Financial Planning Committee
Agenda

Date:	Wednesday, October 18, 2017
Time:	10:00 am - 1:00 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 Regular Meeting

Date: August 23, 2017

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

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

Staff Present: Cindy Shelest, Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer
Clare Frater, Director, Trust Area Services
Ann Kjerulf, Regional Planning Manager (via phone)
Nancy Roggers, Finance Officer
Jas Chonk, Recorder

1. CALL TO ORDER

The meeting was called to order at 10:01 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 Meeting – May 31, 2017

By General Consent, the minutes of May 31, 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 June 30, 2017 Quarterly Financial Report - RFD

FPC-2017-021
It was MOVED and SECONDED,
that the Request for Decision "June 30, 2017 Quarterly Financial Report" be forwarded to the September 2017 Trust Council meeting.

CARRIED

4.2 Statement of Financial Information (SOFI) Report - Briefing

FPC-2017-022
It was MOVED and SECONDED,
that the Briefing "Statement of Financial Information (SOFI) Report" be forwarded to the September 2017 Trust Council meeting as amended.

CARRIED

4.3 2018/19 Budget

4.3.1 Draft Budget Assumptions and Principles 2018/19 Budget Process – Briefing

FPC-2017-023
It was MOVED and SECONDED,
that the Briefing "Draft Budget Assumptions and Principles 2018/19 Budget Process" be forwarded to the September 2017 Trust Council meeting as amended.

CARRIED

4.4 FPC Report to September Trust Council

FPC-2017-024
It was MOVED and SECONDED,
that the Top Priorities list as presented be forwarded to the September 2017 Trust Council meeting.

CARRIED

5. BUSINESS

5.1 LTC Project Specific Reserve Fund - Briefing

FPC-2017-025
It was MOVED and SECONDED,
that the Financial Planning Committee approve the creation of a specific reserve fund for LTC Projects for the 2018/19 budget cycle with financial plan.

CARRIED

5.2 SSI LTC 2017/18 Budget Reallocation

5.3 Northern LTC 2017/18 Budget Reallocation

FPC-2017-026
It was MOVED and SECONDED,
that the Financial Planning Committee receive the three budget reallocation briefings for information.

CARRIED

6. NEW BUSINESS

No new business.

7. NEXT MEETING – October 18, 2017

The next meeting will be held Wednesday, October 18, 2017.

8. ADJOURNMENT

By General Consent, the meeting adjourned at 10:46 a.m.

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Peter Grove, Chair

Certified Correct

____
Jas Chonk, Recorder

BRIEFING

To: Financial Planning Committee **For the Meeting of:** October 18, 2017

From: C. Shelest, Director Administrative Services **Date prepared:** **October 12, 2017**

SUBJECT: **DRAFT 1 – PROPOSED 2018/19 BUDGET**

DESCRIPTION OF ISSUE:

A first draft of the 2018/19 budget is being provided to the Financial Planning Committee (FPC) for their review and feedback.

BACKGROUND:

The Budget Timeline and Budget Assumptions and Principles for the 2018/19 Budget was reviewed by Trust Council in September 2017. Since that time, all business units in Islands Trust have been providing their input and the Director of Administrative Services has collated the results into the Draft 1 for FPC's review. The Management Team reviewed the document at their October 5, 2017 meeting and has provided supporting documentation (Business Cases and Briefings) for all budget requests.

The Director of Administrative Services will incorporate FPC's feedback into the proposed budget and return to the FPC's November 15, 2017 meeting where a first draft for Trust Council's review will be approved.

In general, the proposed budget includes an increase in net expenditures of $327,067. Primarily this results from an increase in salaries (additional FTE for Trust Area Services and BCGEU increases); the election; and several strategic, one-time initiatives (see details in Summary of Budget Requests).

It is recommended to fund this increase through a 1% tax increase and a transfer from surplus of $675,000 (an increase from prior year of $115,000). Based on our current 2017/18 approved budget, this would leave a balance in the General Revenue Surplus Fund below the recommended amount (80%). However, until the forecast for 2017/18 is complete (end of October) this figure is subject to change.

The following are some highlights of the proposed budget:

- There is a 1% tax increase included in this budget. This is the first increase in several years. Staff are recommending a small increase to ensure that the BCGEU staff wage increases which have been approved over the past three years are covered operationally.
- The Bowen calculation is an estimate only at this time (until review with Bowen staff).
- A transfer of $675,000 from the General Revenue Surplus Fund is requested to cover strategic plan items and other one-time budget requests.
- A budget item for the 2018 election of $130,000 is included.
- There are four staffing requests: one for a full-time permanent Program Coordinator for Trust Area Services; one to extend the temporary Freshwater Specialist for another year; and two part-time auxiliary positions.

- Strategic Plan projects of $250,000 are included (see Budget Request Summary for the full list) including extension of the First Nations consultant on a full-time basis for an additional year.
- Information Services has requested two items: a proposal for Trustee laptops and a requirement to upgrade our Microsoft Office software.
- Trustee remuneration has been increased by 1% (a provisional CPI increase), however MSP benefits cost has reduced due to Provincial cuts to premiums.
- Employee salaries include BCGEU increases negotiated in their collective agreement.

ATTACHMENT(S):

Detailed Draft 1 2018/19 Budget
Summary of Budget Requests
Supporting Documentation for Budget Requests

AVAILABLE OPTIONS:

Request staff provide further clarification or information to support budget line items and budget requests.

Request staff consider the inclusion of additional items to the budget or removal/reduction of budget items.

FOLLOW-UP:

Subject to decisions of Financial Planning Committee at its October 18, 2017 meeting.

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/October 12, 2017
Financial Planning Committee/October 18, 2017
Executive Committee/November 1, 2017

	ISLANDS TRUST	**2017/18**	**2018/19**	**Increase (Decrease)**
	2018/19 Budget	**BUDGET**	**BUDGET**	**from 2017/18**
	DRAFT 1 for FPC			
	Revenue			
40XXX	Fees & Sales	110,000	**120,000**	
45000	Provincial Grant	180,000	**180,000**	-
46000	Property Tax Levy - General	6,249,833	**6,312,331**	62,498
1.0%	Tax increase	62,498	**63,123**	625
1.0%	Tax growth through new construction	62,498	**63,123**	625
46100	Property Tax Levy - Bowen	242,680	**270,000**	27,320
46200	Special LTC Tax Requisition - SSIWPA	98,500	**98,500**	-
47000	Transfer from LTC Specific	-	**50,000**	50,000
47000	Transfer from General Revenue Surplus Fund	560,000	**675,000**	115,000
48000	Interest Income	50,000	**60,000**	10,000
49000	Other income	-	**0**	
49001	Grant income - projects	150,000	**40,000**	(110,000)
	Total Revenue	7,766,009	**7,932,078**	166,069
	Expenses			
50900	Amortization	65,000	65,000	-
50950	Applications sponsored by Exec Committee	5,000	**5,000**	-
51000	Audit	20,000	**19,000**	(1,000)
51500	Bank Charges & Interest	5,000	**5,000**	-
52500	Board of Variance	1,500	**1,500**	-
53500	Carbon Offset Purchases	1,500	**1,500**	-
54500	Communications	28,000	**28,000**	-
55200	Internet	45,000	**46,000**	
55105	SW Support and Licensing	55,000	**57,750**	
55500	Technical Support	100,000	**105,000**	5,000
56000	Contingency	17,500	**20,000**	2,500
56500	Contract Services	212,178	**197,000**	(15,178)
57000	Elections - General	-	**130,000**	130,000
57050	Elections - By-elections	5,000	-	(5,000)
58000	Equipment Leases Supplies & Maintenance	17,000	**17,000**	-
60000	Insurance	110,000	**106,382**	(3,618)
61100	ITF - Board Honoraria	8,000	**8,000**	-
61200	ITF - Board Meeting Expense	10,000	**10,000**	-
61210	ITF - Board Training & Conferences	2,000	**2,000**	-
61300	ITF - Property Management	65,000	**65,000**	-
61500	ITF - Covenants & Acquisitions	18,000	**18,000**	-
62000	Land Title Registrations	3,000	**3,000**	-
63000	Legal - general	60,000	**60,000**	0
63100	Legal - bylaw enforcement litigation	135,000	**100,000**	(35,000)
63200	Legal - litigation defence	60,000	**60,000**	0
65000	LTC "Trustee Expenses"	15,000	**15,000**	-
65050	LTC "Executive Expense on LTC's"	20,000	**20,000**	-

		2017/18 BUDGET	2018/19 BUDGET	Increase (Decrease) from 2017/18
ISLANDS TRUST				
2018/19 Budget				
DRAFT 1 for FPC				
65200	LTC Meeting Expenses	41,500	**41,500**	-
65210	LTC Local Exp APC Meeting Expenses	7,300	**7,300**	-
65220	LTC Local Exp Communications	9,600	**9,600**	-
65230	LTC Local Exp Special Projects	10,500	**10,500**	-
67000	Meeting Expense	139,000	**143,500**	4,500
67500	Memberships	15,000	**18,000**	3,000
68100	Notices - Statutory & Non-Statutory	18,000	**18,000**	-
69000	Office - Lease costs	390,200	**382,600**	(7,600)
69005	Office - outside services	45,000	**43,550**	(1,450)
70000	Postage, Courier & Delivery	10,000	**10,000**	-
74000	Recruitment	5,000	**5,000**	-
74900	Safety	5,000	**5,000**	-
75100	Sal & Ben - **Salaries** - Admin staff	1,764,516	**1,852,817**	88,300
75110	Sal & Ben - **Benefits** - Admin staff	429,485	**450,976**	21,490
76100	Sal & Ben - **Salaries** - Planners & RPMs	1,186,765	**1,254,833**	68,068
76110	Sal & Ben - **Benefits** - Planners & RPMs	289,000	**305,331**	16,331
77100	Sal & Ben - **Salaries** - Planning Support Staff	378,081	**377,139**	(942)
77110	Sal & Ben - **Benefits** - Planning Support Staff	92,025	**91,796**	(229)
78100	Sal & Ben - **Salaries** - Bylaw	219,500	**215,365**	(4,135)
78110	Sal & Ben - **Benefits** - Bylaw	53,426	**52,420**	(1,006)
79000	Stationery & Supplies	25,000	**42,000**	17,000
79500	Subscriptions	5,000	**5,000**	-
80100	Telephone - lease	30,700	**15,600**	(15,100)
80300	Telephone - mobile phones	22,500	**23,750**	1,250
81100	Training - Organization-wide	5,000	**5,000**	-
81200	Training - staff recognition & meetings	15,000	**15,000**	-
81300	Training & Conferences	78,000	**82,000**	4,000
81305	Travel for Training	43,000	**40,000**	(3,000)
82300	Travel "Admin Staff"	86,500	**91,100**	4,600
84100	Trustee Remuneration	377,025	**386,090**	9,064
84110	Trustee Remuneration - CPP Expense	17,636	**18,173**	537
84120	Trustee Remuneration - Health/Dental benefits	41,031	**44,474**	3,443
84130	Trustee Remuneration - MSP Benefits	30,281	**16,986**	(13,295)
84140	Trustee Remuneration - Pay in Lieu of benefits	4,000	**4,000**	-
84500	Trustee Remuneration - Executive on LTCs	70,260	**72,045**	1,785
				-
	Operating Budget Subtotal	7,043,511	**7,321,577**	278,067
CAPITAL				
55100	Computer	71,500	**143,000**	71,500
69100	Office - Equipment & Furniture	15,000	**15,000**	-
69500	Office - Renovations	15,000	**65,000**	50,000
		-		-
	Capital Subtotal	101,500	**223,000**	121,500

