,750	4,750	3,250	3,500	5,600	14,250	3,800	3,300	3,000	0	68,900
Projects	6,000	8,500	14,500	15,000	2,000	8,000	14,500	19,000	60,000	8,000	8,500	7,000	1,000	172,000
TOTAL	12,100	16,100	21,500	21,750	6,750	11,250	18,000	24,600	74,250	11,800	11,800	10,000	1,000	240,900
% of total project expenses	5%	7%	9%	9%	3%	5%	7%	10%	31%	5%	5%	4%		

PROJECT CODE

DENMAN

Project

Budget

First Nations Relationship Building	\$	1,000.00
Denman Farm Plan Implementation	\$	3,500.00
Targeted OCP/LUB Amendments	\$	1,500.00
TOTAL PROJECTS	\$	6,000.00

Strategic Plan

Prov. Requirement

Continuation of
existing OCP/LUB

Newly Adopted Policy
in OCP

Notes

x

Potential Protocol Agreement with K'omoks

x

Marine, RAR or housing amendments

PROJECT CODE		Project	Budget					Notes
Ballenas	Winchelsea			Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	
		First Nations Relationship Building	\$ 500.00	x				
		Crown Islet Advocacy	\$ 500.00	x				
		TOTAL PROJECTS	\$ 1,000.00					

PROJECT CODE	GABRIOLA	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		Housing Options Review	\$ 2,500.00	x		x		TC approved \$40,000 budget for housing needs assessments. \$5,000 for bylaw amendments Potential Protocol Agreement with Snuneymux'w
		Housing Needs Assessment	\$ 5,000.00	x				
		First Nations Relationship Building	\$ 1,000.00	x				
		TOTAL PROJECTS	\$ 8,500.00					

PROJECT CODE		Budget					Notes
GALIANO	Project		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	
	Dock Review	\$ 4,500.00					continuation of 2016-17 project
	Telecommunications Strategy	\$ 5,000.00					completion / implementation of 2016 - 17 project
	OCP / LUB	\$ 5,000.00					specific project to be determined (technical amendments, forest policy)
	TOTAL PROJECTS	\$ 14,500.00					

PROJECT CODE

GAMBIER

Project

Budget

Gambier Island OCP Review
DAI Bylaws
Foreshore Protection
First Nations Relationship Building
TOTAL PROJECTS

\$ 5,000.00
\$ 1,500.00
\$ 8,000.00
\$ 500.00
\$ 15,000.00

Strategic Plan

Prov. Requirement

Continuation of
existing OCP/LUB

Newly Adopted Policy
in OCP

Notes

x
x
x
x

x

Targeted review

Continuation of St'a'pas Working Group

PROJECT CODE

HORNBY

Project

Budget

First Nations Relationship Building	\$	500.00
Ford Family Orchard Heritage Protection	\$	500.00
Review of Vacation Home Rentals	\$	1,000.00
TOTAL PROJECTS	\$	2,000.00

Strategic Plan

Prov. Requirement

Continuation of
existing OCP / LUB

Newly Adopted Policy
in OCP

Notes

x				Potential C2C Forum with K'omoks
x	x			

PROJECT CODE

LASQUETI

Project

Budget

OCP/LUB Review

\$ 7,000.00

First Nations Relationship Building

\$ 1,000.00

TOTAL PROJECTS

\$ 8,000.00

Strategic Plan

Prov. Requirement

Continuation of
existing OCP/LUB

Newly Adopted Policy
in OCP

Notes

x

x

Targeted review
Potential Protocol Agreement with
Qualicum

x

PROJECT CODE	MAYNE	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		Commercial Land Use Review	\$ 4,500.00			x		
		RAR Implementation	\$ 5,000.00	x	x	x		
		OCP / LUB Amendments	\$ 5,000.00					specific project(s) TBD
		TOTAL PROJECTS	\$ 14,500.00					

PROJECT CODE		Budget					Notes
N. PENDER	Project		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	
	Land Use Planning for Waste Management (completion)	\$ 7,000.00		x			Communications, CIM, legal, Public hearing, contingency communications, CIM, Public hearing, contingency CRD undertaking housnig needs assessments. \$2,000 for possible bylaw amendments. to commence LUB or OCP amendment project
	Housing (secondary suites)	\$ 5,000.00				x	
	Housing (Needs Assessment)	\$ 2,000.00				x	
	OCP / LUB	\$ 5,000.00		x			
	TOTAL PROJECTS	\$ 19,000.00					

