Financial Planning Committee
Agenda

Date: Wednesday, August 23, 2017

Time: 10:00 am - 2:00 pm

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

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

Financial Planning Committee
Minutes of Meeting

Date:	**May 31, 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 (by phone)** **Peter Luckham, EC Rep** **George Grams, EC Rep** **Brian Crumblehulme, TPC Rep (by phone)** **Robin Williams, TFB Rep** **George Harris, Local Trustee (by phone)**
Members Absent:	**Laura Busheikin, EC Rep** **Susan Morrison, EC Rep**
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 10:40 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 – February 28, 2017

FPC-2017-015
It was MOVED and SECONDED
to amend section 4.3.3 resolution FPC-2017-009 by replacing in the last sentence "June 2017" with "April, 2017".

CARRIED

By General Consent, the minutes of February 28, 2017 were adopted as amended.

3.2 Follow up Action List

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

4. TRUST COUNCIL BUSINESS

4.1 March 31, 2017 Audited Financial Statements - RFD

FPC-2017-016
It was MOVED and SECONDED,
that the Request for Decision “March 31, 2017 Audited Financial Statements” as amended be forwarded to the June 2017 Trust Council meeting.

CARRIED

4.2 Policy 6.5.1 General Revenue Fund Surplus - RFD

FPC-2017-017
It was MOVED and SECONDED,
that the Request for Decision “Policy 6.5.1 General Revenue Fund Surplus” as presented be forwarded to the June 2017 Trust Council meeting.

CARRIED
Alison Morse and Paul Brent - Opposed

4.3 Policy 7.2.1 Trustee Remuneration - RFD

FPC-2017-018
It was MOVED and SECONDED,
that the Request for Decision “Policy 7.2.1 Trustee Remuneration” as presented be forwarded to the June 2017 Trust Council meeting.

CARRIED

The meeting recessed at 11:55 a.m. and reconvened at 12:30 p.m.

4.4 FPC Report to Trust Council

FPC-2017-019
It was MOVED and SECONDED,
that the Top Priorities list as presented be forwarded to the June 2017 Trust Council meeting.

CARRIED

5. BUSINESS

5.1 2016/17 Financial Results - Briefing

The briefing provides an analysis of actual expenditures compared to budget for the fiscal year ended March 31, 2017. Briefing was received as information.

5.2 FPC Section of 2016/17 Annual Report - RFD

FPC-2017-020
It was MOVED and SECONDED,
that the Financial Planning Committee approves the attached text for inclusion in the 2016-2017 Annual Report for approval as amended by Trust Council and submission to the Minister of Community, Sport and Cultural Development.

CARRIED

6. NEW BUSINESS

No new business.

7. NEXT MEETING

The next meeting will be held Wednesday, August 23, 2017.

8. ADJOURNMENT

By General Consent, the meeting adjourned at 12:50 p.m.

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Peter Grove, Chair

Certified Correct

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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	18-Oct-2017	On Going

19-Oct-2016

Activity	Responsibility	Target Date	Status
Staff to recommend changes to the general revenue fund surplus policy	Cindy Shelest	31-May-2017	Done

17-Jan-2017

Activity	Responsibility	Target Date	Status
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

28-Feb-2017

Activity	Responsibility	Target Date	Status
FPC requested staff provide amendments to Trust Council Policy 7.2.i Trustee Remuneration to indicate that base rates will be adjusted according to the Victoria CPI on an annual basis to be forwarded to June Trust Council meeting.	Cindy Shelest	31-May-2017	Done

21-Jun-2017

Activity	Responsibility	Target Date	Status

Follow Up Action Report

TC-2017-039 Consider the creation of a specific reserve fund for Local Trust Committee Projects during the 2018/19 budget cycle.	Cindy Shelest	23-Aug-2017	On Going

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 12-14, 2017
From:	Financial Planning Committee	**Date Prepared:**	August 23, 2017

SUBJECT: **JUNE 30, 2017 QUARTERLY FINANCIAL REPORT**

RECOMMENDATION: That the Islands Trust Council approve the June 30, 2017 Quarterly Financial Report as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The financial report indicates that Islands Trust is generally following the financial plan for 2017/18.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: There are no organizational implications to the recommendation.

FINANCIAL: Expenditures to June 30, 2017 are within approved budgets.

POLICY: There are no implications for existing policy.

IMPLEMENTATION/COMMUNICATIONS: Managers and Directors will receive ongoing reporting 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: Islands Trust Statement of Net Financial Position (Balance Sheet) and Consolidated Statement of Revenue and Expenditure to June 30, 2017 attached.

KEY ISSUE(S)/CONCEPT(S):

Statement of Net Financial Position

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

Consolidated Statement of Revenue and Expenditure

The benchmark for revenues and expenditures after three months (first quarter) of operations is 25% of the annual budget. The revenue and expense areas that vary significantly from the 25% benchmark include:

REVENUE

- Fees and Sales are slightly higher than budget in the first quarter of this year primarily due to an increase in zoning amendment applications received in the first quarter of this year.
- The general property, special property and Bowen Island property tax requisitions will be received in the second quarter
- Investment income is below budget expectations due to draw down of invested funds. Interest will increase in the second quarter as the property tax requisition will be received and invested to maximize the interest income.
- Other Revenues are lower as projects have not yet been started where grant revenue will be recognized.

EXPENSES

Council Expenses

- Trust Council expenses are lower than budget due to underspending on Trust Council meetings where expenditures are expected to be higher for meetings later in the fiscal period.
- Trust Area Services expenses are lower than budget due to underspending of the Policy Statement Review Project which will occur later in the fiscal year.

Local Planning Services

- Local Trust Committee and Projects are lower than budget due to timing of projects anticipated to occur later in the fiscal year, as LTCs advance their project work.

Trust Fund

- Board expenses are lower than budget due to the timing of meetings which will occur later in the fiscal year.
- Property management expenses are higher than budget due to the timing of property monitoring which occurs early in the fiscal period when weather allows.

Administration

- Admin Services expenses are lower than budget due to timing of expenditures for contract services which will occur later in the year.
- Office Operations are lower than budget due to timing of expenditures which will occur later in the year.
- Computer, Furniture & Equipment purchases are higher than budget due to the timing of purchases made at the beginning of the fiscal year to achieve the benefit of new equipment and technology solutions for the full fiscal period.

FINANCIAL PROJECTIONS TO March 31, 2018 FISCAL YEAR-END

A detailed forecast of the 2017/18 year-end results will be conducted in the fall for presentation to the Financial Planning Committee and to December Trust Council.

RELEVANT POLICY: Bylaw No. 167, Islands Trust Financial Plan Bylaw 2017/18

DESIRED OUTCOME: Approval of the June 30, 2017 Quarterly Financial Report.

RESPONSE OPTIONS

Recommended: That the Islands Trust Council approve the June 30, 2017 Quarterly Financial Report as presented.

Alternative: None identified.