		2017/18 BUDGET	2018/19 BUDGET	Increase (Decrease) from 2017/18
ISLANDS TRUST				
2018/19 Budget				
DRAFT 1 for FPC				
PROJECTS				
72001	Project - Funded by Grants	150,000	**40,000**	(110,000)
	Project - C2C First Nations	10,000		(10,000)
	Project - Funded by Special requisition	-	**98,500**	98,500
72300	Strategic Plan objectives	143,000	**250,000**	107,000
	Operational	50,000	**14,000**	(36,000)
73001	LTC Projects	172,000	**50,000**	(122,000)
			-	-
				-
	Projects Total	525,000	**452,500**	(72,500)
				-
No GL #	Contribution to Surplus	-	-	-
	Total Expenditures	7,670,011	**7,997,077**	327,067
	Net Surplus (Shortfall)	95,998	**(65,000)**	(160,998)
	Add non-cash Item - amortization	65,000	65,000	
	Surplus (deficit)	0	0	

Islands Trust				
Budget Requests Summary				
2018/19 Draft 1 Budget				
				STRATEGIC
		OTHER	LTC	PLAN
Funded by other sources	Funded by Grants		*50,000*	
offsetting revenue accounts	Funded by Special Property Tax Requisition		*98,500*	
	Funded by LTC Project Specific Reserve Fund		*50,000*	
	above not included in totals			
STRATEGIC PLAN	Policy Statement Amendment - Engagement Strategy			*35,000*
	TPC			*25,000*
	Salish Sea Conference			*20,000*
	LPC Shoreline Marine Mapping		*15,000*	
	LPC Toolkit - Protecting Coastal Douglas Fir			*40,000*
	Extend First Nations consulting			*85,000*
	ITF - Management Planning	*30,000*		
OPERATIONAL	Electronic Data Management	*14,000*		
	Election	*130,000*		
	SSI Electric vehicle (net)	*5,000*		
	Trustee laptops	*30,000*		
	Info Services - Microsoft Office upgrade	*43,000*		
	Phase 2 office renovation	*50,000*		
STAFF	TAS Program Coordinator			*75,000*
	Extend temporary Freshwater Specialist			*94,000*
	Housing Agreement Administration	*10,000*		
	NO Auxilliary planning staff	*10,000*		
	TOTAL	***322,000***	***15,000***	***374,000***

SHORT-FORM BUSINESS CASE

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

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater	**Budget Source:** ☐ **Equipment** ☐ **Staff** ☐ **X Other – please describe - Project Budget**
Business Area: Trust Area Services	
Name of Request *(identify the problem, opportunity or need):* **Policy Statement Amendment Project**	
Date initiated: 10/10/2017	**Date required:01/04/2018**

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

The Islands Trust Council has assigned the Executive Committee, with involvement from Trust Programs Committee as appropriate, to coordinate a review of the Introduction, Part I, Part II and Schedule 1 – Definitions sections of the Policy Statement. The 2018/19 budget funds will be used to complete the amendment process, including: continued First Nations' meetings, administration of referrals to 80+ agencies/First Nations, correspondence management and legal review.

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

The objectives are:

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

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

In scope:

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

4. ALTERNATIVES CONSIDERED *(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)* • Not proceed at this time or postpone until future fiscal year. • Proceed in 2018/19 with a scaled down or scaled up scope.
5. CRITICAL SUCCESS FACTORS *(What related factors have been identified? What risks are involved?)* Policy Statement Amendment process that addresses Part I, Part II and the Definitions is completed, informed by input from First Nations, community members and referral agencies .
6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION *(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)* This is a significant undertaking and all communications will be approved through Executive Committee and/or the Chief Administrative Officer. Any changes would be approved by the Executive Committee and/or Trust Programs Committee.
7. BENEFIT/COST ANALYSIS SUMMARY *(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)* The cost of the project is $35,000 (note that $35,000 allocated to this project in 2017/18 was not spent and returned to General Revenue Surplus Fund). Benefits are as stated as above.
8. RECOMMENDED DECISION (*Clearly outline the decision being sought and why this particular decision is being recommended)* Approve program budget request and scope as identified.
9. PURCHASING PROCEDURE *(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)* All purchasing processes will follow organizational policies.

Clare Frater	October 11, 2017
Initiator	Date
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** X☐ **YES** ☐ **NO**
Next steps: **Forward to FPC**	

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2017
From:	Clare Frater, DTAS	**Date Prepared:**	September 22, 2017

PURPOSE:

To advise Financial Planning Committee of $25,000 budget requests for 2018/19 Fiscal Year from the Trust Programs Committee

BACKGROUND:

On August 21, 2017 the Trust Programs Committee passed the following motion:

That the Trust Programs Committee request that Financial Planning Committee include $25,000 for Trust Programs Committee Strategic Plan projects in the 2018/19 fiscal year budget.

The $25,000 will be used to advance the following Strategic Plan projects assigned to Trust Programs Committee:

- Advocacy on agricultural policies (T.5.4.1, T.5.4.2,T5.4.3)
- Facilitation of exploration of intra and inter-islands transportation routes (T 5.6.1,T 5.6.2)
- exploring opportunities and benefits of cooperating with First Nations and others to seek nominations of the Trust Area as a UN Biosphere Reserve. (T.8.2.1, T.8.2.2)

TPC also discussed that Trust Council may wish to add activities regarding species at risk to the Strategic Plan for 2018-2019 but the scope of those activities and TPC's potential role are as yet unknown.

ATTACHMENT(S):

No attachments

FOLLOW-UP:

Advise Trust Programs Committee of Financial Planning Committee recommendations.

Prepared By: Clare Frater, Director, Trust Area Services/September 22, 2017

Reviewed By/Date:

BUSINESS CASE

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

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Initiated by: Clare Frater
Director of Trust Area Services</td><td rowspan="3">Budget Source:

Trust Council Budget</td></tr>
<tr><td>Operational Unit: Executive</td></tr>
<tr><td>Name of Request

Salish Sea Ecosystem Conference</td></tr>
<tr><td>Date initiated: September 22, 2017</td><td>Date required: April 1, 2018</td></tr>
</table>

1. **BACKGROUND**

   The 2018 Salish Sea Conference will be held in Seattle, April 4-6, 2018. This is the largest and most comprehensive event of its kind in the region and brings together an outstanding network of scientists, First Nations/tribal government representatives, resource managers, community leaders, policy makers, educators and students to teach and learn about the latest scientific research related to the ecosystem. Staff/trustee attendance at past conferences has had the following results: increased awareness of Islands Trust projects, incorporation of emerging research and policy into Islands Trust decisions, and development of networks of relationships both local and transboundary.

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 give consideration within Islands Trust to the incorporation of some of the concepts/information spoken about at the Salish Sea Conference.
   To be a leader and innovator in how we protect and restore our ecosystem.

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

   Funding will allow us to procure conference sponsorship, including booth display materials, and provide registration and travel costs for staff and trustees attending.

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

   Not attend the conference in 2018.

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

Active participation by trustees in staff.

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

None.

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

Raise awareness of the Islands Trust and increase staff and trustee knowledge about the latest scientific research on the state of the Salish Sea ecosystem and related policy developments in order to ensure that future Islands Trust actions are based on the best available information.

Associated cost are estimated to be $20,000:
- Conference booth - $2,000
- Materials for booth - $500
- Travel costs (based on registration and travel for 6 staff and 5 trustees)

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

Approve the funding as requested.

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

As per policy.

Clare Frater, Director Trust Area Services	September 22, 2017
Initiator	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 5, 2017	**Approved: X☐ YES ☐ NO**
Next steps: **Forward to FPC**	

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2017
From:	David Marlor, DLPS	**Date Prepared:**	September 15, 2017

PURPOSE:

To advise Financial Planning Committee of $55,000 budget requests for 2018/19 Fiscal Year from the Local Planning Committee

BACKGROUND:

On August 17, 2018 the Local Planning Committee passed the following two motions:

> *That the Local Planning Committee request that $15,000 for shoreline marine planning project be included in the 2018/19 fiscal year budget.*
>
> *That the Local Planning Committee request that up to $40,000 be included in the 2018/19 fiscal year budget to develop a tool kit to identify planning issues involved in protecting Coastal Douglas-fir and associated ecosystems and/or to develop a toolkit to assist Local Trust Committees and Bowen Island Municipality in using land use planning tools to reduce community ecological footprint in order to address objectives of the 2014-2018 Islands Trust Strategic Plan.*

The $15,000 for shoreline marine planning will support Trust Council's Strategic Plan objective 2.1"to use planning tools for shoreline protection". The $40,000 would either be used to hire a consultant to work on Trust Council Strategic Plan objective 1.7 "use land use planning tools and decisions to protection Coastal Douglas-fir and associated ecosystems" or to work on 3.2 "support efficient and sustainable transportation systems and infrastructure".

ATTACHMENT(S):

No attachments

FOLLOW-UP:

Advise Local Planning Committee of Financial Planning Committee recommendations.

Prepared By: David Marlor, Director local planning services/September 15, 2017

Reviewed By/Date:

BUSINESS CASE

Islands Trust

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 Consultants Budget
Operational Unit: Local Planning Services	
Name of Request Extend funding for 2018/19 Fiscal year for First Nations consulting	
Date initiated: September 15, 2017	**Date required:** April 1, 2018

- **BACKGROUND**

In 2016 Trust Council approved funding for a Temporary Senior Intergovernmental Policy Advisor (SIPA). This position began in June 2016 and will end on March 31, 2018.

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

Generally the position has been well received as adding value to the organisation, and helping the organisation improve its approach and relations with First Nations. In reviewing the position and our organisation needs beyond March 31, 2018, Staff is of the option that there is still some outstanding work with First Nations that should be completed. Further, there is a need for an advisor to staff and trustees on First Nations engagement and issues that may arise. With this in mind, Staff recommend that Trust Council should continue provide funding for a consulting position at the current hours of service levels ($95,000). Beyond March 31, 2019, the funding could be reduced to $50,000 to provide staff and trustees with access to a consultant on issues that arise and continuing engagement with First Nations.

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

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

   To ensure that work undertaken in improving relations with First Nations continues beyond March 31, 2018.

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

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

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

   1. Approve funding less than requested. This would result in less hours being available and less deliverables completed over the 2018/19 Fiscal Year.
   2. Not fund the position. This may result in First Nations relations not advancing beyond where the organisation is today. Lack of a specialist could result in regression of relations.

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

   Continued advances in relationship building with first nations. Noticeable organisational change in approach in dealing with First Nations.

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

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

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

   Improve and advance relationship with First Nations.

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

   Approve the funding as requested.

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

   As per purchasing policy.

David Marlor, MCIP, RPP	September 15, 2017
Initiator	Date

David Marlor, MCIP, RPP	September 15, 2017
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** ☐ **YES** ☐ **NO**
Next steps: **Submit to FPC for recommendation.**	

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

July 2016

Trust-Wide/Corporate Initiatives:

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

Local Trust Committees

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

August 2016

Trust-Wide/Corporate Initiatives:

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

Local Planning Committees:

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

September 2016

Trust-Wide/Corporate Initiatives:

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

October 2016

Trust-Wide/Corporate Initiatives:

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

Local Planning Committees:

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

November 2016

Trust-Wide/Corporate Initiatives:

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

Local Planning Committees:

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

December 2016

Trust-Wide/Corporate Initiatives:

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

Local Planning Committees:

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

January 2017

Trust-Wide/Corporate Initiatives:

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

Local Planning Committees:

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

February 2017

Trust-Wide:

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

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

Local Planning Committees:

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

March 2017

Trust-Wide:

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

Local Planning Committees:

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

April 2017

Trust-Wide:

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

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

Local Planning Committees:

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

May 2017

Trust-Wide:

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

Local Planning Committees:

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

June 2017

Trust-Wide:

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

Local Planning Committees:

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

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

July 2017

Trust-Wide:

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

Local Planning Committees:

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

August 2017

Trust-Wide:

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

Local Planning Committees:

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

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

Trust-Wide:

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

Local Planning Committees:

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

BUSINESS CASE

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

TO BE COMPLETED BY INITIATOR	
Initiated by: Jennifer Eliason Manager, Trust Fund	**Budget Source:** Trust Fund Budget
Operational Unit: Trust Fund	
Name of Request Property Management Plans	
Date initiated: September 18, 2017	**Date required:** April 1, 2018

1. BACKGROUND

Trust Fund Board (TFB) Policy 2.3 Acquisition and Management of Land states that the Board will prepare and approve a management plan for each property it acquires as a nature reserve, providing details on the scope and extent of the threats found in the area and provide recommendations for how best to address them. The Board aims to approve a management plan for its properties within one year of acquisition, and to update each plan approximately every ten years. Currently twelve TFB Management Plans are ten years old or older. The TFB has also recently acquired a nature reserve on Thetis Island with significant First Nations history, and intend to invite local First Nations to participate in the planning process.