SALT SPRING	PROJECT CODE	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
Project #1	4014	Watershed Management (exclusive of delegated authority 4045)	\$ 20,000.00	1.1; 4.1; 4.2		yes	no	Consultation Program; Specialist Consultation; Facilitated Meeting Costs; Legal Review; Advertising, etc.
	4015		\$ 2,000.00					
Project #2	4020	Ganges Village Planning - Harbourwalk	\$ 4,000.00	5.3		yes	no	Public Hearing; Legal Review; Advertising; Communications
Project #3	4021	TUP's for secondary Suites and Cottages (Bylaw 471)	\$ 2,000.00	5.2		no	no	In case adoption of Bylaw 471 is delayed (Legal Review and Meeting Costs)
Project #4	4057	Land Uses in Rural Watersheds	\$ 1,000.00	5.6		yes	no	Potential changes to Project Charter, lead to caution to include project into next fiscal; Advertising; Communications
Project #5	4068	Integrated Community Sustainability Plan	\$ 20,000.00	3.1; 5.2; 8.2	No. Consider LGA 484: DAI	yes	no	Consultation Program; Specialist Consultation; Facilitated Meeting Costs; Legal Review; Advertising, etc.
Project #6	4058	First Nations Heritage Conservation	\$ 1,000.00	6.2		yes	no	Possible further background research; Meeting Costs; Consultation Program
	4030	Proposed National Marine Conservation Area Reserve - Internal Boundaries	\$ 2,000.00	2.2		yes	no	Recent media announcements suggest Parks Canada is ready to proceed with this project thus: Consultation Program; Meeting Costs; Legal Review; Advertising, etc.
	2007	Bylaw Review - Procedural Updates	\$ 3,000.00	7.1; 7.2	LGA 547 (LUC)	no	no	Development Approval Information Bylaw, Land Use Contracts (LUC), Bylaw Enforcement Policies; Soil Bylaw update, Outer Islands; Background Research
		Affordable Rental Housing: Cottages	\$ 4,000.00	5.2		no	no	Consultation Program; Meeting Costs; Legal Review; Advertising, etc.
		Marine Environment Protection	\$ 1,000.00	1.6; 2.1		no	no	Background Research; Scoping; Meeting Costs; Consultation Program
		OCP and LUB Review - Housing for Farm Workers; Subdivision for a Relative		5.1		no	no	Background Research
		Update the Farmland and Agricultural Land Reserve Inventory				no	no	Early Consultation Program (primarily with Ministry of Agriculture and agricultural community)
TOTAL PROJECTS			\$ 60,000					

PROJECT CODE	SATURNA	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		LUB Technical Review	\$ 6,000.00					to review and update references in LUB
		First Nations relations	\$ 2,000.00					costs associated with LTC priority to strengthen relations with first nations
		TOTAL PROJECTS	\$ 8,000.00					

PROJECT CODE	S. PENDER	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		OCP / LUB Amendments	\$ 6,000.00					heritage designation, agricultural review
		LUB Review (completion)	\$ 2,500.00					completion of LUB review (public hearing)
		TOTAL PROJECTS	\$ 8,500.00					

PROJECT CODE

THETIS

Project

Budget

RAR Implementation	\$	1,500.00
OCP/LUB Review	\$	1,500.00
First Nations Relationship Building	\$	500.00
Thetis Assoc Islands LUB bylaw amendment - Ruxton Island Private Moorage	\$	1,500.00
Thetis Associated Islands OCP/LUB	\$	2,000.00
TOTAL PROJECTS	\$	7,000.00

Strategic Plan

Prov. Requirement

Continuation of existing OCP/LUB

Newly Adopted Policy in OCP

Notes

x	x			
x				Targeted review
x				
x				

PROJECT CODE

LPC

Project

Budget

Housing Needs Assessments (Trust Council approved in September 2016)

\$ 40,000.00

TOTAL PROJECTS

\$ 40,000.00

Strategic Plan

Prov. Requirement

Continuation of existing OCP/LUB

Newly Adopted Policy in OCP

Notes

x



REQUEST FOR DECISION

To: Trust Council

For the Meetings of: December 6, 2016

From: George Grams

Date Prepared: November 23, 2016

File No.: Freshwater

SUBJECT: SENIOR FRESHWATER SPECIALIST – TEMPORARY PROPOSAL

RECOMMENDATION: That Trust Council approve adding \$83,670 in the 2017-18 budget to fund a temporary, full-time Senior Freshwater Specialist position from June 1, 2017 to March 31, 2018.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: This proposal seeks to advance an important issue for the Islands Trust. This above request from Trustee Grams provides resources to fulfil the Strategic Plan objective to “protect quality and quantity of water resources”.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The position as proposed would report to the Director of Local Planning Services. Various internal procedures would require modification to include the duties of this new position.

FINANCIAL: This will require an \$83,670 increase in the 2017/18 budget, which could be covered by appropriation from surplus, or by reductions in other spending.

POLICY: The addition of this position would have no impact on existing policy.

IMPLEMENTATION/COMMUNICATIONS: The temporary position would be hired through the normal Public Service Agency hiring process. Once a person is hired, senior staff will communicate to staff and trustees about the roles of the position. Further communications about the position’s activities will be developed by the Senior Freshwater Specialist in collaboration with communications staff.

PUBLIC IMPACT: The public may express concern with the addition of a new position to the Islands Trust given the potential for the Salt Spring Island municipal incorporation and any associated financial impacts. They may also give consideration to any potential increase in taxation that the proposed position represents. These concerns may be mitigated by the fact that freshwater issues are increasingly important to the public and that by focusing resources on freshwater resources, the Islands Trust is responding to citizen’s interests. In terms of the financial implications, the position is recommended to be a one year temporary position, with an option to extend for a second year if needs warrant. As it could be funded on a surplus basis, there is no direct impact to current taxation levels.

BACKGROUND

In 2013 Trust Council recognized a need to better coordinate activities between various agencies in respect of fresh water resources on Salt Spring Island. At this time, Trust Council passed Bylaw 154, which delegates the authority for the purpose of preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area to the Salt Spring Island Local Trust Committee.

The attached Business case provides details on the rationale and need for the Senior Freshwater Specialist.