PREPARED BY: Nancy Roggers, Finance Officer

REVIEWED BY: Cindy Shelest, Director, Administrative Services
Financial Planning Committee, August 23, 2017
Executive Committee, August 30, 2017

Russ Hotsenpiller, Chief Administrative Officer

Islands Trust
Statement of Net Financial Position
June 30, 2017

	June 30 2017	June 30 2016
Financial Assets		
Cash & Short-term Investments	2,899,226	2,261,031
Accounts Receivable	54,143	122,630
Total Financial Assets	2,953,369	2,383,661
Liabilities		
Wages & benefits payable	1,140,378	1,071,222
Accounts payable & accrued liabilities	202,073	195,146
Development Application Deposits	213,074	42,038
Deferred Revenue	54,983	42,918
Employee Benefit Obligations	138,864	105,443
Capital Lease Obligations	46,852	82,569
Cost Recovery Deposits	10,706	5,977
Total Liabilities	1,806,930	1,545,312
Net financial assets	**1,146,438**	**838,349**
Non-Financial Assets:		
Tangible Capital Assets	106,250	121,738
Prepaid Expenses	51,653	97,288
Total Non-Financial Assets	**157,903**	**219,025**
General Revenue Surplus Fund	**1,304,341**	**1,057,374**

Islands Trust

Statement of Revenue and Expenditure
For The 3 Months Ending June 30, 2017

	Description	Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
Revenue:					
	Fees & Sales	45,778	31,212	110,000	28%
	Provincial Grant	177,880	180,000	180,000	100%
	Property Tax Levy General	0	0	6,312,330	0%
	Special Property Tax Requisition	0	0	98,500	0%
	Property Tax Levy Bowen	0	0	242,680	0%
	Investment Income	735	10,500	50,000	21%
	Other Revenues	2,561	(378)	150,000	0%
Total Revenue		226,954	221,334	7,143,510	3%
Expenses					
Council					
	Trust Council	67,785	66,157	319,942	21%
	Executive Committee	28,277	27,888	103,560	27%
	Trust Area Services	92,187	94,914	462,518	21%
	General Admin Allocation - 17%	76,740	89,416	294,450	30%
Total Council Expenses		264,989	278,375	1,180,470	24%
Local Planning Services					
	Local Trust Committees	188,705	159,747	729,782	22%
	Projects	37,107	31,262	470,500	7%
	Planning Staff	563,132	629,130	2,525,215	25%
	LPS Facilities	80,886	84,319	357,750	24%
	Bylaw Enforcement	75,692	79,809	307,826	26%
	General Admin Allocation - 74%	334,046	389,224	1,459,279	27%
Total Local Planning Services Expenses		1,279,569	1,373,492	5,850,352	23%
Trust Fund					
	Board	3,615	4,227	20,000	21%
	Operations	85,565	110,343	450,683	24%
	Property Management	14,934	23,706	83,000	29%
	General Admin Allocation - 9%	40,627	47,338	184,005	26%
Total Trust Fund Expenses		144,741	185,614	737,688	25%
General Admin					
	Executive Office	90,409	93,671	369,979	25%
	Admin Services	175,398	135,758	578,139	23%
	Office Operations	85,660	75,802	333,750	23%
	Information Systems	59,314	134,229	459,366	29%
	Computer/Furniture & Equipment	24,974	69,658	131,500	53%
	Amortization Expense	15,659	16,861	65,000	26%
	General Admin Recovery	(451,414)	(525,979)	(1,937,734)	27%
Total General Admin Expenses		0	0	0	0%
Less Non-Cash Expenditures - Amortization				(65,000)	
Transfer from General Revenue Surplus Fund				(560,000)	
Total Expenses		1,689,299	1,837,480	7,143,510	26%
Surplus (Deficit) to date		(1,462,345)	(1,616,145)	0	
Transfer from Speical Property tax requisition general revenue surplus fund		7,106			
General Revenue Surplus Fund, beginning of the period		2,512,613	2,920,487		
General Revenue Surplus Fund, end of the period		1,057,374	1,304,342		

Islands Trust

BRIEFING

To: Trust Council **For the Meeting of:** Sept. 12-14, 2017

From: Financial Planning Committee **Date prepared:** August 23, 2017

SUBJECT: **STATEMENT OF FINANCIAL INFORMATION (SOFI)**

DESCRIPTION OF ISSUE:

The 2016/17 Statement of Financial Information (SOFI) is provided to Trust Council for information.

BACKGROUND:

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

The Statement of Financial Information is an associated financial report that provides more detailed information with respect to expenditures included in the financial statements. The SOFI report components are defined in Financial Information Regulation (B.C. Reg. 371/93, including amendments to B.C. Reg. 249/2002 approved September 6, 2002); Schedule 1, sections 1 to 4, which requires that:

> For consistency with the Budget Transparency and Accountability Act respecting Public Accounts reporting, the FIA states that corporations must prepare …..
>
> > within six (6) months after the corporation's fiscal year end, a statement of financial information which includes:
> >
> > - a schedule showing remuneration and expenses paid to or on behalf of employees; and
> > - a schedule showing payments for suppliers of goods or services.

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

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

ATTACHMENT(S):

2016/17 Statement of Financial Information.

AVAILABLE OPTIONS:

Request additional clarification from staff.
Receive for information.

FOLLOW-UP:

The Director of Administrative Services will forward the complete Statement of Financial Information report to the Ministry by September 30, 2017.

Prepared By:	Cindy Shelest, Director Administrative Services
Reviewed By/Date:	Russ Hotsenpiller, Chief Administrative Officer/August 17, 2017 Financial Planning Committee/August 23, 2017 Executive Committee/August 30, 2017

Islands Trust

SCHEDULE OF PAYMENTS TO SUPPLIERS

APRIL 1, 2016 TO MARCH 31, 2017

SUPPLIERS OVER $25,000	Aggregate amount paid to Supplier
AON REED STENHOUSE	$106,997.00
BC HYDRO CAD	$52,946.16
BLACKMAN SUPPORT SERVICES	$78,306.43
CHRISTINE FERRIS	$28,267.00
COLLIERS MACAULEY NICOLLS	$265,853.06
DRIFTWOOD PUBLISHING LTD	$30,666.17
LINDA PROWSE	$32,502.80
MEADOWWOOD VILLAGE DEVELOPMENT	$42,063.00
MINISTER OF FINANCE - Employee Benefits	$815,012.40
MINISTER OF FINANCE - Trustee MSP	$31,845.60
MONK OFFICE SUPPLY LTD	$26,009.10
PACIFIC BLUE CROSS	$40,416.06
PEOPLE POWER PRODUCTIONS INC (SSIWPA Coordination)	$106,228.59
RECEIVER GENERAL - Trustee Remunerations	$88,583.71
SHI CANADA ULC	$26,965.50
SHAW BUSINESS SOLUTIONS	$27,606.05
SOFTCHOICE	$26,956.87
TELUS	$29,580.54
TELUS MOBILITY	$30,040.82
YOUNG ANDERSON	$261,683.90
Total Aggregate Amount Paid to Suppliers over $25,000	**$2,148,530.76**