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 update 3-4 nature reserve management plans that are 10+ years old
To initiative development of Moore Hill Nature Reserve Management Plan
To improve the ecological data, surveying for species and ecosystems at risk and related management strategies
To incorporate indigenous knowledge and First Nations history in plans

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

Contracting development of baseline information and writing of plans
Public and partner consultation (meeting and via website)
Referral to First Nations with interests; meetings/site visits with First Nations as requested
Review and approval by TFB
LTC referral only if it meets policy criteria

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

Attempt to complete the work with current staff.
Complete only a portion of the identified work plan.

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

Knowledgeable and effective resources are available to complete the work
Participation from First Nations and communities

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

None.

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

Completion of this work puts TFB in compliance with Policy 2.3 Acquisition and Management of Land.

Associated cost are estimated to be $30,000:

- 3-4 Nature Reserve Management Plans updated and revised @$6,000-$7,000 each - $24,000
- Initiate planning process for Moore Hill Nature Reserve, including honorarium/site visits for First Nations - $6,000

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

Approve the funding as requested.

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

As per policy.

Jennifer Eliason, Manager Trust Fund Board	September 18, 2017
Initiator	Date
Clare Frater, Director Trust Area Services	September 18, 2017
Director	

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 5, 2017	**Approved:** X☐ **YES** ☐ **NO**
Next steps: **Forward to FPC**	

BUSINESS CASE
ISLANDS TRUST

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

TO BE COMPLETED BY INITIATOR

Initiated by: Carmen Thiel, Manager Legislative Services	**Budget Source:** Ongoing Project budget for Fiscal 2018/19
Business Area: Management Group	
Name of Request (identify the problem, opportunity or need) Electronic Document Management (EDM)	
Date initiated: September 27, 2017	**Date required: April 1, 2018**

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

In April, 2011 Trust Council adopted a records classification system that was initially implemented for paper files of the Islands Trust. In 2011 Legislative Services created a formal document management system for paper records as part of the overall records management program for Islands Trust. The records management program aligns industry best practices for records management with Islands Trust legislative requirements.

The second phase of the overall records management program, which began in the 2017/18 fiscal year, is to move electronic records to the new network folder structure for electronic documents, created in 2017. The new structure meets the legislative and operational records management requirements of Islands Trust.

The new system will give staff certainty around the naming and retention of electronic records and emails and provide Islands Trust with the ability to retain and gather electronic documents required under the Freedom of Information and Protection of Privacy Act (FOIPPA).

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?*)

This proposal is for:

- completion and follow-up of the project to migrate existing electronic records to the new network folder structure on the Islands Trust's storage area network (SAN), based on the classification system adopted by Trust Council in April, 2011.

- follow-up work includes assistance with renaming older permanent records in accordance with the new standardized naming convention for electronic documents.
- The SAN structure will require ongoing changes, additions and maintenance to be done by technical staff and consultants.

Proposed timeline subject to change:

- By June 2018, migration of current electronic records from the existing SAN structure to the new structure should be substantially complete and the old network folder structure will become 'read only' for a period of time until it is obscured. Work to rename/migrate documents to the new structure began in October 2017.
- By March 2019 the renaming of specific categories of past permanent records such as agendas, minutes, bylaws, agreements, etc. could be substantially completed with consulting assistance. This work is detailed and labour intensive and staff capacity to participate is limited due to other daily work priorities.
- Funding should be put in place for annual maintenance of the SAN structure and to cover applications which may be developed in-house to help staff navigate the system. An example of this would be an application to streamline the naming of each new document.

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

The new structure will provide Islands Trust management and staff with:

- A secure storage location to save permanent electronic files
- The ability to manage and maintain retention schedules on electronic documents
- Formalize the digital document management process within Islands Trust

The following are the deliverables of the project:

- Complete the migration of current electronic records to the EDM in the event that it has not been completed during the 2017/18 fiscal year
- Technical support for the new SAN structure such as adding new file categories and applying permissions and retention codes to them
- Possible development of an application to help staff apply the naming convention to each new document created.

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

Options:

<u>Option 1</u>

Complete implementation and follow-up work, such as renaming old permanent records using the new naming convention, without the assistance of a contractor who has previously assisted other local governments with similar work.

In house staff do not have the time or expertise required to assist all staff with decision making to cut over to a new system within a short time period. Implementing over a longer period of time is likely to reduce staff buy-in to the program, giving them time to put unacceptable structures in place in order to avoid having to apply EDM concepts.

<u>Option 2</u>

Hire a contractor, who has previously assisted other local governments with similar work. For any migration work not completed during the 2017/18 fiscal year, the contractor would work with each business unit with migration of existing documents to the new file structure by assisting and training the project team members and champions in each office to cut over to a new system within a short period of time. This will enable Islands Trust to benefit from lessons learned by other local governments.

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

Critical Success Factors

- Ongoing support from Sponsor and Management
- Strong Change Management planning
- Staff buy-in of this new process
- Project is adequately resourced
- Project completes on time

Risk Factors

- Limited or no project budget
- Project team staff leaving the organization before completion of the project
- Limited staff resources
- 100% compliance is necessary to ensure the success of this project

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

The EDM team has applied formal project management procedures throughout the project to date. They have identified all of the stakeholders and assessed the impact and level of influence of each. Interviews have been conducted with the members of the Management Team who have all indicated their support for this project.

The Islands Trust Communications Specialist has assisted the EDM team with the development of a communications plan and the creation of communications material.

Ongoing presentations and training will continue to be done in each office (SSI, NO and Victoria) by members of the EDM team. Feedback and discussions will be monitored and responded to.

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

The following table represents one-time project costs during Fiscal 2018/19.

Item	**Details**	**Cost**
Consulting Fees	Hire consultant to complete migration process of current documents to the new system and do follow-up tasks, including renaming of older documents to new naming convention	$ 7,000
Technical Support	Maintenance of new SAN structure and contribution to development of application for naming documents	$ 5,000
Travel	For project team to go to offices to train staff	$ 1,000
Contingency		$ 1,000
TOTAL		**$14,000**

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

The preferred option is Option 2 to hire a contractor who has previously assisted other local governments with similar work. This is being recommended so that Islands Trust can complete implementation within a shorter period of time and ensure that the file structure and naming conventions are in place and understood by staff. In addition Islands Trust will benefit from lessons learned by other local governments.

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

It is recommend that a direct award of consulting services take place to a known vendor who is already familiar with our file structure and records and who has experience implementing similar projects with more than one local government.

Initiator – Carmen Thiel **Date September 28, 2017**

Director **Date**

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 5, 2017	**Approved: X□ YES □ NO**
Next steps: - Forward to FPC	

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2017
From:	Manager Legislative Services	**Date Prepared:**	October 5, 2017

PURPOSE:

To advise Financial Planning Committee of a $130,000 budget request for 2018/19 for the November 2018 election.

BACKGROUND:

The current four year term for Trustees ends in 2018. An election will be held in November. A budget for the election has been estimated based on 2014 actual costs.

Budget for 2014 Elections in the 2014/15 budget was:	$118,000
Actual amount spent was:	$113,000
Budget estimate for 2018 Elections in 2018/19 is:	$130,000

It has been the practice of Islands Trust to fund the election from the General Revenue Surplus Fund.

ATTACHMENT(S):

No attachments

FOLLOW-UP:

Incorporate in the 2018/19 Budget.

Prepared By: Carmen Thiel, Manager Legislative Services

Reviewed By/Date: **Cindy Shelest, Director Administrative Services**
Management Team/October 5, 2017

BUSINESS CASE
Islands Trust

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: Shelley Miller, Planner 1, Salt Spring Island, Local Planning Services	**Budget Source**: **(describe)** **Initial Startup Cost:** $86.00 **Annual Net Cost:** • $4860.16 per year for three year pilot project; or • $6933.52 per year for two year pilot project. **Annual Gross Cost:** • $8993.10 per year for three year pilot project; or • $11,066.46 per year for two year pilot project. This investment will reduce Islands Trust expense claim payments of approximately $4132.94 per year. This investment is also expected reduce the amount of carbon credits purchased by the Islands Trust.
Operational Unit: Salt Spring Island (SSI), Local Planning Services (LPS)	
Name of Request (*identify the problem, opportunity or need):* An office vehicle is a sustainable development initiative with environmental, social and economic benefits that will: support the operational requirements of the SSI LPS office; reduce the Islands Trust greenhouse gas emissions; limit the Islands Trust dependence on staff's personal vehicles; improve organizational cost effectiveness and resilience; and improve the Islands Trust image in the community.	
Date initiated: August 7, 2016	**Date required**: As soon as reasonably possible.

1. BACKGROUND (*A brief description of the current situation*.)
The SSI LPS office has never had an office vehicle dedicated to supporting its operational requirements. Rather, the SSI LPS office has been relying on staff's personal vehicles, and the occasional use of taxi services, rental cars, public transit and/or staff walking or biking. While other Islands Trust offices have the opportunity to use 'car share' services, there is no such service on Salt Spring Island.

Furthermore, the SSI Earthday 2015 Inventory identified "1 hybrid SSI vehicle for office to be used for site inspections, meetings, etc." as a way of making the SSI LPS office more environmentally friendly. The 2008 Islands Trust Corporate Climate Action Plan lists transportation related goals, which includes traveling in low emission vehicles. Strategies for achieving this goal include renting and leasing hybrid vehicles. Therefore, this proposal is also a follow up to the Earthday challenge and the Islands Trust Corporate Climate Action Plan.

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

The current situation results in issues relating to staff, the Islands Trust resource expenditure and carbon neutral operations, as detailed below.

Staff Related Issues
The reliance on staff vehicles has resulted in various issues, including:

- Staff being unable or unwilling to use their personal vehicle for operational requirements;
- Staff being unable to walk or bike to certain locations to fulfill their job duties;
- Staff being required to drive to work when they would otherwise bike or get a ride;
- Staff paying for increased personal vehicle insurance policy costs and wear and tear on personal vehicles;
- Staff spouses and children being left without transportation while the Islands Trust utilizes their family vehicle for operational requirements;
- Staff incurring personal vehicle damage while using vehicle for operational requirements; and

Resource Expenditure Issues
The reliance on other forms of transportation has resulted in increased expenses for the Islands Trust, including:

- Expenses for use of taxi services and rental cars;
- Increased staff time spent travelling while on public transit or while walking or biking;
- Use of Islands Trust budget when rental cars and taxi services are utilized;
- Use of staff time to organize taxi services and public transportation when needed.

Carbon Neutrality Issues
The reliance on staff vehicles has resulted in issues relating to corporate greenhouse gas emissions, including:

- Increased greenhouse gas emissions from Islands Trust operations; and
- Underestimation of Islands Trust corporate greenhouse gas emissions.

This request for an office vehicle addresses multiple strategic items as well as personal and organizational objectives, as detailed below.