On November 23, 2016, the Salt Spring Island Local Trust Committee passed the following resolution-without-meeting:

SS-RWM-07-2016

That the Salt Spring Island Local Trust Committee endorse the request by Trustee Grams for Trust Council to include funding in the 2017/18 fiscal year budget for a temporary Senior Freshwater Specialist.

The Salt Spring Island Watershed Protection Authority's technical working group has also endorsed this position.

REPORT/DOCUMENT:

1. Senior Freshwater Specialist - Business Case for 2017/18
2. Proposed Senior Freshwater Specialist Job Description

KEY ISSUE(S)/CONCEPT(S):

- Lack of organizational capacity to respond to increasing demand and need for service in freshwater protection

RELEVANT POLICY:

- Islands Trust Policy Statement Goal B, "to ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems".
- Islands Trust Council's 2014-2018 Strategic Plan
- Budget Process Policy 6.3.i

DESIRED OUTCOME:

- Improved knowledge of freshwater issues in the Trust Area.
- Establishment of a system for tracking fresh water issues in the Trust Area.
- Improved collaboration and freshwater data sharing with other agencies.
- Ensuring development does not exceed capacity of fresh water supply.

RESPONSE OPTIONS

Recommended:

That Trust Council approve adding \$83,670 in the 2017-18 budget to fund a temporary, full-time Senior Freshwater Specialist position from June 1, 2017 to March 31, 2018.

Alternatives:

- Option 1 – Funding for a Consultant - Trust Council could allocate funds to hire a consultant with the appropriate expertise that would operate under a terms of reference, with clear deliverables. This would require significant manager support to oversee and manage the overall project.
- Option 2 – Increase Technical Scientific Funding - The Scientific Technical budget is currently \$15,000 annually. This amount could be increased with the additional funding being specifically used for expertise assistance with freshwater issues on the islands. Direction could be through each individual trust committee work program or via local planning committee or Executive Committee.

Prepared By: David Marlor/ November 23, 2016

Reviewed By/Date: George Grams / November 23, 2016
Salt Spring Island Local Trust Committee/November 23, 2016
Executive Committee/November 23, 2016

Russ Hotsenpiller, Chief Administrative Officer

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 14 - 16, 2017

From: Financial Planning Committee

Date Prepared: February 28, 2017

SUBJECT: FINANCIAL PLAN BYLAW, 2017/2018

RECOMMENDATION:

1. That Islands Trust Council Bylaw 167, cited as the “Financial Plan Bylaw, 2017/2018” be Read a First Time.
2. That Islands Trust Council Bylaw 167, cited as the “Financial Plan Bylaw, 2017/2018” be Read a Second Time.
3. That Islands Trust Council Bylaw 167, cited as the “Financial Plan Bylaw, 2017/2018” be Read a Third Time.
4. That Islands Trust Council Bylaw 167, cited as the “Financial Plan Bylaw, 2017/18” be forwarded to the Minister of Community, Sport and Cultural Development for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Islands Trust Financial Plan for 2017/18 must be adopted by bylaw prior to implementation.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Allows staff to implement the Islands Trust Council’s approved budget.

FINANCIAL: As described in budget background documents

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS:

Staff will implement as described in budget background documents.

OTHER: None

BACKGROUND

REPORT/DOCUMENT: Draft Financial Plan Bylaw, 2017/2018.

KEY ISSUE(S)/CONCEPT(S): The Financial Plan Bylaw is the formal document approving the budget for the 2017/2018 fiscal year. After three readings, the bylaw is forwarded to the Minister of Community, Sport and Cultural Development for approval and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust.

The Financial Plan Bylaw focuses on the current fiscal year budget, but also includes projections for the following four fiscal years. The worksheet used to create the projections appears at the end of this Request for Decision. The assumptions and/or processes used for the line items in the four year projection are:

Consumer Price Index	1.0%
Fees & Sales	No increase in fees and sales is projected.
Provincial Grant	The Ministry has advised a budget of \$180,000 for recent years – maintained for the five year period.
Non-market Growth	A 1.0% non-market growth rate is anticipated. Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool.
Increases to Property Taxes	It is anticipated that property tax increases will not exceed CPI.
Property Tax Levy – Bowen	The methodology for the Bowen Tax Levy calculation is described in the <i>Islands Trust Act</i> and depends on a number of factors that are difficult to predict. An increase of 1.0% has been included.
Expenditures (Trust Council, Local Planning, Trust Fund and Administration)	Service levels are expected to remain the same.
Expenditures – Programs	Program expenditures are based on historical spending and are adjusted to reflect lower spending on programs during election years.
Potential Salt Spring Island Incorporation	At the time of drafting the Financial Plan Bylaw, the result of the future referendum is unknown. Therefore, apart from the recognition in 2017/18 of a potential Provincial grant for the creation of a transition plan, no impacts related to incorporation have been identified.
General Revenue Fund Surplus	The target for this amount is defined in the General Revenue Fund Surplus Policy 6.5.i.

RELEVANT POLICY: Municipal Revenue Tax Calculation Policy 7.2.vi.
General Revenue Fund Surplus Policy 6.5.i.

DESIRED OUTCOME: That Trust Council approve the Financial Plan Bylaw, 2017/2018 in order for staff to implement the islands Trust Council's approved budget.

RESPONSE OPTIONS

Recommended: Three readings of the Financial Plan Bylaw and advance for approval by the Minister of Community, Sport, and Cultural Development.