Total Consolidated Payments of $25,000 or less	**$167,187.47**

Total Expenditures for Goods & Services	**$2,315,718.23**

RECONCILIATION

Total Expenditures by Object per Financial Statements	6,588,536.00
Less: Amortization	(67,668.00)
salaries and benefits	(4,137,903.00)
expenses paid to or on behalf of employees this fiscal year	(191,242.06)
expenses paid to or on behalf of trustees this fiscal year	(91,980.61)
Add: Revenues offset against expenditures	215,975.90
Net expenditures to Suppliers	2,315,718.23

Islands Trust

SCHEDULE OF REMUNERATION & EXPENSES FOR TRUSTEES

APRIL 1, 2016 TO MARCH 31, 2017

LAST NAME	FIRST NAME	POSITION	REMUNERATION including taxable benefits	TOTAL EXPENSES
Allen	Alexander	Trustee	$11,960.76	$1,998.57
Barber	Diane	Trustee	$14,950.20	$783.00
Bertrand	Ronald	TFB	$750.00	$2,019.66
Brent	Paul	Trustee	$10,504.56	$717.18
Busheikin	Laura	Trustee/Vice Chair	$44,502.60	$17,100.97
Critchley	David	Trustee	$11,782.92	$1,805.34
Crumblehulme	Brian	Trustee	$12,847.56	$707.94
Dodds	Jeanine	Trustee	$12,847.56	$742.13
Fast	Sue Ellen	Trustee	$3,267.60	$1,091.67
Grams	George	Trustee/Vice Chair	$64,170.84	$9,428.80
Grove	Peter	Trustee	$31,434.36	$1,730.55
Harris	George	Trustee	$12,357.60	$959.88
Harrison	Richard	TFB	$450.00	$399.14
Hunter	Kenneth	Trustee	$10,718.28	$321.85
Law	Tony	Trustee/TFB Chair	$12,311.16	$6,596.19
Luckham	Peter	Trustee/TFB/Vice Chair/Council Chair	$51,764.76	$10,548.44
Mamoser	Melanie	Trustee	$19,008.48	$2,276.26
Masselink	Derek	Trustee	$15,076.20	$173.60
McConchie	Bruce	Trustee	$9,941.76	$637.56
Middleton	Lee	Trustee	$10,630.56	$963.84
Morrison	Susan	Trustee/TFB/Vice Chair	$43,400.64	$17,768.46
Morse	Alison	Trustee	$3,267.60	$2,458.05
O'Sullivan	Heather	Trustee	$19,808.52	$1,017.07
Peterson	Timothy	Trustee	$9,664.20	$1,684.69
Pottle	Sandy	Trustee	$12,007.56	$1,377.40
Rogers	Dan	Trustee	$11,067.72	$2,647.51
Scholefield	Wendy	Trustee	$9,941.76	$732.04
Stamford	Kate-Louise	Trustee/TFB	$12,767.76	$3,292.82
TOTAL 2016/17			**$483,203.52**	**$91,980.61**
TOTAL 2015/16			**$476,437.24**	**$100,575.02**

RECONCILIATION

Total Remuneration - Elected Officials	483,203.52
Reconciling Items - non-remuneration Council Services	587,803.48
Subtotal	1,071,007.00
Total per Statement of Operations - Council Services	1,071,007.00
Variance	0.00

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

Islands Trust

SCHEDULE OF REMUNERATION & EXPENSES FOR EMPLOYEES

APRIL 1, 2016 TO MARCH 31, 2017

Employees whose remuneration exceeds $75,000 (in alphabetical order)	POSITION	REMUNERATION including taxable benefits	EXPENSES
Beeston, David	Information Systems Coordinator	$77,608.76	$1,953.93
Brzozowski, Aleksandra	Island Planner	$76,161.47	$5,981.62
Cermak, Stefan	Regional Planning Manager	$94,013.87	$5,324.87
Drew, Miles	Bylaw Enforcement Manager	$70,500.67	$15,174.23
Eggen, Marnie	Island Planner	$72,646.92	$2,877.37
Frater, Clare	Trust Area Policy Analyst/Director of Trust Area Services	$91,763.73	$6,482.32
Gordon, Lisa	Director of Trust Area Services	$87,703.86	$1,929.15
Hotsenpiller, Russel	Chief Administrative Officer	$162,066.38	$7,723.59
Kjerulf, Ann	Regional Planning Manager	$90,515.66	$8,266.49
Kojima, Robert	Regional Planning Manager	$95,554.92	$3,865.61
Marlor, David	Director of Local Planning Services	$109,200.98	$10,995.02
Milne, Robert	Island Planner	$82,374.42	$6,847.78
Richardson, Gary	Island Planner	$80,069.05	$5,652.80
Shelest, Cindy	Director of Administative Services	$107,850.53	$5,329.62
Starke, Justine	Island Planner	$79,252.08	$7,960.76
Thiel, Carmen	Legislative Services Manager	$92,738.31	$3,162.08
Zupanec, Sonja	Island Planner	$81,493.04	$4,012.07
TOTAL		**$1,551,514.65**	**$103,539.31**
All Other Employees		**$1,813,004.95**	**$87,702.75**
TOTAL		**$3,364,519.60**	**$191,242.06**

RECONCILIATION

Total Remuneration - Employees	3,322,890.60
Plus taxable benefits	41,629.00
Subtotal	3,364,519.60
Plus non-taxable benefits	773,383.40
Total	4,137,903.00
Total per Statement of Revenue & Expenditure - Salaries & Benefits	4,137,903.00
Unreconciled Variance	0.00

BRIEFING

To: Trust Council

For the Meeting of: September 12-14, 2017

From: Financial Planning Committee

Date prepared: **August 23, 2017**

SUBJECT: **DRAFT BUDGET ASSUMPTIONS AND PRINCIPLES 2018/19 BUDGET PROCESS**

DESCRIPTION OF ISSUE: Each year, budget assumptions and principles are developed for the next budget cycle. The assumptions and principles provide the underlying basis for developing many of the individual revenue and expense budget lines.

BACKGROUND: Policy 6.3.i Budget Process Policy, section C.2.d states "Budget Principles and Assumptions shall be addressed in December of each year". However, the issues are introduced in September to inform Trustees of the preliminary draft assumptions and principles that staff and the Financial Planning Committee will use in developing the first draft of the 2018/19 budget.

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

ATTACHMENT(S):

Draft Budget Assumptions and Principles for the 2018/19 Budget Process
Budget Timelines 2018/19

AVAILABLE OPTIONS:

Modify the assumptions and principles as presented.

FOLLOW-UP:

In an iterative process, as more information becomes available, the budget assumptions and principles will be updated and presented to the December 2017 Trust Council.

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/August 17, 2017
Financial Planning Committee/August 23, 2017
Executive Committee/August 30, 2017

ISLANDS TRUST
2018/19 FINANCIAL PLAN
DRAFT ASSUMPTIONS AND PRINCIPLES – September 2017

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

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 proposed Detailed Budget for 2018/19 presented to Trust Council in December 2017 will reflect estimated growth in CPI based on Statistics Canada reported Victoria CPI.