Strategic Items
The Islands Trust Corporate Climate Action Plan (2008) states that business travel by staff and trustees represents the largest source of greenhouse gas emissions from Islands Trust operations[1]. The Islands Trust Corporate Climate Action Plan lists transportation related goals, which includes traveling in low emission vehicles

This request for an office vehicle is consistent with:

- The Islands Trust Corporate Climate Action Plan and its transportation goals,
- The 2014-2018 Strategic Plan, specifically:
    - Strategy 1.1 to encourage voluntary stewardship of the natural environment,
    - Strategy 3.2 to support efficient and sustainable transportation systems and infrastructure,

[1] Trust Area Services. (2008). Islands Trust Corporate Climate Action Plan. Retrieved from http://islandstrust.bc.ca/climatechange/pdf/itclimateactionplan.pdf

- The Salt Spring Island Official Community Plan transportation and climate change objectives, and
- BC Government goals of reaching carbon neutrality.

Personal Objectives

Review of all SSI LPS Job Profiles confirms that there is no indication that personal vehicle use is requested nor required. However, SSI LPS operational procedures require staff to travel regularly. The Bylaw Enforcement Job Profile is explicit in this travel requirement. For planners, performing site visits is an inherent part of permit application processing procedures that must be followed when carrying out job requirements. However, there is currently no suitable alternative transportation option for SSI LPS staff to use; the use of personal vehicles is currently the most cost effective option for the Islands Trust SSILPS office. This results in staff being encouraged to utilize their personal vehicle for operational requirements.

Organizational Objectives

There is currently one procedure that references use of staff's personal vehicles: Portal to Portal Reimbursement Procedures 3.1.35, approved March 1, 2017.

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

Strategic Items

As stated in the Islands Trust Corporate Climate Action Plan, leasing a hybrid [or other low emission] vehicle has the potential to significantly reduce both travel related emissions and to generate economic savings. Obtaining a low emissions vehicle also represents an opportunity for Corporate Transportation Actions to be reported in the Islands Trust Climate Action Revenue Incentive Public Reports.

Personal Objectives

Obtaining an office vehicle will reduce Islands Trust's dependence on staff's personal vehicles for operational requirements.

Organizational Objectives

Obtaining an office vehicle will likely require development and implementation of a procedure related to the use and maintenance of this vehicle. This will ensure that there are operational procedures relating to staff travel for work purposes. A basic first aid kit could be permanently located in the office vehicle to ensure consistency with Procedure 3.1.31 – OHS and Wellness Manual.

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

Status Quo

The status quo requires zero additional financial investment from Islands Trust as the Islands Trust continues to rely on personal vehicles for operational requirements. This option is inconsistent with Islands Trust Corporate Climate Action Plan and its transportation goals as well as the Salt Spring Island Official Community Plan, Islands Trust Job Profiles and the BCGEU Master Agreement.

Alternative Transportation

If staff choose not to use their personal vehicle for operational requirements, then the Islands Trust would need to pay for alternative transportation options. Alternative transportation options include the use of taxi services, public transportation and car rentals. Note that car share services are not currently available on Salt Spring Island. Please see Table 1 below for the associated costs of these options, in comparison with personal vehicle use.

Table 1: Estimated cost of alternative transportation options includes the use of taxi services, public transportation and car rentals.*		
Transportation Option	**Basic Cost**	**Estimated Annual Cost for the Islands Trust**
Personal Vehicles	$0.53 per km	**$4450.94** Based on Total Vehicle Allowance of 8398 km.
Car Rental	Rental Fees: $128.69 per day Gas refueling: $1.22 per Liter	**$7151.69** This cost includes: Rental Fees of $6434.50, based on 50 days of vehicle usage, and Gas refueling costs of $717.19, based on 5998.6 km of mileage. This cost does not include staff time to coordinate rental vehicle use including pick up, drop off and refueling. Note that a minivan rental has proven sufficient to transport 8 staff members to an off-island meeting.
Taxi	$2.27 per km $54.26 per hour for taxi waiting time	$14,430.72 Based on 5998.6 km of mileage, plus estimated waiting time of 15 hours to accommodate site visits. This cost does not include staff time to coordinate taxi service pick up, drop off etc. Note that the use of taxi services for all operational requirements, including off island meetings, is unrealistic and likely more expensive than the above estimate.
Public Transportation	Cash Fare: $2.25 10 Tickets: $20.25 Monthly Pass: $50.00	$60.00 for a year of monthly passes This cost does not include a significant amount of staff time for limited bus connections (i.e. every 1-2 hours). Note that additional transportation would also be required for off-island meetings, and on-island work, as the bus routes do not cover large portions of SSI.

Office Vehicle

The Islands Trust has the option of purchasing a new or used vehicle or leasing a new vehicle. Leasing a new vehicle is considered the best option because this is the first office vehicle obtained by the SSI LPS office, and the lease period could be considered as a pilot project.

<u>All-Electric vs. Hybrid</u>

The Islands Trust has the option of leasing an all-electric vehicle or a hybrid vehicle.

All-Electric Vehicles

The all-electric vehicles available in BC range in price from $27,998 to $195,300, with optimum driving ranges of

110 km to 475 km respectively[2]. Please see Table 3 below for a pricing and driving range comparison of two all-electric vehicles, the Nissan Leaf and the KIA Soul EV.

Table 3: Comparison of two all-electric vehicles.			
Vehicle	**Optimum Electric Driving Range with Full Charge***	**Minimum Lease Term Available**	**Lease Payments**
Nissan Leaf S	150 km	3 Years	$667.99 per month for 3 year lease term
KIA Soul EV	172 km	3 Years	$614.98 per month for 3 year lease term**

*Actual driving range may vary
**Additional fees may apply as vehicle must be leased from private leasing company.

Travelling from the SSI LPS office to the Victoria office and return is approximately 120km, while travelling from the SSI LPS office to the Northern office and return is approximately 127km. Based on optimum driving conditions and a fully charged battery, both the Nissan Leaf and the KIA Soul EV should be able to travel from the SSI LPS office to the other LPS offices, and return, on one charge. These vehicles would not be able to travel from the Northern office to the Victoria office and return without recharging. Travelling to the outer limits of the Islands Trust area (ex. Denman and Hornby Islands) or outside of the Islands Trust area may not be feasible without recharging on route.

The Nissan Leaf and the KIA Soul EV require charging at an electrical outlet. It takes approximately 24 hours to complete a full charge using a standard 120 V outlet. However, the landlord, BC Hydro, would not permit the vehicle to be charged at the SSI LPS office using a standard outlet and an extension cord due to safety reasons.

Electric Vehicle Charging Station
The landlord, BC Hydro, has been contacted and asked to install an electric vehicle charging station. BC Hydro does not have any plans to install an electric vehicle charging station at 500 Lower Ganges Road. BC Hydro would allow the Islands Trust to install a charging station at the SSI LPS office if Islands Trust covers the costs and regular maintenance.

Installation of electric vehicle charging stations costs between $2000 and $4000 depending on the location and condition of existing electrical panels. If the Islands Trust signed the West Coast Electric Fleets pledge coordinated by Plug in BC, then the Islands Trust could be eligible to apply for and receive a reimbursement for the purchase and installation of a charging station as part of Plug In BC's Fleet Infrastructure Incentive program[3].

In the absence of an onsite electric vehicle charging station, there are 240V public charging stations on SSI that could be accessed so long as staff were available to oversee regular charging of the vehicle.

Hybrid Vehicles

[2] Plug in BC. (2017). Electric Vehicles Available in B.C. Retrieved from https://docs.google.com/viewerng/viewer?url=http://pluginbc.ca/wp/wp-content/uploads/2017/04/Electric-Car-Handout-8.5x14-CEV-2780-FBC.v3-1.pdf&hl=en_US

[3] Plug In BC. (2017). Fleet Infrastructure Incentive. Retrieved from http://pluginbc.ca/charging-program/fleet-infrastructure-incentive/

SSI LPS staff concluded that a hybrid vehicle would be the most feasible energy efficient transportation option for the office. Hybrid vehicles do not require re-charging nor do they require installation of an electric vehicle charging station. Hybrids are able to recharge using the gasoline-powered motor and the driving range of a hybrid vehicle would not be limited. A hybrid vehicle is recommended over an electric vehicle due to its fuel efficiency, and its ability to recharge itself using the gasoline-powered motor.

There are a variety of hybrid vehicles available in BC. In 2008, the Islands Trust Corporate Climate Action Plan recommended leasing of a Toyota Prius from Metro Toyota in Victoria. A hatchback Toyota Prius is considered to be the most suitable hybrid vehicle for use by the SSI LPS office. Table 4 shows a comparison of the fuel efficiency and sizing specifications of the Prius C and Prius V. Note that the size specifications included in this table are considered important features to ensure that all SSI LPS office staff can comfortably drive the vehicle, and that the vehicle is suitable for operational requirements including transporting five staff members and miscellaneous gear.

Table 4: Comparison of two suitable Toyota Prius hybrid vehicles – Prius C and Prius V.

Vehicle	Average Fuel Consumption (L/100km)	Cargo Capacity (m^3)	Front Headroom (mm)	Front Legroom (mm)
Toyota Prius C[4]	5.1	484	981.1	1060
Toyota Prius V[5]	5.8	971	1006	1049

5. CRITICAL SUCCESS FACTORS (*What related factors have been identified? What risks are involved*?)
A hybrid office vehicle could be easily relocated to the Victoria or Gabriola office, or the vehicle lease could be cancelled or the vehicle could be sold if necessary. However, if the Islands Trust chooses to obtain an all-electric vehicle, then access to an electric vehicle charging station at or near the Victoria or Gabriola offices would be required.

Staff Time
Staff time will be required to coordinate the office vehicle's use schedule. This can easily be accommodated if one employee is tasked with maintaining an office vehicle calendar. Staff time will be required to arrange regular servicing and maintenance for the office vehicle.

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

Communications and Collaboration
SSI LPS staff have been consulted regarding obtaining an office vehicle, and the following criteria have been requested:

- The vehicle must have an automatic transmission so that the vehicle can be driven by various staff members;
- The vehicle must be able to physically accommodate staff of various sizes, travelling with various items (i.e. tent, boxes, maps, computers, etc.).
- The vehicle must have 4 doors and be able to seat at least 5 people so that the vehicle could be used for

[4] 2017 Prius c Specifications. (2017). Toyota. Retrieved from https://www.toyota.ca/toyota/en/vehicles/prius-c/models-specifications
[5] 2017 Prius v Specifications. (2017). Toyota. Retrieved from https://www.toyota.ca/toyota/en/vehicles/prius-v/models-specifications

carpooling to meetings and training, etc.

- The vehicle should have all wheel drive, 4 wheel drive, or at least clearance for rural road conditions and accessing sites in various weather and site conditions.
- The coordination of the office vehicle could be done through the Office Administrative Assistant, as this is consistent with existing Job Profile duties.

The SSI LPS staff originally identified the Hybrid Toyota RAV 4 as being the most suitable vehicle that met the criteria listed above. Upon further research and staff consultation, it was concluded that the Toyota Prius V would also be suitable as the ground clearance and cargo capacity are similar to the RAV 4, while the Prius V has lower fuel consumption. SSI LPS staff concluded that the Toyota Prius C would be too small for operational requirements and accommodating staff members of various sizes. Lastly, SSI LPS concluded that managing an all-electric vehicle would create challenges due to the logistics involved with the limited driving range and charging the battery.

Change Management

Obtaining an office vehicle would result in positive change management considerations for the SSI LPS and potentially for Islands Trust as a whole.