Alternative: N/A

Prepared By: C. Shelest, Director of Administrative Services

Reviewed By/Date: R. Hotsenpiller, Chief Administrative Officer – February 21, 2017
Financial Planning Committee – February 28, 2017
Executive Committee – March 1, 2017

ISLANDS TRUST - Proposed Budget - 5 Year Budget Projection							
	Trust Council March 2017	Annual					
Revenue	2017/18	Increase %	2018/19	2019/20	2020/21	2021/22	
Fees & Sales	110,000		110,000	110,000	110,000	110,000	
Provincial Grant	180,000		180,000	180,000	180,000	180,000	
Property Tax Levy prior year	6,249,833	0.0%	6,312,331	6,407,331	6,503,762	6,634,487	
Non-market Growth Current Year	62,498	1.0%	63,123	64,073	65,038	66,345	
Increased Taxes in Current Year	-		31,877	32,357	65,688	67,008	
Total Tax Revenue	6,312,331		6,407,331	6,503,762	6,634,487	6,767,841	
% tax increase	0.00%		0.50%	0.50%	1.00%	1.00%	
			<i>election</i>	<i>byelection</i>	<i>byelection</i>	<i>byelection</i>	
Appropriation from Surplus - for elections	5,000		120,000	5,000	5,000	5,000	
Appropriation from Surplus - to adjust Surplus balance	555,000		1,790	17,651	13,689	(2,232)	
Property Tax Levy - Bowen	242,680	1.0%	245,106	247,558	250,033	252,533	
Special Levy - LTCs	98,500	manual input	100,000	100,000			
Interest Income	50,000	0.0%	50,000	50,000	50,000	50,000	
Other Income	150,000	0.0%	50,000	50,000	50,000	50,000	
Revenue Subtotal	7,703,510		7,264,228	7,263,970	7,293,209	7,413,142	
Expenditures			<i>election</i>				
Trust Council - no Admin or Projects	813,020	1.0%	916,851	806,019	814,079	822,220	
Local Planning - no Admin or Projects	3,720,573	1.0%	3,621,846	3,658,065	3,694,645	3,731,592	
Trust Fund - no Admin or Projects	553,683	1.0%	559,220	564,812	570,460	576,165	
Administration	1,857,734	1.0%	1,876,311	1,895,074	1,914,025	1,933,165	
Projects - Trust Council	73,000		250,000	300,000	350,000	400,000	
Projects & OCP - LPS	572,000						
Projects - ITF	-						
Projects - Admin	80,000						
Projects funded by Special Property Tax Requisition	98,500		100,000	100,000			
Expenditure Subtotal	7,768,511		7,324,228	7,323,970	7,343,210	7,463,142	
Less non-cash expenditures - amortization	65,000		60,000	60,000	50,000	50,000	
Total Cash Requirement	7,703,511		7,264,228	7,263,970	7,293,210	7,413,142	
Surplus Balance	2,035,610		1,913,820	1,891,169	1,872,480	1,869,712	
Cash required for 3 months operations	\$ 1,857,128		\$ 1,778,557	\$ 1,778,492	\$ 1,783,302	\$ 1,813,285	
Surplus Balance as % of Cash Required by Pol	110%		108%	106%	105%	103%	

ISLANDS TRUST COUNCIL

BYLAW NO. 167

A Bylaw Respecting the Financial Plan of the Islands Trust for Fiscal Years 2017/18 through 2021/2022

The Islands Trust Council, having jurisdiction in respect of the Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, enacts as follows:

1. Schedule "A" attached hereto, and made part of this Bylaw is hereby adopted and is the Financial Plan of the Islands Trust for the fiscal year commencing April 1, 2017 and ending March 31, 2018, and for the subsequent four fiscal years, and further that;
2. This Bylaw may be cited for all purposes as the "Islands Trust Financial Plan Bylaw, 2017/2018".

READ A FIRST TIME THIS DAY OF MARCH , 2017

READ A SECOND TIME THIS DAY OF MARCH , 2017

READ A THIRD TIME THIS DAY OF MARCH , 2017

APPROVED BY THE MINISTER OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT
THIS DAY OF , 2017

ADOPTED THIS DAY OF , 2017

SECRETARY

CHAIR

ISLANDS TRUST						
Bylaw 167						
Schedule A						
Revenue	2017/18	2018/19	2019/20	2020/21	2021/22	
Provincial Funding	180,000	180,000	180,000	180,000	180,000	
Property Taxes **	6,555,011	6,652,000	6,752,000	6,884,000	7,021,000	
Special Levy - Local Trust Committees	98,500	100,000	100,000	-	-	
Fees	110,000	110,000	110,000	110,000	110,000	
Surplus Appropriation	560,000	122,000	23,000	19,000	3,000	
Interest and Other	200,000	100,000	100,000	100,000	100,000	
Revenue Subtotal	7,703,511	7,264,000	7,265,000	7,293,000	7,414,000	
Expenditures						
Trust Council	1,215,435	1,278,000	1,179,000	1,199,000	1,219,000	
Local Planning	5,824,996	5,295,000	5,384,000	5,370,000	5,459,000	
Trust Fund	728,079	751,000	762,000	774,000	786,000	
Less non-cash items - amortization	(65,000)	(60,000)	(60,000)	(50,000)	(50,000)	
Expenditure Subtotal	7,703,512	7,264,000	7,265,000	7,293,000	7,414,000	
Contribution to Surplus (Reserves)*	(0)	-	-	-	-	
** Estimated Property Taxes by Source:	2017/18	2018/19	2019/20	2020/21	2021/22	
Trust Area Property Tax Levy	6,312,332	6,407,000	6,504,000	6,634,000	6,768,000	
Bowen Island Municipality Property Tax Levy	242,680	245,000	248,000	250,000	253,000	
Total	6,555,011	6,652,000	6,752,000	6,884,000	7,021,000	
Balance in General Revenue Fund Surplus	2,035,610	1,913,820	1,891,169	1,872,480	1,869,712	