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

- BC Assessment will provide the report on non-market growth for the Southern Gulf Islands in December 2017. Once received, data in the report will be used to adjust assumptions about non-market growth.

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 2018/19 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

- The funding for two temporary positions approved by Trust Council (a full-time Senior Intergovernmental Policy Advisor and a Senior Freshwater Specialist) end as of March 31, 2018. Management is currently reviewing the status of the work funded in these programs and determining if any budget requests will be developed to continue the work.

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 2018/19 two wage reviews are applicable: one on April 1, 2018 (0.5% increase) and a further increase on February 3, 2019 (1% increase). Further there is an additional potential for payment related to the Economic Stability Dividend effective February 3, 2019 (historically have been less than .5%).
- 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 2018/19 budget cycle).
- Excluded staff within the Islands Trust received a wage increase in January 2017 of 2%. Some excluded staff also were eligible for salary range increases (not at the top of the scale for their position and achieved satisfactory performance). This budget includes a 1% provision for any increases during 2018/19.

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 C.2. remuneration is calculated based on four factors.
- The defined annual compensation amounts and the methodology for making adjustments are incorporated into a Trust Council Remuneration Bylaw.
- Section C.4. provides for increases based on the receipt of updated census information (population and folios).
- Section C.5. provides for adjustment of defined compensation amounts on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by Statistics Canada in December.

Status

- No new census information is anticipated during the fiscal year 2018/19.
- Compensation amounts will be adjusted once the Consumer Price Index for Victoria is known for this budget cycle (see Section A).

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

- Trust Council has adopted the Select Committee to Review the Victoria Office Location's recommendation that a satellite office for the Southern Planning Team be considered by management.
- The Victoria Office location is scheduled for an upgrade in the fall of 2017. As a result of recent office lease negotiations a significant amount of funding is being provided by the lessor. Any additional funding required to complete the project will take the form of a budget request.
- 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. Reserves and Surplus

Assumption/Principle

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

Status

- Based on the 2017/18 budget, the General Revenue Fund Surplus balance would be $2.03 million at March 31, 2018.
- Islands Trust has not had to borrow funds in the last five years to fund operations prior to receiving the annual property tax funds.
- At its June 2017 meeting, Trust Council passed a resolution that the Financial Planning Committee consider the creation of a specific reserve fund for Local Trust Committee Projects during the 2018/19 budget cycle.

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

- Similar to previous years, the 2018/2019 budget includes an estimated grant amount provided by the Ministry of Community, Sport, and Cultural Development of $180,000.

J. Local Planning Services

Assumption/Principle

- The Islands Trust Council provides sufficient funding for LTCs to carry out their primarily 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.
- Local Planning Services is currently undertaking a review of how planning services are provided to Local Trust Committees. Any recommendations approved from that review will be included in the 2018/19 budget.

K. Planner Resource Allocation

<u>Assumption/Principle</u>

- 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)

<u>Status</u>

- No updates at this time.

L. Strategic Plan Projects Budget

<u>Assumption/Principle</u>

- 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 2017 for inclusion in the proposed 2018/19 budget.
- 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).

<u>Status</u>

- It is anticipated that a Special Property Tax Requisition request will be 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. Salt Spring Island Incorporation

Assumption/Principle

- After several years of review, in March 2017 the Minister of Community, Sport and Cultural Development announced his decision to order a vote of Salt Spring Island electors on the question of municipal incorporation of that island. The vote is to be held on September 9, 2017.
- Minister Fassbender further informed Islands Trust of his commitment to fund up to $125,000 for the Islands Trust as follows:
  - ✓ $50,000 for completion of a full Adaptation Strategy for the organization;
  - ✓ $60,000 to help support the cost of a dedicated transition manager; and,
  - ✓ $15,000 to help offset any unanticipated costs in the devolution of the local trust committee.
- Should Salt Spring Island vote in favour of incorporation, the transitional period of land use planning services provided by the Islands Trust to a new municipality would be four full years because incorporation would not be expected to proceed until 2018.
- Should Salt Spring Island vote against incorporation, Trust Council may wish to allocate funds towards a Governance/Service Review.

Status

- A Transition Plan has been prepared by the Chief Administrative Officer of the Trust Council. Should Salt Spring Island vote in favour of incorporation, the elements of the plan would be put into action and any necessary changes anticipated to the 2018/19 budget would be updated prior to December Trust Council.

ISLANDS TRUST

TIMELINE FOR 2018/19 BUDGET PROCESS

Date	Activity
July-Aug/17	LTCs discuss 2018/19 top priorities and work programs with planning staff
Wed Aug 23/17	FPC reviews draft budget assumptions and principles
Fri Aug 25/17	Budget documents distributed to all Managers for development of departmental budgets. Managers review requests with staff for input and feedback into the budget process. Director Admin Services begins consutation with Bowen Island and Trust Fund Board.
Wed Sept 27/17	**All budget requests forwarded to Director, Admin Services**
Thurs Oct 5/17	Management finalizes budget recommendation to FPC
Wed Oct 11/17	Draft 1 of Budget forwarded to FPC
Wed Oct 18/17	**FPC reviews and discusses first draft of the Budget**
Oct 19-Nov 7/17	Staff make revisions to draft budget as directed by FPC
Wed Nov 15/17	**FPC approves the Draft Budget and budget principles to be submitted to December Trust Council**
Nov 2017	Continued research and planning to improve estimates for proposed operational changes Planning staff develop "additional operations" budget proposals on behalf of LTCs to go to December Trust Council; preparation for potential local tax requisitions for individual LTCs (see policy 6.3.ii Special Property Tax Requisition)
Fri Nov 24/17	Draft Budget distributed to Trust Council Trustees
Tues Dec 6/17	**Trust Council endorses budget principles and preliminary budget after debate** Budget debate includes consideration of "additional operations" budgets from LTCs Trust Council approves public consultation process
January 2018	Consultation with Bowen Island and Trust Fund Board Further refinement of 2018/19 Budget Public consultation on proposed budget conducted LTCs who want to fund "additional operations" from special tax requisition pass a resolution to do so
February 2018	LTCs proposing a special tax requisition hold public consultation meetings Executive and FPC review of Proposed Budget and Program List FPC recommendations on Property Tax Requistion and Bowen Island Municipality Tax Levy and LTC special tax requisitions Review public suggestions/comments regarding the budget
March 2018	Trust Council approval of Budget along with approval of bylaw for Property Tax Requisition, Bowen Municipality Tax Levy and LTC special tax requisitions Forward Budget Bylaw to the Minister Budget information posted to website and news release prepared

Top Priorities

Financial Planning Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	First draft of the 2018/19 Budget	**Current:** Review budget assumptions and principles at FPC meeting August 23, 2017. **Planned:** Review first drafts with FPC at October 18 and November 15 meetings. Prepare first draft of budget for December Trust Council.	31-May-2017	Cindy Shelest	15-Nov-2017
2	Complete review of Purchasing Procedure Policy 6.5.iii.	Complete review of the existing Purchasing Procedure Policy 6.5.iii and recommend any changes in light of present practice to FPC at their October 18, 2017 meeting.	21-Oct-2015	Cindy Shelest	18-Oct-2017
3	Consider revisions to Trust Council Policy 7.2 vi Municipal Tax Requisition Calculation.	Recommended revisions will be provided to FPC at their October 18, 2017 meeting as part of the 2018/19 budget cycle.	27-Jan-2017	Cindy Shelest	18-Oct-2017

BRIEFING

To: Financial Planning Committee **For the Meeting of:** August 23, 2017

From: C. Shelest, Director Administrative Services **Date prepared:** **August 17, 2017**

SUBJECT: **LTC PROJECTS SPECIFIC RESERVE FUND**

DESCRIPTION OF ISSUE:

To support a new approach to Local Trust Committee Project Budgets, staff are recommending the creation of a Specific Reserve Fund for LTC Projects.