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

The benefits include obtaining Islands Trust Corporate Climate Action Plan transportation goals, reducing carbon credit purchases, increasing employee job satisfaction and efficiency, setting a positive example for voluntary alternative transportation investments within the SSI community, and staying true to the Islands Trust Object of preserving and protecting the Trust Area environment. Obtaining an office vehicle is also an opportunity for the Islands Trust to demonstrate responsibility for its own operational requirements. Table 6 below shows the costs associated with obtaining a hybrid Toyota Prius V.

Table 6: Estimated costs associated with leasing a hybrid Toyota Prius V for the SSI LPS office.*		
Cost Timeframe	**Cost Type**	**Estimated Cost for the Islands Trust**
One time startup costs	Branding costs	$50.00
	License Plate fee	$18.00
	Registration fee	$18.00
Total Startup Costs		**$86.00**
Continuous costs	Lease payments. This cost includes a 'new vehicle warranty': • 8 year/130,000km emissions warranty on specified major emission components; • 3 year/60,000 km Basic Complete Vehicle warranty; • 5 year/100,000 km powertrain warranty.	$5567.64 per year for three years Prices based on 2017 Toyota Prius V Hybrid LE monthly lease payments of $463.97. OR $7641.00 per year for two years Prices based on 2017 Toyota Prius V Hybrid LE monthly lease payments of $636.75.
	Licensing fee	$12.00 per year
	Insurance Premium	$2621.00 per year
	Servicing and maintenance costs**	$50.00 per year
	Fuel costs for hybrid vehicle	$424.46 per year Price based on average fuel efficiency rating of

		5.8L/100km, 5998.6 km driven in hybrid, and fuel costs of $1.22 per liter.
Miscellaneous costs	Vehicle allowance costs***	$318.00 per year Price based on personal vehicle use with vehicle allowance of $0.53/km. This estimate includes 5 days of off island travel within headquarters area (100 km); and 100 km of miscellaneous travel.
Total Annual Gross Cost		**$8993.10 per year for three year pilot project; or $11,066.46 per year for two year pilot project.**
Total Annual Net Cost		**$4860.16 per year for three year pilot project; or $6933.52 per year for two year pilot project.**

Note that the data are estimates only.
**Some servicing and maintenance costs are not covered by the new vehicle warranty included in the lease payments.
***Use of personal vehicles may be required when the office vehicle cannot fit all staff members, or when staff must travel to different locations at the same time.

There may be additional costs that could be avoided, including:

- Repair fees (To be determined)
- Late-payment or late-return charges (To be determined)
- Early lease termination charges (To be determined)
- Electricity costs if not included in rental agreement (To be determined)

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

The recommended decision is to approve leasing of a Toyota Prius V Hybrid vehicle for the SSI LPS office.

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

Once this budget request is approved, the Islands Trust will need to engage in a leasing contract with the vehicle dealer (i.e. Jim Pattison Toyota Victoria). Insurance and licensing costs will need to be paid to ICBC. Other miscellaneous costs can be paid directly to the service provider as needed.

June 12, 2017

Initiator **Shelley Miller, Planner**	**Date June 12, 2017**
Director **David Marlor, Director Local Planning Services**	**Date July 18, 2017**

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 5, 2017	**Approved: X□ YES □ NO**
Next steps: **Forward to FPC**	

SHORT-FORM BUSINESS CASE

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

TO BE COMPLETED BY INITIATOR	
Initiated by: Mark van Bakel	**Budget Source:**
Operational Unit: Information Services	**IS Budget -** 2018/2019
Name of Request **Trustee Hardware Platform – 2018-22 Term**	**Estimated Budget Amount:** $ 30,000
Date initiated: September 26, 2017	**Date required:** April 1, 2018

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

   In 2014 staff recommended that the Trustee mixed platforms (home internet supplemental fee, laptop option etc.) be replaced with preconfigured IPAD Air 16 GB units for coming 4 year election cycle. Trustees adopted the recommendation, and the deployed Trustee IPADs are now approaching the end of their expected 4 year life cycle, which will end at the end of the current election cycle. We feel this is the right time to consider the technological options available for the coming political term in light of the challenges that have been identified in the 3 years since deployment.

2. **PROBLEM STATEMENT** *(What is the problem you are trying to solve?))*

   Information Services requests Trustees decide whether to continue using iPad as their primary hardware platform, replacing the End-of-Life 9.5" iPad Air 16 GB with new 9.5" iPad 32 GB, or select Windows based 15" laptops as an alternative.

   Refer to Appendix A: *TRUSTEE HARDWARE PLATFORM DECISION MATRIX* which outlines in detail the implications/impacts of iPads versus Laptops as a primary hardware platform for Trustees.

3. **OBJECTIVES/ANTICIPATED RESULTS** *(Identify any strategic plan initiatives being addressed. Identify any organizational initiatives being supported. Are there future needs being addressed?)*

   Laptops represent an overall improvement in the hardware support model for staff and trustees, with a simplified and streamlined support framework, highly serviceable components, and full term warranty. Laptops in general provide an industry stand platform, rather than the more proprietary and therefore limiting iPad, delivering increased flexibility and expand performance capacity, coupled with comparable software options and simplified data management processes and procedures.

Adoption of Windows based 15” laptops has the potential to deliver:

- Improved support model
- Greatly expanded hardware flexibility
- Improved remote participant virtual meeting platform
- Comparable acquisition cost

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

   See Options Matrix attached

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

   Staff and Trustees have identified a number of challenges associated with existing virtual meeting technology and have supported a project intent upon improvements to the overall quality of council committee virtual meetings. Changes to date have focused on boardroom hardware and software modifications; however a number of issues associated with remote participant platforms were identified during the review process. This IS recommendation provides an opportunity to address many if not all of the issues surrounding iPads as the remote participant platform

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

   That Trust Council adopt 15” laptops as their primary hardware platform and provide funding in the 2018/19 budget to provide laptops for the new Trust Council elected in November 2018.

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

   Acquisition costs of **$29,640** for new iPads versus **$28,600** for 15” laptops are essentially the same for both laptops than iPADs, but long term laptop support costs are anticipated to be significantly lower owing largely to the availability of a 4 year warranty extension, compared to just 2 years for the iPADs.

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

   If the recommendation is approved IS would procure and deploy the new hardware at the beginning of the next election cycle. Orientation would be provided to Council, and training provided to individual Trustees on a needs basis.

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

   Per Purchasing Procedures.

Mark van Bakel

September 26, 2017

Initiator	Date
Cindy Shelest	October 4, 2017
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 5, 2017	**Approved: X☐ YES ☐ NO**
Next steps: **Forward to FPC**	

Appendix A: TRUSTEE HARDWARE PLATFORM DECISION MATRIX

LEGEND:

Neutral/Caution	Down-Side	Benefit

CONSIDERATIONS		OPTIONS CONSIDERED	
		iPad	**LATPOP**
Support	**Remote Access**	Phone based assistance and onsite training leaves room for misunderstandings and confusion.	Remote and interactive assistance and training simplifies and streamlines support.
	Repair	Planned obsolescence. Non serviceable. High environmental impact.	Fully serviceable, reducing environmental impact.
	Warranty	1 year standard plus 1 year extended (replacement) increases support costs. Failure during final two years of term results in complete unit replacement cost.	3 years standard plus 1 year extended warranty (repair and/or replace), resulting in predicable support costs.
Hardware	**Peripherals**	High number of keyboard failures increases overall cost. Keyboard battery dependency increases risk of technical interruptions.	Available (i.e. extended monitors) but not required. Industry standard connectivity means expandable and simplified options.
	Upgrades	Not upgradable beyond purchased. Chip and memory upgrades beyond base unit cost prohibitive. Memory expansion an order of magnitude more expense than laptop.	Highly adaptable platform. Expandable and highly affordable memory (RAM/ROM).
	Display	Limited display real estate. Remote meeting participants struggle to effectively juggle multiple windows (i.e. video, agenda and notes). Participants lose value of video presence (i.e. body language and facial expression)	Optional screen size (recommend 15") and expandable number of Monitors. Adaptable to the wants and needs of the individual. 15" screen provides over 3 times the screen space.
	Multi-Processing	Maximum 2 applications open and active at same time.	Number of processes limited only by available memory.

CONSIDERATIONS		OPTIONS CONSIDERED	
		iPad	**LATPOP**
Software	**eSCRIBE**	Problematic app replaced with WebDAV methodology.	Standard eSCRIBE login. Full features. Simplified support.
	Apps	Large selection.	Industry stand platform. Extensive software options.
Data	**Transfer**	Complicated process to move files between devices. Increased support requests.	USB stick compatible, resulting in standard methods of data transfers. Reduced requests for support.
	Storage	Base unit capacity very limiting. Memory expansion an order of magnitude more expense than standard laptop drive.	Industry standard drive space more than sufficient.
Cost	**Individual Trustee**	**$1,140*** based on average base unit price, one year extended warranty, and keypad purchase.	**$1,100** based on average unit price, peripherals (mouse, headset and travel bag), and one year extended warranty.
	Trust Council Total	**$29,640**	**$28,600**

* Current iPad implementation includes an additional $5/month for LTE/GSM connectivity. IS proposes to increase this to $20/month and distribute iPhones to all Trustees with the intent to improve overall quality of remote meeting participation. iPhones would ensure (depending on coverage) an alternative to using broadband connection for voice, ensuring maximum bandwidth for meeting content and video.

SHORT-FORM BUSINESS CASE

Islands Trust

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: Mark van Bakel	**Budget Source:** **IS Budget -** 2018/2019 **Estimated Budget Amount:** $ 43,000
Operational Unit: Information Services	
Name of Request *Windows 10 and Office Suite 2016 Upgrade*	
Date initiated: September 26, 2017	**Date required:** April 1, 2018

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

The Islands Trust has a general hardware life cycle of 5 years as outlined in the IS Operations Manual. This allows for the planning of replacement of equipment as it becomes technologically out of date, physically at the end of its operational life cycle, and financially unsupportable by contract with the supplier. It is worth noting however that not all equipment follows our operational life cycle. For example, UPS Batteries (backup power) last for 3 years, laptops for 4 years, while servers and desktops last for the full 5 years. These items represent an operational challenge, but through careful planning IS has managed to ensure that all equipment is replaced at the end of is operational life while providing for a reasonably stable and predictable budget.

There are items within the IS support structure however which do not fit within this 5 year plan, nor do they follow predictable cycles. Base operating systems (OS) such as Windows Server 2008 and Windows 7 generally last for 8-10 years with full support. As such we monitor the vendors, review each release and try to determine with as much foresight as possible which one we will select, and when we need to make the transition. In the case of the Windows 10 OS upgrade, which includes/requires Office 2016 Suite (i.e. Word and Excel) upgrades, we have targeted fiscal 2018/19 due to the Microsoft announced End of Life for our current Windows 7 OS in 2019. After 2019 Microsoft will no longer provide support in the form of patches for Windows 7 outside of industrial applications, potentially exposing those that delay upgrading to far greater security risks.

2. **PROBLEM STATEMENT** *(What is the problem you are trying to solve?))*

Microsoft has announced that Windows 7, our current desktop OS, will reach its End of Life in 2019, meaning Microsoft will no longer support the product with security patches. Given the greatly increased security risks if we delay upgrading to Windows 10 IS proposes to transition to Windows 10 in fiscal 2018/19 before Windows 7 reaches its End of Life.

3. OBJECTIVES/ANTICIPATED RESULTS *(Identify any strategic plan initiatives being addressed. Identify any organizational initiatives being supported. Are there future needs being addressed?)*

The upgrade addresses the following objectives as outlined in the Information Systems Strategic Plan and supports the goal to build, sustain, and evolve the Islands Trust information systems infrastructure.

- Ensure all infrastructure is maintained at recognized industry standards, and engage in new technologies only after they have gained general acceptance.
- Ensure all technologies align with security standards as defined by the Islands Trust management, the BC Provincial and Canadian Federal Governments where they pertain.