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 14-16, 2017

From: Financial Planning Committee

Date: February 28, 2017

SUBJECT: REVENUE ANTICIPATION BORROWING BYLAW (ANNUAL ITEM)

RECOMMENDATION:

1. That Islands Trust Council Bylaw 168, cited as the “Revenue Anticipation Borrowing Bylaw 2017-2018” be Read a First Time.
2. That Islands Trust Council Bylaw 168, cited as the “Revenue Anticipation Borrowing Bylaw 2017-2018” be Read a Second Time.
3. That Islands Trust Council Bylaw 168, cited as the “Revenue Anticipation Borrowing Bylaw 2017-2018” be Read a Third Time.
4. That Islands Trust Council Bylaw 168, cited as the ‘Revenue Anticipation Borrowing Bylaw 2017-2018’ be forwarded to the Minister of Community, Sport and Cultural Development for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The *Local Government Act* requires local governments to enact a “borrowing bylaw” before borrowing funds. The bylaw also requires Ministerial approval. Therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for several years. Expenditures are carefully managed to ensure they do not exceed the budgeted revenues.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Ability to borrow enabled by adoption of the bylaw.

FINANCIAL: Interest expense, if incurred, would be charged against the appropriate budget account.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None

OTHER: None

BACKGROUND

The Islands Trust is required under the *Islands Trust Act, S.8(3)* and *Islands Trust Act Regulation #12*, to adopt a bylaw authorizing the borrowing of money that may be required to meet current expenditures before revenue from all sources has been received. The bylaw also requires Ministerial approval. No borrowing has been required for several years.

REPORT/DOCUMENT: Draft Revenue Anticipation Borrowing Bylaw.

KEY ISSUE(S)/CONCEPT(S):

This requirement is particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds.

The bylaw specifies a limit of \$1,000,000 and an interest rate not to exceed 2% per annum over bank prime. The islands Trust currently is able to borrow at an interest rate equal to the bank prime rate.

RELEVANT POLICY:

Islands Trust Act, Section.8(3); Local Government Act, Sections 821 and 822

DESIRED OUTCOME:

That Trust Council approve the Revenue Anticipation Borrowing Bylaw.

RESPONSE OPTIONS

Recommended:

Three readings of the Revenue Anticipation Borrowing Bylaw and advance for approval by the Minister of Community, Sport, and Cultural Development.

Alternative:

Prepared By: C. Shelest, Director of Administrative Services

Reviewed By/Date: R. Hotsenpiller, Chief Administrative Officer – February 21, 2017
Financial Planning Committee – February 28, 2017
Executive Committee – March 1, 2017

ISLANDS TRUST COUNCIL

BYLAW NO. 168

A Bylaw to Provide for the Borrowing of Money During Fiscal Year 2017 - 2018 in Anticipation of Revenue

WHEREAS the Islands Trust may not have sufficient money on hand to meet the current lawful expenditures of the Islands Trust;

AND WHEREAS it is provided by Section 8.3 of the *Islands Trust Act*, Section 12 of B.C. Regulations 119/90 and Sections 821 and 822 of the *Local Government Act* that the Islands Trust may, with the approval of the Minister of Community, Sport and Cultural Development, borrow such sums of money as may be required to meet the current lawful expenditures of the Islands Trust before revenue, from all sources, to pay for those expenditures has been received, provided that money so borrowed is repaid when the anticipated revenue with respect to which the borrowing was authorized is received;

AND WHEREAS the Islands Trust Council anticipates receiving for the 2017 - 2018 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE the Islands Trust enacts as follows:

1. This bylaw may be cited as "Revenue Anticipation Borrowing Bylaw, 2017 - 2018".
2. The Islands Trust shall be and is hereby authorized to borrow upon the credit of the Islands Trust an amount or amounts not exceeding \$1,000,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.
3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of the Islands Trust and the Treasurer of the Islands Trust.
4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall when received on account of the 2017 - 2018 budget, be used to repay the money so borrowed.