BACKGROUND:

At its June 2017 meeting, Trust Council approved the following resolutions with respect to Policy 6.5.1 General Revenue Fund Surplus

That the Islands Trust Council amend Policy 6.5.1 General Revenue Surplus Fund Policy as presented, including the creation of Specific Reserve Funds, and rename the policy Reserves and Surplus Policy.

That the Financial Planning Committee consider the creation of a specific reserve fund for Local Trust Committee Projects during the 2018/19 budget cycle.

Prior to June Trust Council, the Financial Planning Committee requested staff consider how Specific Reserve Funds could be used to streamline procedures and provide increased accountability and accuracy. Simultaneously the Executive Committee requested staff to investigate the continued underspending on projects. The Director of Local Planning Services and the Director of Administrative Services have been collaborating on a new process for budgeting for LTC projects. The proposed process is documented in Draft Operational Procedure C.4.2.13 LTC Project Procedures. A component of this process is access to a specific reserve fund for budget purposes.

ATTACHMENT(S):

Briefing to FPC from D. Marlor, Director Local Planning Services *Proposed New Approach to Local Trust Committee Project Budgets*

Draft Operational Procedure C.4.2.13 Local Trust Committees Project Procedures

AVAILABLE OPTIONS:

Resolve that the Financial Planning Committee approve the creation of a specific reserve fund for LTC Projects for the 2018/19 budget cycle.

Request staff provide further clarification or information to support the creation of a specific reserve fund.

Decide against the creation of a specific reserve fund at this time and respond to Trust Council on its determination.

FOLLOW-UP:

Subject to decisions of Financial Planning Committee at its August 23, 2017 meeting.

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/August 17, 2017
Financial Planning Committee/August 23, 2017
Executive Committee/August 30, 2017

BRIEFING

To: Financial Planning Committee

For the Meeting of: August 23, 2017

From: David Marlor, Director of Local Planning Services

Date prepared: August 16, 2017

File No.: LTC Projects

SUBJECT: **PROPOSED NEW APPROACH TO LOCAL TRUST COMMITTEE PROJECT BUDGETS**

DESCRIPTION OF ISSUE:

In the past three years, local trust committees have spent less and less of the budgets allocated to their projects. The proposed approach removes emphasis on the dollar budgets by including and considering staff resources as well as actual dollars, and removes the need for local trust committees to identify a budget in advance of scoping out the project.

BACKGROUND:

Under the current system of developing budgets for local trust committees' projects, the local trust committees are asked in June and July to identify projects they may want to undertake in the next fiscal year as well as a budget request to support that project. As this request is made up to 18 months before the project may be started, the budgets requested are usually conservative guesses. Further, analysis has been undertaken as to whether there are staff resources to undertake the work.

Attached is a draft procedure in which Trust Council would allocate a set amount annually for local trust committee projects. Local Trust Committees would no longer be required to identify projects and budget estimates 18 months in advance. Under the proposed system:

- A Project Charter would be prepared and approved by the local trust committee, and the project would be added to the LTC's list of Top Priorities.
- A Work Plan (detailed version of the project charter) would be prepared, with more detailed timeline, resource and budgets requirements
- The Director of Local Planning Services would consider approval, in relation to staff resource allocation for all LTC projects, over the duration of the project.
- The Director of Administrative Services would approve budget amounts under $20,000; for budget amounts over $20,000 the approval would be from the Executive Committee.
- Staff would then undertakes the work.
- On completion of the project, staff would complete a project evaluation that would be filed for future reference. This would then be used when developing similar projects and would help to better estimate budgets, staff resources and timelines.

For small projects that require minimal staff time and could be covered by the LTC's special projects budget, this process would not need to be followed.

ATTACHMENT(S):

C.4.2.13 Local Trust Committee Project Procedures [DRAFT]

FOLLOW-UP:

Should Trust Council adopt this approach to budgeting for LTC projects, staff will finalise the Local Trust Committee Project Procedure, ensure training and orientation on the new procedures for local planning and administrative staff, and implement beginning April 1, 2018.

Prepared By: David Marlor, DLPS

Reviewed By/Date: Cindy Shelest, DAS/August 16, 2017

Chief Administrative Officer/Date

Procedure:	C.4.2.13
Approved By:	Management
Approval Date:	DRAFT
Amendment Date(s):	
Policy Holder:	DLPS

Local Trust Committees Project Procedures

Purpose

To provide a means of allocating funding for local trust committee (LTC) projects.

Scope

Applies to all projects initiated by LTCs effective April 1, 2018.

A. Definitions

Project Charter means a document that includes the purpose, objectives and deliverables of the project, along with estimated budget and timelines, used to gain support from the local trust committee to initiate the project, and serve as a reference document for the project lifecycle (see Attachment 1).

Project Manager means the planner assigned to the project and responsible for planning, executing and evaluating the project.

Work Plan means a detailed document based on the Project Charter that describes the specific deliverables, milestones, dates, and budget requirements, and is used to secure funding and staff resources to support the project (see Attachment 2).