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

1. Upgrade Windows 7 to Window 10, including Office 2016 Suite at a total cost of **$43,000**.

   $27,500 - Windows 10 and Office Suite Licensing
   $8,500 - Labour - Creation of 2010 image
   $6,000 - Labour - Migration of roaming profiles from 2007 to 2010
   $1,000 - Training materials
   $43,000

   Windows 10 benefits include increased start up speeds, improved security, and an improved browser to name just a few.

   Office Suite 2016 benefits include, but are not limited to real-time co-authoring, smart attachments where by recently worked on documents are shareable directly from Outlook, and improved version history management.

2. Do nothing and maintain existing Windows 7 OS. Note that IS does not consider this a serious option given the associated security risk.

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

Change management has been identified as the primary factor critical to the success of this upgrade, whereby training requirements are identified and supported through available materials and business group tailored training.

The primary risk is associated with not upgrading, and greatly increasing our overall cyber security vulnerability.

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

IS recommends upgrading Windows 7 to Window 10, including Office 2016 Productivity Suite. The risks associated with not upgrading are considered too high given the planned End of Life of Windows 7 in 2019.

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

This is a one-time license, labour and training expenditure that IS anticipates will ensure this portion of our infrastructure is maintained at recognized industry standards for the next 7-8 years.

The expenditure is capital in nature and will be amortized over a five-year period. A transfer from the General Revenue Surplus Fund to finance the expenditure will be required

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

As with the migration from XP to Windows 7, IS will purchase and make available to all staff industry standard online training material for both Windows 10 and the Office 2016 Suite. IS also proposes the popular "Tips and Tricks" training framework be utilized as an orientation tool prior to the migration.

IS also recommends that each business unit consider/explore more advanced Office 2016 Suite application training appropriate to staff job requirements.

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

The migration from Windows 7 to Windows 10 represents an upgrade of our existing desktop OS which will be managed in-house.

Mark van Bakel	September 26, 2017
Initiator	Date
Cindy Shelest	October 4, 2017
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** X☐ **YES** ☐ **NO**
Next steps: **Forward to FPC**	

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2017
From:	Director Administrative Services	**Date Prepared:**	October 5, 2017

PURPOSE:

To advise Financial Planning Committee of a $50,000 budget request for 2018/19 to provide additional funding for the Victoria office renovations.

BACKGROUND:

The lease for the Victoria office space at 1627 Fort Street, Victoria was renewed in the summer of 2017. A substantial allowance was provided by the landlord upon signing as a renewal incentive. A procurement process was held during September 2017 which included a proponents meeting to discuss the project. Eight proponents attended the meeting however no responses were received. Feedback was sought from the potential proponents. All of those who provided feedback indicated they were concerned that the budget was too low for the stated objectives.

The project is continuing in a scaled down version for 2017/18. Management is requesting an additional $50,000 from Islands Trust to complete the necessary renovations. (Note: ** no substantial investment in the leasehold has been made in recent years.)

ATTACHMENT(S):

No attachments

FOLLOW-UP:

Incorporate in the 2018/19 Budget.

Prepared By: **Cindy Shelest, Director Administrative Services**

Reviewed By/Date: **Management Team/October 5, 2017**

Islands Trust

SHORT-FORM BUSINESS CASE

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

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater	**Budget Source:** ☐ **Equipment** ☐ **<u>Staff</u>** ☐ **Other – please describe**
Business Area: Trust Area Services	
Name of Request *(identify the problem, opportunity or need):* New Program Coordinator position	
Date initiated: 10/10/2017	**Date required:01/04/2018**

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

There is high public and trustee demand for Trust Area Services projects. For years, the workload for Trust Area Services has outstripped the available staff hours. Staff have reviewed the scope and type of work projects and identified that there are duties and tasks that could be supported by an AO 18 position that would add needed capacity to the TAS team. Examples of duties the Program Coordinator will take on include project management administration, basic research, event organization, correspondence drafting , website maintenance and associated training, assistance with development of print and electronic publications, and administrative duties.

In addition, the Trust Area Services unit historically had 0.5 FTE support for administrative support until 17/18 when the Trust Area Services Secretary was successful in securing the Legislative Services Clerk position. The Legislative Services Clerk is now available to provide only one day/week (20% FTE) to Trust Area Services with responsibilities associated with supporting Trust Program Committee meetings, correspondence preparation and filing.

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

The Trust Area Services team supports Trust Council, Executive Committee and Trust Programs Committee as well as local trust committee communications. With growing demands for enhanced communications/ engagement with communities and First Nations and other agencies, advocacy and other services it has become apparent that that additional support for the Trust Area Services team is needed.

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

Creating a program coordinator position within Trust Area Services will result in improved response times and greater profile for the growing number of advocacy, cooperation and communication activities. It will also support improved delivery of Trust Program Committee projects and improved file management.

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

Staff considered maintaining the status quo which is likely to result in staff burnout and/or under-delivery of projects. Staff also considered creating a more junior position but identified that an AO 18 level position would best serve the Trust Area Services team needs.

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

The success of the position relies on clearly defined job duties and sufficient resources (e.g. equipment, training) to support the position.

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

The new position would be provided with a thorough orientation to Islands Trust and Trust Area Services. The position would create enhanced capacity for the corporate objectives of enhanced project management and collaboration between departments, as well as improvements to Islands Trust communications.

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

The cost of the position is $75,000. Benefits of the position are as stated as above.

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

Support funding for a new Program Coordinator position for Trust Area Services to support successful and timely delivery of advocacy, cooperation and communication activities as well as Trust Program Committee projects.

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

The position will be advertised in accordance with BC Public Service Agency requirements.

Clare Frater	October 11, 2017
Initiator	Date
Russ Hotsenpiller	October 12, 2017
Director/CAO	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** X☐ **YES** ☐ **NO**
Next steps: **Forward to FPC**	

BUSINESS CASE

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

TO BE COMPLETED BY INITIATOR	
Initiated by: David Marlor Director of Local Planning Services	**Budget Source:** Local Planning Services Staff Budget
Operational Unit: Local Planning Services	
Name of Request Extend funding for 2018/19 Fiscal year for Freshwater Specialist	
Date initiated: September 15, 2017	**Date required:** April 1, 2018

1. **BACKGROUND**

In 2017 Trust Council approved funding for a Temporary Freshwater Specialist. This position began in June 2017 and will end on March 31, 2018.

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

Since July 2017 the position has undertaken the following projects:

1. Support to Salt Spring Island Watershed Management Project
2. Review of contaminated aquafer processes
3. Review of DL696 (Keats Island) hydrological assessment report
4. Review of the Hornby Island Water Plan
5. Attendance and participation at Our Groundwater and wells workshops
6. Start of organisation and planning for a Freshwater forum
7. Start of working on three minute videos on freshwater in the Islands Trust Area.

Deliverables for this position before March 31, 2018 include documentation for planning staff on available freshwater research, a freshwater forum for invited guests that deal with freshwater on the islands and subsequent report and recommendations to Trust Council, a freshwater session at March Trust Council and documentation and recommendations from observations so far on the pilot well monitoring project on Salt Spring Island (which will continue beyond March 31, 2018).

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

As the position has only be active since July 2017 (two months) it is too soon to assess the full value of the position and the extent of the value added to the organisation. Further, the well monitoring project will likely not be completed by March 2018. Staff is of the opinion that the position should be extended to March 31, 2019 to allow completion of in-stream projects and to allow more time to assess the value of the position to the organisation in the longer term.

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 provide time for the position to undertake work already in stream, and more time for an evaluation of the value added to the organisation (as the position has only been active for two months as of the date of this business case).

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

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

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

   1. Approve funding less than requested. This would result in less hours being available and less deliverables completed over the 2018/19 Fiscal Year.
   2. Not fund the position. This may result in loss of scientific expertise in freshwater, and handing off of project management of the pilot well monitoring program on Salt Spring to planning staff.

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

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

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

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

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

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

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

Approve the funding as requested.

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

David Marlor, MCIP, RPP	September 15, 2017
Initiator	Date
David Marlor, MCIP, RPP	September 15, 2017
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 5, 2017	**Approved: X ☐ YES ☐ NO**
Next steps: **Submit to FPC for recommendation.**	

BUSINESS CASE

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

TO BE COMPLETED BY INITIATOR	
Initiated by: David Marlor, Director of local planning services	**Budget Source:** Local Planning Services Staffing Budget
Operational Unit: Northern Office	
Name of Request: $10,000 for housing agreement administration	
Date initiated: October 11, 2017	**Date required:** April 1, 2018

1. BACKGROUND

Following recommendations resulting from the 2016 Community Housing Forum, Trust Council approved $10,000 to add capacity for the administration of housing agreements. These funds were used to hire an “as and when” auxiliary position to begin the work of cataloguing existing housing agreements, developing a process and system for creation of new housing agreements, and a process and system for the administration and management of conditions contained within the housing agreements.

This capacity will allow local trust committees to enter into housing agreement and take on the management role of those agreements. Housing agreements is the only means available to local trust committees to ensure specified housing is provided and maintained for affordable and special needs.

2. PROBLEM STATEMENT/OBJECTIVES

Provide capacity to allow local trust committees to enter into housing agreements to provide affordable community housing on the islands.

3. PROJECTED RESULTS/DELIVERABLES

Up to one day per week (7 hours) administrative support dedicated to administration and management of housing agreements for all 13 local trust committees.

4. ALTERNATIVES CONSIDERED

1. Not approve funding. In this case, there wold be no capacity to administer housing agreements. This may result in local trust committees not being able to enter into housing agreements on their islands.

5. CRITICAL SUCCESS FACTORS

Risks are negligible.

6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION

None.

7. BENEFIT/COST ANALYSIS SUMMARY

No start up costs anticipated as the existing auxiliary or another part-time staff person would likely take the role. Minimal time and resources are anticipated to train employee.

8. RECOMMENDED DECISION

Approve the funding as requested.

9. PURCHASING PROCEDURE

Extension of current auxiliary position or establishment of a new temporary part-time position.

David Marlor, Director of local planning services	October 11, 2017
Initiator	Date
David Marlor	October 11, 2017
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 11, 2017	**Approved:** ☐ **YES** ☐ **NO**
Next steps: Forward to FPC	

BUSINESS CASE

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

TO BE COMPLETED BY INITIATOR	
Initiated by: Ann Kjerulf, Regional Planning Manager	**Budget Source:** Local Planning Services Staffing Budget
Operational Unit: Northern Office	
Name of Request: $10,000 for planning/bylaw enforcement staff support	
Date initiated: September 15, 2017	**Date required:** April 1, 2018

1. **BACKGROUND**

The Northern Office and Local Planning Services, generally, have experienced staffing transitions and challenges over the past year. The typical planning staff contingent consists of three Island Planners, a Planner 2, and a Planner 1, with the latter position primarily responsible for enquiries and non-complex applications and referrals. Following the departure of an island planner in February 2017, recruitment for a replacement island planner was unsuccessful. A subsequent Planner 2 competition resulted in the internal promotion of a Planner 1 to the Planner 2 position. While this resulted in greater capacity for complex applications, there remains a partial staffing deficiency at the senior level and at the entry level.

The deficiency at the Planner 1 level has been offset in part through a contract with Linda Prowse to provide part-time planning support (handling enquiries, development applications and building and subdivision referrals). The Northern Team also had a co-op student planner who provided enquiry coverage and handled non-complex applications and referrals over the summer.

The contract with Linda Prowse will end at the end of September, 2017. However, the co-op student planner has transitioned to a part-time auxiliary Planner 1, which will be in place until the end of the 2017/18 fiscal year. This position is intended to cover the temporary, more immediate Planner 1 vacancy and also to provide planning support in conjunction with bylaw enforcement activities specific to Gabriola Island. Notwithstanding, Bylaw Enforcement is also experiencing a staff shortage at the current time.