READ A FIRST TIME THIS DAY OF MARCH , 2017

READ A SECOND TIME THIS DAY OF MARCH , 2017

READ A THIRD TIME THIS DAY OF MARCH , 2017

APPROVED BY THE MINISTER OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT
THIS DAY OF , 2017

ADOPTED THIS DAY OF , 2017

SECRETARY

CHAIR

**Top Priorities****Financial Planning Committee**

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Finalize the 2017/18 Budget and forward to Ministry for approval.	Current - reviewed proposed 2017/18 budget at their February 28, 2017 meeting (including public consultation results) and the RFDs for the Financial Plan Bylaw and Borrowing Anticipation Bylaw. Planned - forward to Trust Councils March meeting for approval and forwarding to Ministry for approval.		Cindy Shelest	15-Mar-2017
2	Complete the 2016/17 Forecast	Current - Reviewed 2016/17 Forecast based on 3rd Quarter results at their February 28, 2017 meeting. Planned - Forward briefing to Trust Councils March 2017 meeting.		Cindy Shelest	15-Mar-2017
3	Conduct the 2016/17 Year-End Audit.	Current - meet with auditors (KPMG) to discuss planning and develop the 2016/17 audit schedule. Planning - review the 2016/17 audited financial statements with auditors at May 31, 2017 Audit Committee Meeting. Forward Audited Financial Statements and Audit Findings Report to Trust Councils June 2017 meeting.		Cindy Shelest	20-Jun-2017

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 28, 2017

From: Cindy Shelest, Director Administrative Services **Date prepared:** February 21, 2017

SUBJECT: **VIRTUAL MEETING PARTICIPATION ADMINISTRATION PROCEDURE**

DESCRIPTION OF ISSUE: In response to the KPMG Information Systems Assessment Report and Trust Council's Strategic Plan Item T.7.1.1., Information Services staff have begun a review of electronic meetings with the objective of improving Trustee's meeting experience. The initial step was the drafting of a Virtual Meeting Participation Administration Procedure. Staff will present the procedure to the Financial Planning Committee at their February 28, 2017 meeting.

BACKGROUND:

On February 15, 2017, Information Services staff presented a briefing to the Executive Committee updating them on the Electronic Meeting Project status. A draft procedure related to Virtual Meeting Participation was provided for their review along with a recommendation that in order to proceed with gathering input from Trustees on the procedure and their experience with electronic meetings, a presentation to Financial Planning Committee at their next meeting may provide the best audience. This is due to the fact that all Council Committee Chairs sit on the Financial Planning Committee as well as all members of the Executive Committee. The Executive Committee concurred with this recommendation and staff have planned to make a presentation on this topic at the Financial Planning Committee's February 28, 2017 meeting.

ATTACHMENT(S):

Briefing to Executive Committee dated February 8, 2017 – Electronic Meetings Update
Draft Procedure – Virtual Meeting Participation Administration

FOLLOW-UP:

Next steps will be:

- If Financial Planning Committee agrees to the direction Information Services staff are proposing, they will directly survey members of the Financial Planning Committee prior to March 31, 2017.
- Based on the feedback received, Information Services staff will identify technical requirements needed (in anticipation of entering into a procurement phase in 2017/18 – a budget request has been included in the 2017/18 budget).

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/February 21, 2017

BRIEFING

To:	Executive Committee	For the Meeting of:	February 15, 2017
From:	Cindy Shelest, Director Administrative Services	Date prepared:	February 8, 2017
SUBJECT:	ELECTRONIC MEETINGS - UPDATE		

DESCRIPTION OF ISSUE:

The purpose of this briefing is to advise Executive Committee of the steps that have been taken to date to provide a positive experience for Trustees related to electronic (virtual) meetings. Draft procedure has been provided to the Executive Committee for initial review

BACKGROUND:

At its December 2016 meeting, Trust Council received staff's response to the KPMG Information Systems Assessment report. One of the recommendations that was made by KPMG and supported by staff was that Islands Trust undertake a review of technology options for supporting on-line meetings in remote locations that could contribute to an improved experience for meeting administrators and participants.

In addition, Trust Council included in its 2014-18 Strategic Plan Item T.7.1.1 - Amend Trust Council Meeting Procedure Bylaw to enable electronic attendance at TC meetings.

Given these two priorities, it was identified as a top priority for Information Systems staff to explore ways to streamline our on-line meeting environment and improve the overall user experience. Following our project management framework, the first step in this review process is to build and define a business case and fully identify user requirements.

Based on our initial assessment of this project, it was determined that the needs for enabling electronic meeting attendance at Trust Council are different than the needs for improving the on-line meeting experience for Council Committee meetings (EC, FPC, LPC, TPC). The first step in the process is to define the needs of Council Committee meetings. The following activities have taken place:

- A workshop was held with meeting administrators to gather their input on where our current meetings are experiencing problems. The problem areas were divided into three areas: technical/hardware, training and procedural (results attached)
- A procedural document was drafted and reviewed by the Management Team (see attached)

In order to obtain input from the Executive Committee and Committee Chairs, it seems appropriate to provide a presentation to the Financial Planning Committee at its February 28, 2017 meeting (FPC includes Executive Committee and all Committee Chairs or representatives). After the meeting we plan to follow up on a one-on-one basis with each FPC member and complete a short questionnaire.

Once the procedure document has finalized, it will inform the technical needs that Information Services will be reviewing. Subsequent to that, training will be provided.

The next phase of the project will be to work with Trustees to define user needs for electronic participation in Trust Council meetings.

ATTACHMENTS:

- 1) Draft Procedure – Virtual Meeting Participation Administration
- 2) Feedback from Meeting Administrators

FOLLOW-UP:

Next steps are:

- Receive feedback on the procedure from Trustees (through the FPC)
- Identify technical requirements needed (in anticipation of entering into a procurement phase in 2017/18, a budget request has been put forward in the 2017/2018 budget)
- Provide training to meeting participants and administrators
- Work with Trustees to define user needs for electronic participation in Trust Council meetings

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer



Procedure:	
Approved By:	Management Team
Policy Holder:	Legislative Services

Virtual Meeting Participation Administration Procedure

Purpose

Islands Trust encourages virtual meeting participation as a means to reduce travel expense and reduce its carbon footprint. It also enables participation in meetings that may not be possible otherwise (ie. Trustees or staff are unable to travel to the meeting location).