B. Procedures

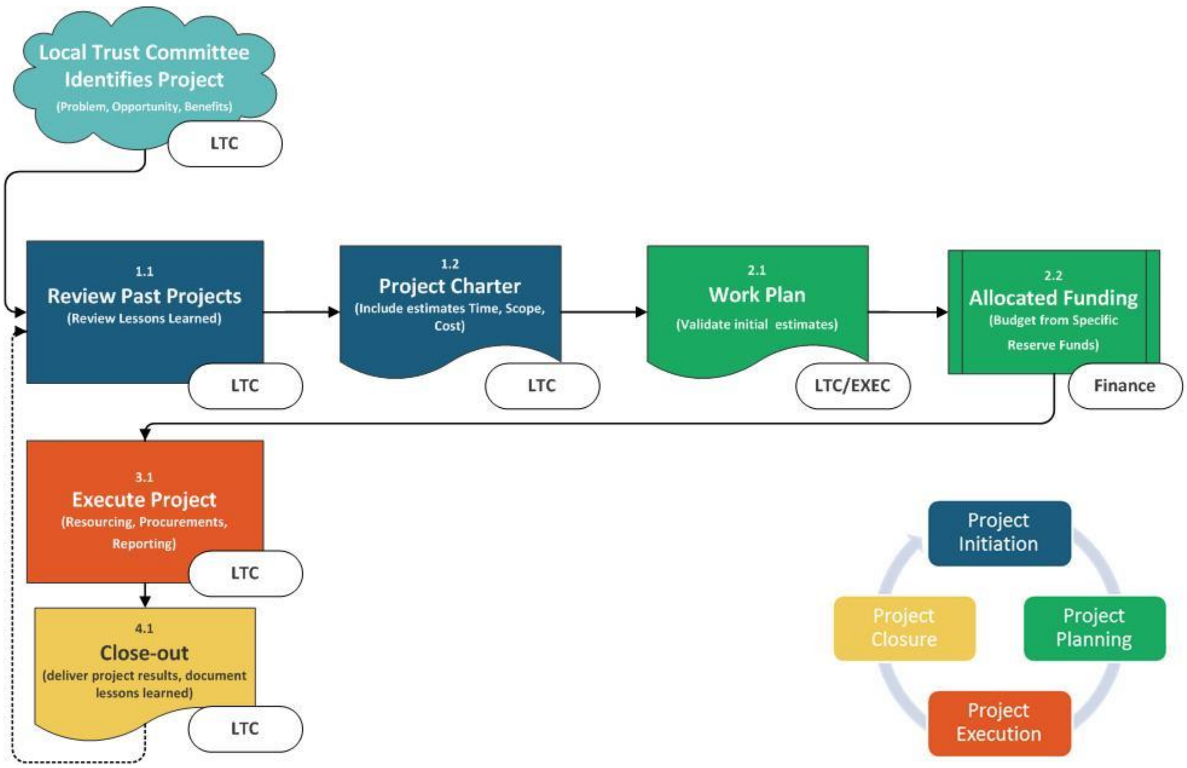
1. Establishment of an LTC Project Reserve Fund

Under Trust Council Policy 6.5.1, a local trust committees' projects reserve fund will be established. The amount of the reserve fund will be adjusted annually during the budget process based on best estimates for local trust committee project requirements. The fund will be used to cover expenses for local trust committee projects and allow better management of projects that extend over multiple fiscal years.

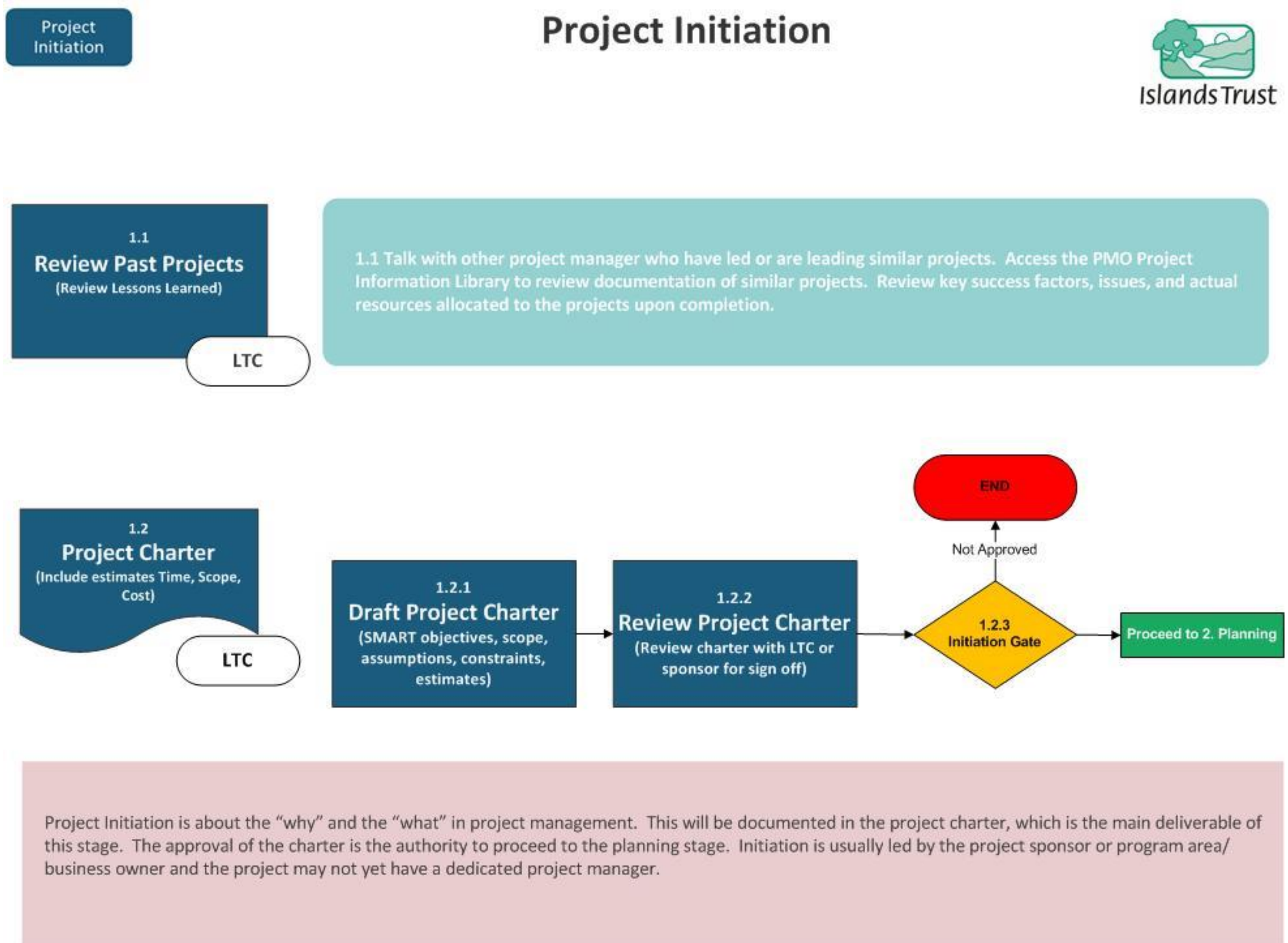
2. Project Budget and Management Process

Project budget and management process is as described in the following flow chart:

Project Management Process
for Local Trust Committee Projects



2.1 Project Initiation



The Project Manager will prepare a Project Charter that describes the purpose, objectives and provides general time estimates, scope of work and costs for the project. The purpose of the charter at this stage is to provide the LTC with the general scope and timeline and seek confirmation from the LTC wishes to proceed with the project. The Project Manager will consider similar projects, whether completed or in progress, and consider those in providing time and initial budget estimates.