Notably, there is an effort underway to fill the permanent full-time Planner 1 left as a result of the internal promotion earlier this year. However, given the continued pressure at the Island Planner level, additional support is needed to free up Island Planner time to focus on LTC projects (e.g. shoreline protection, affordable housing), Islands Trust wide projects (e.g. species at risk) and more complex files (e.g. DL 696, Potlatch).

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

The intent is to ensure that we can continue to meet the needs of Northern LTCs while providing professional, timely service to applicants and members of the public, and support to bylaw enforcement.

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

Additional part-time Planner 1 staffing for the 2018/19 fiscal year will alleviate pressure on more senior planning staff while the Northern Office continues to have an Island Planner shortage. It is anticipated that an Island Planner competition will occur in 2018. Thus, the part-time position may be discontinued following the successful completion of such a competition.

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

1. Not approve funding – anticipated results are decreased service levels

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

Risks are negligible.

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

None.

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

Minimal time and resources are anticipated to train the part-time employee.

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

Approve the funding as requested.

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

Extension of current auxiliary position or establishment of a new temporary part-time position.

Ann Kjerulf	September 15, 2017
Initiator	Date
David Marlor	
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 5, 2017	**Approved: X☐ YES ☐ NO**
Next steps: **Forward to FPC**	

BRIEFING

To: Financial Planning Committee **For the Meeting of:** October 18, 2017

From: C. Shelest, Director Administrative Services **Date prepared:** **October 12, 2017**

SUBJECT: REVISIONS TO TRUST COUNCIL POLICY 6.5.III PURCHASING PROCEDURE

DESCRIPTION OF ISSUE:

Draft revisions to Trust Council Policy 6.5.iii Purchasing Procedure are before Financial Planning Committee (FPC) for their review and approval prior to forwarding to December Trust Council.

BACKGROUND:

At its January 17, 2017 meeting FPC received proposed revisions to Trust Council's policy on purchasing.

The policy had undergone a major revision on March 5, 2014. Since that time Trustees and Staff had provided feedback to the Director of Administrative Services with respect to potential changes and/or enhancements to the policy. Based on this, FPC added an item to its FUAL requesting staff review Islands Trust Policy 6.5.iii Purchase Procedure in light of present practices and come back to the Committee with recommendations. Further, on April 4, 2016 EC provided direction to staff to report on potential improvements to the consultant evaluation procurement policy. The recommended revisions presented in January were in support of providing greater flexibility to utilize local expertise and professional capacity with local trust areas.

Subsequent to that meeting and prior to Trust Council's March 2017 meeting, a recommendation was received by the Director to improve upon Appendix A – signing authorities and spending, based upon recent training that the Islands Trust's Finance Officer had attended. The decision was made to hold the forwarding of the revisions to Trust Council until Appendix A was replaced. That work has now been completed and the revised policy is being returned to FPC for final approval prior to forwarding to December Trust Council.

ATTACHMENT(S):

Request for Decision – Revisions to Trust Council Policy 6.5.iii Purchasing Procedure and rename it Procurement Policy
Draft revisions to Trust Council Purchasing Procedure

AVAILABLE OPTIONS:

Request staff make further changes to the policy.
Request staff not make the recommended changes.

FOLLOW-UP:

FPC to forward to Trust Council.

Prepared By:	Cindy Shelest, Director Administrative Services
Reviewed By/Date:	Russ Hotsenpiller, Chief Administrative Officer/October 12, 2017 Financial Planning Committee/October 18, 2017 Executive Committee/November 1, 2017

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 5-7, 2017

From: Financial Planning Committee **Date:** October 18, 2017

SUBJECT: **REVISIONS TO TRUST COUNCIL POLICY 6.5.III PURCHASING PROCEDURE AND RENAME IT PROCUREMENT POLICY.**

RECOMMENDATION: That the Islands Trust Council amend *Policy 6.5.iii* Purchasing Procedure and rename it Procurement Policy to update it for several items raised by Trustees and Staff since the policy was last updated in March 2014.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed amendments to the Purchasing Procedure Policy will clarify and streamline procedures related to procurement within the Islands Trust. They are intended to ensure that related expenditures are consistent with the Islands Trust Act and with purchasing procedures already adopted by Trust Council.

The policy has been amended to include a broader ability for Local Trust Committees to provide input to service procurement including environmental, social policy and local purchasing considerations. There is also language to support the provision of local expertise in contracting services.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
The proposed amendments will clarify procurement procedures and add additional information to certain procedural aspects of the policies.

FINANCIAL:
The proposed amendments will clarify procurement processes within Islands Trust.

POLICY:
This recommendation would amend Policy 6.5.iii Purchasing Procedure (proposed to be renamed Procurement Policy).

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 procurement responsibilities.

OTHER: None.

BACKGROUND

On March 5, 2014, Trust Council approved a major revision to the Purchasing Procedure Policy. Since that time Trustees and Staff have provided feedback to the Director of Administrative Services with respect to potential changes and/or enhancements to the policy. The Financial Planning Committee's FUAL includes an item to request staff review Islands Trust Policy 6.5.iii Purchase Procedure in light of present practices and come back to the Committee with recommendations

Further, on April 4, 2016 EC meeting direction was given to provide a report on potential improvements to consultant evaluation procurement policy. These improvements were in support of providing greater flexibility to utilize local expertise and professional capacity with local trust areas.

REPORT/DOCUMENT:
Policy 6.5.iii Purchasing Procedure (proposed to be renamed Procurement Procedure) illustrating proposed amendments dated January 9, 2017.

KEY ISSUE(S)/CONCEPT(S):
Procedures related to the procurement of goods and services and consistency with relevant financial policies.

RELEVANT POLICY:
Policy 6.5.iii Purchasing Procedure (proposed to be renamed Procurement Procedure)

DESIRED OUTCOME:
Clarify and streamline procedures.

RESPONSE OPTIONS

Recommended:

That the Islands Trust Council amend *Policy 6.5.iii* Purchasing Procedure Policy and rename it Procurement Policy to update it for several items raised by Trustees and Staff since the policy was last updated in March 2014.

Alternatives:

Recommend different or additional revisions to the policy.
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/October 12, 2017 Financial Planning Committee/October 18, 2017 Executive Committee/November 1, 2017

6.5.iii. Proc~~edure~~urement Policy

P~~URCHASING~~ROCUREMENT ~~PROCEDURE~~POLICY

Trust Council: March 25, 1996
Amended: March 29, 2007; December 9, 2009;
September 16, 2010; September 11, 2013; March 5, 2014; December 5, 2017

PURPOSE

In accordance with the *Islands Trust Act*:

1. To set out purchasing procedures that support the costs of operations which the Islands Trust is authorized to recover through property tax requisition under *Section 47(2)* of the *Islands Trust Act*;
2. To set out the responsibilities and accountability associated with the efficient, economical and transparent acquisition of goods and services;
3. To ensure that the most appropriate method of procurement is used to acquire goods and services at the best value including consideration of environment and local economy;
4. To ensure properly delegated purchasing authority is maintained; and
5. To ensure consistency with relevant financial policies, procedures and controls, and to provide linkage to the current operating and capital budgets.

RELATED POLICY

Islands Trust Act
BC Government Purchasing Handbook
Ministry of Finance Core Policy 6.0 Purchasing
Islands Trust Policy 5.1.ii, Staff Training and Conference Attendance
Islands Trust Policy 6.12.i Trustee Training/Conference Attendance
Islands Trust Policy 7.2.iii Trustee Travel Guidelines

DETAILS

1. Delegation of Authority

The Treasurer is accountable for the management of the acquisition of goods and services for the Islands Trust and the implementation of the day-to-day administration of the purchasing policies. To meet this objective, the Treasurer will establish such processes and procedures as are determined appropriate to the efficient and effective operation of purchasing services.

It is the intention of the policy to provide internal control measures through the separation of duties and responsibilities relating to the acquisition of goods and/or services. The tables in Appendix A~~B~~ establishes the signing authority delegation for procurement processes.

Trustees do not have authority to make commitments or indications of preference to a supplier of good or services, to avoid any real or perceived perception that trustees are improperly influencing a decision of staff to select contractors in accordance with this policy.

Staff with purchasing authority have the following responsibilities:

- Ensure that appropriate approvals have been obtained and are adequately documented.
- Communicate with Administrative Services on anticipated purchasing commitments and creation of service contracts.
- Ensure that no expenditure exceeds approved budgets.
- Ensure that no expenditure is made that is not included in the annual budget.
- Ensure that expenditures are consistent with the required or permitted operations of Islands Trust bodies, as identified in the *Islands Trust Act*.
- Be familiar with the provisions of the Government of British Columbia's Standards of Conduct for Public Service Employees in Governmenet Procurement Processes

2. Creation of Purchase Orders and Service Contracts

Purchase orders can be created by any employee authorized by the Director, Administrative Services.

Service Contracts will be created by the Finance Clerk based on information provided by staff.

3. Regular Disbursements

Expenditures occurring on a monthly or recurring basis and disbursed in the same, or similar, amounts do not require an approved purchase order or service contract. These expenditures will be approved by the Director, Administrative Services as required. Example expenditures of this type would be rent, telephone charges and BC Mail.

4. Legal Services

The Chief Administrative Officer (or designate) will manage all legal matters through an organizational process. The process involves on-going monitoring of legal costs, monitoring of legal services quality, and regular reporting to Trust Council.

The Chief Administrative Officer will determine if expenditures require review or approval by the Executive Committee or Trust Council.

5. Financial Assistance to Community Organizations and Other Groups or Individuals

Financial assistance to community organizations or other groups or individuals is only permitted if made by the Islands Trust Council, its delegate, or the Executive Committee acting on its behalf, pursuant to Section 8(2)(h) of the *Islands Trust Act* which states that Trust Council may:

"(f) engage in activities to gain knowledge about the history and heritage of the trust area and to increase public awareness, understanding and appreciation of its unique amenities and environment,

(g) conserve heritage property".

Local Trust Committees may not provide financial assistance to community organizations or other groups or individuals unless Trust Council has, by bylaw, delegated its authority under Section 8(2)(h) of the *Islands Trust Act*.

6. Disclosure of Contracts

If a trustee (or a person who has been a trustee in the previous six months) has a direct or indirect pecuniary interest in a contract with the Islands Trust, their conduct is governed by Section 107 of the *Community Charter*.

If a staff member has a direct or indirect pecuniary interest in a contract with the Islands Trust, their conduct is governed by the Code of Conduct of the Public Service Agency of BC.

7. Local Trust Committee Expenses

a) Disbursements must only be made as authorized by Part 4 of the *Islands Trust Act* and typically include the following:
   - i) Advisory Planning Commission expenses (meeting and secretarial costs)
   - ii) LTC meeting costs including advertising, hall rental, external facilitation costs, and secretarial costs
   - iii) Local mail-outs and/or trustee newsletters
   - iv) Open house costs
   - v) Purchases of goods or services that support the land use planning and regulatory operations of the LTC.

b) Disbursements must be made in accordance with the budget allocation, be processed via the Trust's financial system, and comply with all financial policies and procedures, including use of purchase orders or service contracts where required, and appropriate approvals by the Treasurer and/or designate;

c) Any disbursement over $5~~2~~00 which is to be charged against the local trust committee expense budget, with the exception of those items noted in Section 7.a)i) through 7.a)iv) above, should be approved by resolution of the local trust committee;

d) Expenditures cannot exceed the annual budget allocation provided to each local trust committee by Trust Council. However, if a local trust committee anticipates extraordinary costs they should approach the Executive Committee to request a budget adjustment;

~~d)~~e) Trustee travel and other expenditures must comply with Islands Trust Policy 7.2.iii Trustee Travel Guidelines; and

~~e)~~f) Trustee expenses related to attendance at training and/or conferences must comply with Islands Trust Policy 6.12.i Trustee Training/Conference Attendance.