Scope

This procedure applies to all Council Committee meetings (ie. Executive Committee, Financial Planning Committee, Local Planning Committee, Trust Fund Board and Trust Programs Committee).

This procedure does not extend to Trust Council meetings or Local Trust Committee meetings.

This procedure is not intended to cover all aspects of meeting administration, only those aspects directly impacted by the process of administering virtual meetings (ie. Agenda preparation is not covered in detail).

A. Definitions

Chair – The Chair of each Council Committee

Meeting Administrator (MA) – Supports Chair and overall meeting.

Technical Administrator (TA) – Manages all technical aspects of meeting

Information Systems (IS) – Responsible for the hardware, software, network and voice communications technology used in all virtual meetings

Minute Taker (MT) – Records the minutes/notes of the meeting

Participant – Trustees who are a part of the Committee

Attendees – Staff and Trustees who are not a part of the Committee

Remote Participants – Staff or Trustee who are virtually attending meetings.

Meeting Site – the site that the meeting is being administered from.

Remote Site – any site where the remote participants are located.

Internet Collaboration Tool (ICT) – Islands Trust virtual meeting software (i.e. GotoMeeting)

B. Procedures

a. Roles and Responsibilities

- i. The Chair has overall responsibility for the execution of the meeting.
 1. Calls the meeting to order.
 2. Acknowledges meeting participants.
 3. Ensures the minutes capture the discussion and resolutions during the meeting.
 4. Ensures all participants have a voice in the meeting.
 5. Ensures the agenda is approved and followed during the meeting.
 6. Manages the meeting timelines.
- ii. The MA has responsibility to support the meeting.
 1. Consults with the Chair to prepare the meeting agenda.
 2. Distributes the agenda to participants in a timely manner.
 3. Determines what virtual tools will be needed for a successful meeting, and informs TA (Appendix A: Meeting Technical Requirements Checklist)..
 - Will there be remote participants?
 - Will any remote participants be presenting material?
 - Do the remote participants need to see the Meeting Site?
 - What desktop applications will be shared (i.e. Power Point, Excel etc.)?
 - Any other special technical requirements/considerations?
 4. Supports the Chair during the meeting.
 5. Often is presenting information to the Committee.
 6. May assume the role of TA (if trained in TA roles and responsibilities)
- iii. The MT records the minutes of the meeting.
- iv. The TA manages all virtual meeting tools.
 1. Reviews virtual meeting tool requirements as described by MA and ensures all are available and set up in time for the meeting.
 2. Reviews virtual meeting tools, and associated procedures with participants prior to the start of meeting.
 3. Displays the agenda and presentation materials on the ICT as described by the MA.
 4. Ensures all participants – particularly remote attendees – have full vocal and visual (video camera) access.
 5. Ensure the Meeting Site camera is appropriately positioned.
 6. Troubleshoots issues with virtual meeting tools during the meeting, and solicits IS support as required.
- v. Information Systems (IS) ensures all virtual meeting tools and associated training effectively support successful meetings.

1. Provides that all participants (i.e. Chair and remote individuals), attendees (i.e. MA and TA) have an opportunity to receive training in advance of setting up virtual meeting equipment locally and remotely.
 2. Periodically perform test meetings to ensure that all equipment works.
 - a. Sound check teleconference phone, ensuring remote participants will be able to hear all local participants.
 - b. Check webcams, computer, projector, and monitor function.
 - c. Inspect and repair any issues with floor cables in order to reduce the risk of potential injury
 - d. Inspect cords and cables associated with board room table, reducing clutter and ensuring function.
 3. Be available to support virtual meeting tools during actual meeting.
- b. Prior to the meeting start time:
- i. Days before meeting:
 1. The MA ensures the agenda is distributed in advance.
 2. Remote participants advise the MA of their intention to attend the meeting remotely.
 3. The MA informs TA (via Appendix A: Meeting Technical Requirements Checklist), what virtual tools will be required (i.e. teleconference, ICT, Power Point etc.), who will be attending remotely, who will be presenting etc.
 4. The TA visually inspects the meeting site to ensure room configuration is appropriate to the meeting, and all required tools are ready and available.
 - a. Wireless teleconference microphones (charged and available)
 - b. Remote for overhead projector, camera etc.
 5. The TA ensures the ICT meeting is scheduled and that the meeting invitation and conference call information have been communicated to participants and attendees (via MA).
 6. The TA notifies IS of meeting date/time and ensures staff will be available to support the meeting.
 7. The TA contacts participants who will be presenting or have responsibility for agenda items and coordinates network location of content, reviews software (i.e. PowerPoint) and hardware (i.e. wireless presenter) requirements and provides training if required.
 - ii. 20 minutes prior to the meeting:
 1. The TA initiates ICT meeting (activates projector, Meeting Site camera etc.).
 2. The TA initiates teleconference bridge.
 - iii. 10 minutes prior to the meeting:
 1. Remote Participants join the ICT meeting (activate cameras), and dial into teleconference bridge.