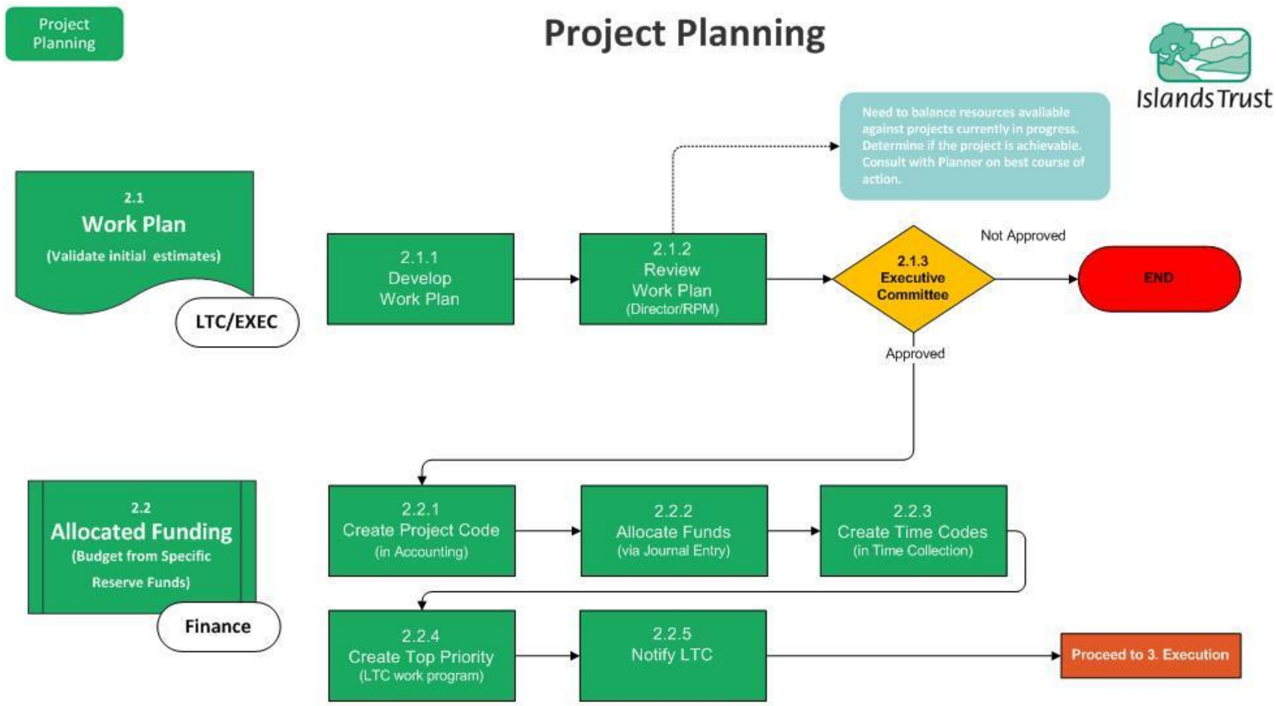
The Project Charter should describe how the project relates to the following:

- Implementation of the Islands Trust Council Strategic Plan;
- Implementation of an Official Community Plan
- Relevant Provincial legislation;
- Previous project phases (if applicable);
- Anticipated First Nations interests and engagement.
- The level of stakeholder engagement anticipated in relation to the IAP2 Public Participation Spectrum[1].

[1] http://iap2canada.ca/Resources/Documents/0702-Foundations-Spectrum-MW-rev2%20(1).pdf. The public participation describes the degree to which the public and other stakeholders will be expected to participate in the project. The level of public participation will have a direct bearing on project costs.

The Project Charter will be endorsed by the relevant LTC by resolution.

2.2 Project Planning



The project manager (Planner) is assigned to the project and assumes the responsibility for the planning phase.

The planning phase is all about the details. It builds on the high level information in the approved project charter to ensure the project is justified and has a well-articulated plan. This is accomplished through the Work Plan, which is the deliverable of the Planning Stage.

Upon LTC endorsement of the Project Charter, the LTC will place the Project on its list of Top Priorities, and the Project Manager will develop the details of the deliverables (work plan), including detailed timelines, staff resources needed and costing. At this stage, consideration must be made to other projects underway and staff resources available to ensure that the proposed timeline and scope can be delivered. The attached “Project Validation” form (attachment 1) will be included in the work plan.

The Director of Local Planning Services will review and validate timelines, staff resources, and cost estimates by reviewing the work plan and signing the “Project Validation” form. At this stage, staff resources will be verified to ensure these resources will be available for the duration of the project.

The detailed work plan, and signed “Project Validation” form will be provided to the LTC for information in regard to timelines and milestones.

The Director of Local Planning Services will request that the Executive Committee approve the transfer funds from the LTC Project Reserve Fund for budget request of $20,000 or more, as indicated in the “Project Validation” form. Under $20,000 is approved by the Director of Administrative Services.

For multi-year projects, a “Project Validation” form will be submitted once at the start of the project. Funding will be secured for the time period of the project as identified in the work plan.

3. Project Execution

The project manager will execute the project in accordance with the work plan once funding has been approved. Any changes in scope, timeline, or budget will be referred back for discussion to the local trust committee, or Executive Committee (for budget).

4. Project Close Out

At the end of the project, the Project Manager will complete the “Project Evaluation” form (Attachment 2).

C. Legislated References

None.

D. Attachments/Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

Attachment 1: Project Validation Form

Attachment 2: Lessons Learned

5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees

6.3.1 Budget Process Policy

6.5.1 Reserves and Surplus

6.5.2 Budget Control and Adjustment Authority

C.4.2.13 - Local Trust Committee Project Budget Procedures

Attachment 1: Project Charter Template

\\ITFile\vicdata\SouthLPS\Planning Forms and Templates\Project Charters\Project Charter template.pub

Attachment 2: Work Plan Template

[Title of Project] – Work Plan v1

[Name of LTC] **Date: xxxx**

Page 2, *for internal use only* **LPS File No: xxxx**

Deliverables Detail

[This table of deliverables is intended to be more detailed than in the Project Charter and include steps and target dates in chronological order that are not necessary to be included on an LTC agenda.]

Deliverable / Milestone	Target Completion Date	Person Responsible

Project Team Resources

[This table of resources is intended to be more detailed than in the Project Charter]

Name	Project Role	Responsibilities	Days or Hours
	Project Manager		
[Planners, consultants, admin staff, mapping, etc]	*Website updates, mapping, participation in x event, eg.]*		
[Add extra rows as needed]			

Stakeholders

Stakeholder	Represented by	Interests, expectations, concerns

First Nations

As with all LTC projects, First Nations with asserted aboriginal rights in the subject area will be contacted early to inform them of the project and ask them to identify any aboriginal rights that may be impacted by the proposed change.

The following First Nations have been identified from the Consultative Areas Database as having an interest in the geographic area this project applies to. The date of the query of Consultative Areas Database is:___________________

First Nation or Treaty Group	Notes

Project Budget Detail

For future fiscal years budgets, enter the anticipated budget need, subject to Trust Council approval. The Work Plan should be updated to reflect adopted budgets if they are different from the anticipated budget need.