8. Competitive Process

The table in Appendix A establishes the dollar limits for different types of competitive processes.

An individual project with a total value greater than $25,000 that will be completed over two fiscal years will require a formal competitive process with a Request for Proposal.

A competitive process can be held at the discretion of the Manager with budget authority even if the estimated value of the goods or services falls below the dollar thresholds in Appendix A.

All competitive processes must be coordinated by ~~Administrative Services~~ the Finance Officer to ensure that best competitive practices are followed.

When a direct award is made, staff are still expected to obtain goods and services at the best available price while taking into consideration the quality and followup service available (if applicable) for the goods and services. To expedite routine or regular purchases, a qualified vendors' list may be established. Vendors on the qualified vendors' list will be selected in accordance with established procedures.

9. Direct Awards

If one or more of the following circumstances exist, the Chief Administrative Officer, in conjunction with the Director of Administrative Services, determines whether to approve a purchase by direct award:

- The requirement is valued at less than $25,000.
- An emergency exists and requirements cannot be satisfied in time by means of a competitive process.
- A process delay would interfere with Islands Trust's ability to maintain security or order, or to protect human, animal, or plant life or health.
- The required service is confidential.
- ~~It can be proven that only one supplier or contractor is qualified to provide the service~~ There is a single supplier that clearly provides the best value in the circumstances of a particular purchase.

- Where the competitive process is impractical because of the need to obtain unique third party skills, there is a requirement for contractor continuity, or there is a strong case for the cost effectiveness of maintaining a current contractor for a specific task.
- For work to be performed on or about a leased building that may be performed only by the lessor of the lessor's approved suppliers.
- The Islands Trust receives grant funding on behalf of a third party who initiated the project or funding request and is named in the funding proposal. In this circumstance, the Director of Administrative Services may, at his or her discretion, directly award a contract to the third party, a contractor or community group after confirming the chosen contractor or community group demonstrates the capability and qualifications to complete the work funded by the grant. If the work is being conducted on behalf of a local trust committee, the proposed work must be within the legislated role of the local trust committee *(Islands Trust Act, Section 24)*.
- For projects covered under a partnership agreement, where the Islands Trust is not the only source of funds and the other funding source(s) has already selected the contractor. In this circumstance, the Director of Administrative Services may, at his or her discretion, directly award a contract to the selected contractor after confirming the contractor demonstrates the capability and qualifications to complete the work.

10. ~~Vendor~~ Selection Criteria

In a competitive process, ~~vendor~~ selection criteria shall be established before ~~vendors are notified that~~ a competitive process is ~~taking place~~posted. The selection criteria should consider all the relevant factors in a purchasing decision including, price, quality, ~~(or~~ qualifications~~)~~, delivery time, quality of the response, environmental and social policy considerations, local purchasing and any other factors as determined by the Manager with budget authority for the purchase.

A Local Trust Committee may request that the Regional Planning Manager provide the selection criteria for their review prior to posting the competition.

All details of the ~~vendor~~ selection process shall be retained by the Finance Clerk.

11. Consultant Evaluations

A firm's performance is assessed for services based on the quality of the project in terms of how successfully it fulfills the stated objectives for the project. In the case of studies and briefs, where there is no built work involved, the product refers to the actual work produced by a consultant. Quality of 'services' assesses the firm's ability to manage and deliver professional services in a comprehensive, effective, reliable and timely manner throughout each stage of the project.

~~11.~~12. Contract Renewals

Once a competitive process is held (where required) and a vendor selected, contracts may be signed with the selected vendor to allow for renewal periods of up to five years provided that satisfactory service continues to be received. At the completion of the renewal period, a new competitive process should be held, if required by the Purchasing Policy in place at the time.

A competitive process for a particular business service can be delayed for up to one year at the discretion of the Chief Administrative Officer if high quality service is being provided at a reasonable price by the current service provider.

13. Fiscal Year

Contracts should not extend beyond the end of the current fiscal year-end to provide for budget approvals. Should the situation arise where this is required, approval by the Chief Administrative Officer is required.

~~12.~~14. Environmental Considerations

When making purchases every effort will be made to select suppliers whose environmental practices are consistent with those of the Islands Trust.

Environmental considerations include such things as the suppliers' efforts towards recycling; use of environmentally friendly products; and manufacturing goods from recycled or recyclable materials.

In addition, purchases of equipment and supplies should have Canadian content wherever possible, practical and economical.

15. Social Policy Considerations

When making purchases every effort will be made to select suppliers whose products or services align with the attributes of social procurement policy.

Social procurement considerations include contributions towards a stronger local economy; enhancing the number of local jobs; and enhancing community arts and culture infrastructure.

~~13.~~16. Local Purchasing Considerations

When making purchases every effort will be made to purchase local goods and services including:

- Local food procurement – Islands Trust staff engaged in the purchase of food for operational needs will ensure that when practical, both operationally and economically, at least 40% of purchases will be local. Suppliers will be made aware of this policy and will be encouraged, again where practical, to increase the availability and variety of local foods. "Local" is defined as food that is produced within British Columbia with preference given to items produced in the Islands Trust Area or on Vancouver Island.

- Community Stewardship Awards – Islands Trust staff engaged in procuring Community Stewardship Awards, or other awards that from time to time may be required, will ensure that awards represent the unique nature of the Islands Trust Area and, where practical, are constituted from products distinct to the Islands Trust Area.
- Contractors and service providers with a presence in the Islands Trust Area and/or whose employees reside in the Islands Trust Area.~~, will be encouraged to participate in Islands Trusts' procurement activities through local advertising and communication~~.

~~14.~~17. Staff Travel and Training

Travel expenses are submitted via Islands Trust Expense Claim. All those claiming expenses are expected to ensure that the most cost effective method of travel is provided. Approved Expense Claims are considered equivalent to an approved purchase order or service contract.

Training requests are approved via an authorized "Training/Conference Request Form" (see Policy 5.1.ii, Staff Training and Conference Attendance). All staff travel and training requests must be approved by the appropriate Manager.

Managers have the responsibility to ensure all Employee Expense Claims are in accordance with established processes (ie. BCGEU travel allowance chart).

APPENDIX A – METHOD OF PROCUREMENT~~URCHASING~~ AND APPROVAL AUTHORITY

COMMITTMENT MATRIX
October 10, 2017

	Commitment/ Spending $ Level	Commitment Type	Number of Quotes	Method of Purchase	Document Submitted to Finance	Special Conditions
1	<$100	Petty Cash	One	Verbal, in person	Petty Cash Reconciliation	Receipt Required with payment claim - record purpose of purchace on receipt
2	<$500	Petty Cash, Corporate Credit Card	One	Verbal, in person	Petty Cash or Corporate Credit Card Reconciliation	Receipt Required with payment claim - record purpose of purchace on reconciliation
3	<5,000 per item or aggregate	Service Contact or Purchase Order	One	Verbal or written quote from one or more known vendors	Invoice	Approval of Invoice with indication of Project Code if any including indication that services/goods were received as ordered
4	$5001 to $25,000 per item or aggregate		Request at least Three	Verbal or written quote from at least Three known vendors. If no "known" vendors then formal competitive process ITQ or RFP	Invoice	
5	>$25,001 per item or aggregate		Public Process	Appropriate Competitive process - RFP/ITQ	Invoice	
	All Direct Award Service Contracts or Purchase Orders over $10,000 must be approved by the Chief Administrative Officer					

SIGNING AUTHORITY MATRIX
October 10, 2017

	Position / Type of Decision	Commitment Type	Executive Committee	Chief Administrative Officer	Treasurer (Director of Administrative Service)	Director (Local Planning Serivces and Trust Area Services)	Corporate Secretary (Manager of Legislative Services)	Regional Planning Manager	Manager - (Manager of Islands Trust Fund, Manager of Information Systems, Executive Coordinator)	Supervisor (Finance Officer and Emp[loyee Services Coordinator)
1	Authorization of **Purchase of Services or Goods** approved as part of the budget process	Petty Cash, Corporate Credit Card Charge, Purchase Order or Service Contract to be done when required by policy	N/A	Greater than $100,000 or direct award greater than $10,000	Up to $100,000	Up to $25,000	Up to $10,000	Up to $10,000	Up to $5,000	Up to $500
2	Authorization of new **Positions**	Email approval prior to initiation of hiring process	N/A	Yes	Yes	n/a	n/a	n/a	n/a	n/a
3	Authorization to **fill** vacant positions or changes to existing Positions	Offer Letter	N/A	Yes	Yes	n/a	n/a	n/a	n/a	n/a
4	Authorization of **Training Request** prior to registration or travel bookings	Training Request Form	N/A	greater than $50,000 or for any amount for training outside of the Province of BC	up to $50,000 - Training within Province of BC	up to $10,000 - Training in the Province of BC	up to $10,000 - Training in the Province of BC	up to $10,000 - Training in the Province of BC	up to $10,000 - Training within the Province of BC	
5	Authorization of **Travel and Expense** reimbursements	Expense Form	N/A	greater than $50,000 or for any amount for travel outside of the Province of BC	up to $50,000 - Travel within Province of BC	up to $10,000 - Travel within Province of BC	up to $10,000 - Travel within Province of BC	up to $10,000 - Travel within Province of BC	up to $10,000 - Travel within Province of BC	n/a
6	Authority to sign **Grant Agreements** or **Memorandum of Understanding** with external parties	Contract	N/A	greater than $100,0000	up to $100,000	up to $25,000	n/a	n/a	n/a	n/a
7	Authority to sign **Contracts** with external parties with no monetary implications	Contract	N/A	Within area of accountability	Within area of accountability	Within area of accountability	Within area of accountability	Within area of accountability	Within area of accountability	n/a
8	Authority to sign **Project Charter**	Contract	N/A	greater than $10,0000	up to $10,000	up to $10,000	up to $5,000	up to $5,000	n/a	n/a
9	Authority to sign **Legal Services requests**	Legal Services Request	N/A	Greater than $100,000	Up to $100,000	Up to $25,000	Up to $10,000	Up to $10,000	n/a	n/a
10	Authority to sign **Lease/Rental Agreements**	Agreement	N/A	greater than $100,0000	up to $100,000	n/a	n/a	n/a	n/a	n/a
11	Authority to **release LTC project funds from the LTC Project Reserve Fund**	Agreement	greater than $20,000	up to $20,000	up to $20,000	n/a	n/a	n/a	n/a	n/a

Islands Trust

MEMORANDUM

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

DATE OF MEETING:	September 12, 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) (via resolution-without-meeting) on September 8, 2017:

> That the Salt Spring Island Local Trust Committee report to the Financial Planning Committee the reallocation $5,500 from the Integrated Community Sustainability Plan (Project Code 4068), $1,000 from Marine Environment Protection (Project Code 4089), and $1,000 from Land Uses in Rural Watersheds (Project Code 4075) to the Ganges Village Area Plan- Harbourwalk (Project Code 4020).

NEXT STEPS

No further steps are required.

Submitted By:	Stefan Cermak; Regional Planning Manager	September 12, 2017

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2017
From:	Ann Kjerulf, Regional Planning Manager Northern Team	**Date prepared:**	September 12, 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 Gambier Island Local Trust Committee (LTC) project budget.

Gambier

At their meeting on August 31, 2017, the LTC allocated $2,000 from the Gambier Island Official Community Plan (OCP) budget to the *Riparian Areas Regulation* (RAR) Implementation budget. During this fiscal year, the Gambier Island LTC continues to implement RAR throughout the Gambier LTA (South Thormanby, Bowyer, Anvil and Keats) and is required to making minor corrections to Gambier Island Development Permit Area 2 (for non-RAR applications).

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:	Stefan Cermak, Acting DLPS October 2, 2017