2. The TA ensures that all remote participants and attendees can hear and are being heard via the teleconference bridge.
3. The TA ensures that all remote participants and attendees can see and be seen via the video feeds.
4. The TA reviews meeting technology, and associated procedures with all participants.
 - a. How and when to use phone mute buttons.
 - b. How to activate/deactivate video cameras.
 - c. How to pass ICT control to another participant.
 - d. How and when to use ICT instant message/chat (i.e. report technical issues).
- iv. 5 minutes prior to the meeting:
 1. Chair acknowledges attendees and participants that are participating remotely.
- c. During the meeting:
 - i. Remote participants ensure that their remote site is conducive to effective meeting participation (i.e. distractions are eliminated) and their phone or computer microphone is muted to reduce unnecessary background noise.
 - ii. Chair maintains awareness of the electronic participants to ensure their participation is acknowledged.
 - iii. All participants ensure that rules of order are followed to ensure they are speaking in turn as acknowledged, not engaging in side conversations and not interrupting speakers (this in turn makes it easier for the MT to capture the discussion, for the Chair to manage the meeting, and for remote participants to be acknowledged).
 - iv. Participants in the room who are speaking, ensure they speak in a reasonably loud voice in the direction of the meeting site conference phone and microphones in order for remote participants to hear the discussion clearly.
 - v. All participants attempt to minimize noise close to the microphones in order to reduce potential background noise (ie. rustling of paper).
 - vi. TA ensures the remote video feeds are visible to local participants, and that remote participants have access to meeting site video feed.
 - vii. The Chair acknowledges remote participants when they wish to speak.
 1. Remote participants physically raise their hands via their video feed to indicate desire to speak.
 2. In the absence of video remote participants vocally indicate desire to speak via the conference call.
 - viii. The Chair acknowledges remote participants during voting on any resolutions.
 1. Remote participants physically raise their hands via their video feed to indicate voting position.
 2. In the absence of video remote participants vocally indicate voting position via the conference call.

d. Other:

- i. All Islands Trust TA's, MA's and staff must ensure they schedule their meetings through the ICT website in order to avoid inadvertently "bumping" another meeting that may be underway.

2. Links to Supporting Forms, Documents, Websites, Related Policies

- a. GoToMeeting Instruction Manual (available through Information Systems)
- b. Eli Mina training materials from presentations to Trustees: "Building Better Decision Making Bodies" and "Meetings, Rules & Effective Decision-Making"
- c. Bylaw No. 3, 2016 "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 3, 2016"
- d. Islands Trust Council Policy 2.1.x. Meeting Procedures Guidelines.

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 28, 2017
From: Ann Kjerulf, Regional Planning Manager **Date prepared:** February 15, 2017
Northern Team **File No.:** 3030-01 (LTC General)

SUBJECT: NORTHERN LOCAL TRUST COMMITTEE 2016-17 BUDGET REVISIONS

DESCRIPTION OF ISSUE:

The purpose of this briefing is to advise the Financial Planning Committee of re-allocations within the Gambier and Thetis Island Local Trust Committee (LTC) budgets.

The Gambier Official Community Plan (OCP) budget currently has a balance of \$4,035. On February 2nd, the LTC allocated \$3,500 of this budget to the Riparian Areas Regulation (RAR) budget for the purpose of financing a third party RAR assessment on Bowyer Island. Completion of this assessment works toward compliance with the Provincial RAR.

At their meeting on February 27th, Thetis Island LTC will consider a resolution to move \$1,200 from the Thetis RAR budget to fund a new Top Priority item – the Thetis Associated Islands Land Use Bylaw Amendment - Ruxton Island Private Moorage Structures Project.

BACKGROUND:

Islands Trust Policy 6.5.ii [Budget Control and Adjustment Authority] Section D.4 states that:

In cases where there is a desire to revise the budget within an Operational Unit, the change will be initiated at the request of the manager for that Operational Unit, or by the Chief Administrative Officer (CAO). A request for adjustments to the budget must be forwarded to the Treasurer for implementation, and must include both program and financial implications. The Financial Planning Committee must be informed of budget changes within an Operational Unit at the next scheduled meeting of the Committee.

ATTACHMENT(S):

none

AVAILABLE OPTIONS:

1. Receive for information

FOLLOW-UP:

none

Prepared By: Ann Kjerulf, Regional Planning Manager

Reviewed By/Date: David Marlor, DLPS/Feb 20, 2017

To: Financial Planning Committee

For the Meeting of: February 21, 2017.

From: Stefan Cermak; Regional
Planning Manager

File No.: 6500-20

**SUBJECT: SALT SPRING ISLAND LOCAL TRUST COMMITTEE PROJECT BUDGET
CHANGE**

DESCRIPTION OF ISSUE:

As per Islands Trust policy 6.5.ii policy, Budget Control and Adjustment Authority, this briefing is to inform the Financial Planning Committee of budget changes within an operational unit.

BACKGROUND:

On January 16, 2017, the Salt Spring Island Local Trust Committee passed via Resolution Without Meeting, the following resolution:

“THAT the SSI LTC authorize the transfer of \$2000.00 from the Salt Spring Integrated Community Sustainability Plan Project Budget (Code 4068) to the Salt Spring Island Land Use Rural Watershed Project Budget (Code 4075).”

ATTACHMENT(S):

None.

AVAILABLE OPTIONS:

None required.

FOLLOW-UP:

No follow up actions are required.

Prepared By: Stefan Cermak; Regional Planning Manager

Reviewed By: Chief Administration Officer

Date: February 16, 2017