Budget source / expenditure	Purchasing Processes Required? (describe)	Fiscal 20xx/xx	Fiscal 20xx/xx	Fiscal 20xx/xx
Program				
LTC Special Projects *(LTC resolution required)*				
Technical / Scientific *(LTC resolution required)*				
Other: (*describe*)				
Communications				
Mapping				
Meetings				
Consultants	*[ie direct award, RFP, etc]*			
Public Hearing				

Budget source / expenditure	Purchasing Processes Required? (describe)	Fiscal 20xx/xx	Fiscal 20xx/xx	Fiscal 20xx/xx
Contingency				
[enter further expenditures as needed]				
Totals		**$0000**	**$0000**	**$0000**

Risk Assessment

Risk	Probability	Impact	Response Strategy	Residual Risk
	[high/med/low]	[high/med/low]		[high/med/low]

Project Approvals

	Name	Signature	Date
Project Lead			
Regional Planning Manager			

Work Plan Change Table

[record changes made to the Work Plan here, after endorsement date. Changes could be scope changes, or could be adjustments to the timeline and budget]

Date	Changes made	LTC Resolution (if applicable)

C.4.2.13 - Local Trust Committee Project Budget Procedures

Attachment 3: Project Validation Form

Project Name:

Project Number:**

Date Project Charter endorsed by Local Trust Committee. : ____________________

Estimated Project Start Date: ____________________ **Estimated Project End Date:** ____________________

Fiscal year(s): ____________________

Planner hours required for fiscal year(s):

Budget requested for Fiscal Year(s): $ ____________________

Confirmation that planner hours during the estimated time frame are available to undertake the work in the Project Charter*

____________________ ____________________
RPM signature *DLPS Signature*

This project is required to:

- ☐ **Implement Islands Trust Council Strategic Plan Objective #:** ____________________
- ☐ **Comply with Provincial legislation**
- ☐ **Implement anOCP**
- ☐ **Continue or complete an existing project**

Approval of funding amount: $ ____________________ ____________________
EC Resolution (=> $20,000), DAS (<$20,000)

NOTES:

* Consideration of other projects running concurrently. Estimated planner time should not exceed 80% of that available for Project work to allow for unexpected overages,

** Once project number is assigned and funding approved, enter Project into Time Tracking.

Attachment: Work Plan

C.4.2.13 - Local Trust Committee Project Budget Procedures

Attachment 4: Project Evaluation

(form to be developed with assistance from Jag – might be on-line database entry)

MEMORANDUM

		File No.:	1700-04 (2017/18 LPS Programs Budget)

DATE OF MEETING: April 25, 2017

TO: Financial Planning Committee

FROM: Stefan Cermak; Regional Planning Manager
Salt Spring Island Team

COPY: Cindy Shelest; Director of Administrative Services
David Marlor; Director Local Planning Services
Nancy Roggers; Finance Officer

SUBJECT: Salt Spring Island Local Trust Committee Reallocation of Project Funds

PURPOSE

The purpose of this memorandum is to report to the Financial Planning Committee the following reallocation of project funds made by the Salt Spring Island Local Trust Committee (SSILTC) on April 13, 2017:

> The SSILTC report to the Financial Planning Committee the reallocation of $2,000 from the Proposed National Marine Conservation Area Reserve project (Project Code 4030) to the Land Uses in Rural Watersheds project (Project Code 4057).
>
> The SSILTC report to the Financial Planning Committee the reallocation of $1,000 from the Bylaw Review-Procedural Updates project (Project Code 2007) to the Industrial Land Uses project (Project Code 4015).

NEXT STEPS

No further steps are required.

Submitted By:	Stefan Cermak; Regional Planning Manager	April 25, 2017

MEMORANDUM

		File No.:	1700-04 (2017/18 LPS Programs Budget)

DATE OF MEETING: August 23, 2017

TO: Financial Planning Committee

FROM: Stefan Cermak; Regional Planning Manager
Salt Spring Island Team

COPY: Cindy Shelest; Director of Administrative Services
David Marlor; Director Local Planning Services
Nancy Roggers; Finance Officer

SUBJECT: Salt Spring Island Local Trust Committee Reallocation of Project Funds

PURPOSE

The purpose of this memorandum is to report to the Financial Planning Committee the following reallocation of project funds made by the Salt Spring Island Local Trust Committee (SSILTC) on July 20, 2017:

> That the Salt Spring Island Local Trust Committee report to the Financial Planning Committee the reallocation of $14,500 from the Integrated Community Sustainability Plan (Project Code 4068) to the Bylaw Review-Procedural Updates project (Project Code 2007). (Note: this is the previously approved Project name and code for drafting a Development Approval Information Bylaw).

NEXT STEPS

No further steps are required.

Submitted By:	Stefan Cermak; Regional Planning Manager	July 31, 2017

BRIEFING

To: Financial Planning Committee

For the Meeting of: August 23, 2017

From: Ann Kjerulf, Regional Planning Manager
Northern Team

Date prepared: August 3, 2017

File No.: 3030-01 (LTC General)

SUBJECT: NORTHERN LOCAL TRUST COMMITTEE 2017-18 BUDGET REVISIONS

DESCRIPTION OF ISSUE:

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

Thetis

The Thetis Island LTC passed a resolution at their June 27, 2017 meeting to move $2,000 from the “Thetis (Ruxton Island) Associated OCP/LUB” project to the “Thetis Ruxton Island Private Moorage” project. “Thetis (Ruxton Island) Associated OCP/LUB” may be removed from the Fiscal 2017-18 Project Code List.

Thetis OCP/LUB may also be removed from the Fiscal 2017-18 Project Code List as this project was moved to the Projects List and will not commence during the current fiscal year.

Hornby

The Hornby Island LTC has moved “Ford Family Orchard Heritage Protection” to the project list and replaced this $1,500 budget item with “Hornby LUB Community Housing Amendments” on their Top Priorities. The Fiscal 2017-18 Project Code List should be amended to reflect this change.

The Hornby Island LTC passed a resolution at their July 7, 2017 meeting to allocate $500 from LTC Special Projects to the “Hornby Short Term Vacation Rental (STVR) Review” project.

Denman

The Denman Island LTC has added “Denman Village Community Design Charrette” to their Top Priorities list. Following the recommendation of staff, the LTC passed a resolution on May 9, 2017 to authorize the expenditure of up to $5,000 from the special projects budget for this project. Staff note that the budget for LTC special projects is $500 but were advised by the Director of Local Planning Services and Director of Administrative Services that this budget overrun should be inconsequential as there is little risk of overspending on LPS projects (across the Islands Trust) in the current fiscal year. However, for financial planning purposes, it is recommended that the Denman Special Projects budget be increased to $5,000.

At their meeting on August 1, 2017, the Denman Island LTC removed “OCP/LUB Housekeeping” from their Top Priorities List as this project is nearing completion (pending ministerial approval of OCP amendment bylaw).

Gambier

At their meeting on July 27, 2017, the Gambier Island LTC modified their Top Priorities List by replacing “Shoreline Protection” with “Keats Island OCP/LUB Amendments”, applicable to policies and regulations for docks and other foreshore development. The LTC also added the Shared Narrative of Place (First Nations Engagement) activities to the Gambier OCP Review Top Priority. The Gambier LTC received a budget allocation of $500 for First Nations which should be combined with the Gambier OCP project budget allocation.

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, August 4, 2017