

## Governance Committee Addendum

Date: Thursday, January 19, 2023  
Time: 10:00 am - 2:00 pm  
Location: Electronic Zoom Meeting

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### Pages

#### 8. BUSINESS - WORK PROGRAM ITEMS

##### 8.4 Budget - Discussion

##### **8.4.1 Draft Budget 2023/23 Review of Funding Requests - Briefing**

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Late item referred from Financial Planning Committee's (FPC) January 18, 2023 meeting.

Attachment 1. references FPC's agenda package.

<https://islandstrust.bc.ca/document/financial-planning-committee-regular-meeting-agenda-12/>

#### 11. CORRESPONDENCE

##### **11.2 Minister Cullen response re: Provincial Review request letter dated September 23, 2022**

##### **11.2.1 Item 4.4 from December Trust Council re: Provincial Review**

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##### **11.3 M. Gang re: need for review and restructure email dated November 10, 2022**

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Correspondence referred to Governance Committee from Trust Council's December meeting.

# BRIEFING

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**To:** Governance Committee      **For the Meeting of:** January 19, 2023  
**From:** Financial Planning Committee      **Date Prepared:** January 18, 2023  
**SUBJECT:** Draft Budget 2023/24 Review of Funding Requests

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## PURPOSE:

To request that the Governance Committee review their funding request(s) for the 2023/24 fiscal year and report back to Financial Planning Committee with additional information and identified reductions where possible.

## BACKGROUND:

At its regular meeting on January 18, 2023, Financial Planning Committee (FPC) reviewed the latest version of the draft 2023/24 budget, which reflects the following:

- Total proposed planned spending of \$9.8M:
  - Operating budget \$9.0M
  - Projects budget \$700,000
  - Capital budget \$127,000
- A proposed local trust area general tax increase of 2.75% plus an additional 8.0% in tax revenue generated from new construction and development in the Trust Area.
- A proposed Bowen Island Municipal tax increase of 3.0% plus an additional 6.6% in taxes generated from new construction and development on Bowen Island.
- A proposed draw from the General Revenue Surplus Fund of \$269,000, resulting in a potential deficit to the minimum balance required to be held in the fund of approximately \$115,000.
- A proposed draw from the LTC Project Reserve Fund of \$52,000.

During its budget discussions, FPC received as a late item from a Committee member, a list of budget items for potential reduction (attached). FPC discussed the items and felt additional information was needed from Committees and staff prior to making decisions on any specific item. To this end, the Committee made the following resolution:

*that Financial Planning Committee (FPC) request that Regional Planning Committee, Trust Programs Committee, Governance Committee, Executive Committee, [the] Islands Trust Conservancy Board and staff review the budget areas in the draft budget revision list proposed by a trustee on January 18, 2023, and not yet voted on by the FPC, and propose possible reductions for Financial Planning Committee's consideration and respond with their respective views by February 7, 2023.*

A specific desire was expressed at FPC that Council committees and the Islands Trust Conservancy Board review each of their funding requests and provide information on the following:

- Does the Committee/Board believe the proposed work/funding request is urgent or essential in the next fiscal year, or could the work be deferred to a future year?
- Does the Committee/Board believe the proposed work/funding request should be given priority in the 2023/24 budget?
- Could the funding request associated with the work be reduced? Please provide the impacts of doing so, if any.

Rationale to support the Committee/Board's views on each of the above topics should be provided for FPC's consideration. If a Committee/Board identifies amendments to their proposed work/funding request in terms of rationale or requested dollars, a revised business case should be prepared and forwarded to FPC for their review.

**ATTACHMENT(S):**

1. Trustee-proposed Draft Budget Revisions List

**FOLLOW-UP:**

Staff will amend funding request documents as directed by the Committee and forward the revised information to FPC as requested.

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**Prepared By:** Director, Administrative Services  
**Reviewed By/Date:** Chief Administrative Officer/ January 18, 2023

Page in FPC Agenda Jan 2023	Notes	Name	Business Area	Source	Proposed Reduction	Staff Hours Associated	Staff Resource	Notes re staff hours
38	Pause until Senior Policy Advisor position is filled and this implementation plan can be created.	Reconciliation Action Plan Implementation		GR Surplus	30000		TAS	Fulltime Senior Policy Advisor
37	Suspend and redeploy the staff hours.	History and Heritage Funding Grant in Aid		GR Surplus	10000	100		
48	Further action to be determined by Trustees.	Policy Statement Amendment Project	Trust Council - Trust Area Services	GR Surplus	50000	1100	TAS	Fulltime Senior Policy Advisor
53	Suspend. Stabilise the (existing) communications position. Redeploy resources released by suspended activities. Consider delivering this program digitally with existing materials.	Stewardship Education Program	Trust Programs Committee	GR Surplus	20000	50	TAS	50 hours of Program Coordinator.
62	IT is short of resources to manage meetings and general administration. Pause. Redeploy resources released by suspended activities.	Secretariat Services	Trust Council - Trust Area Services	GR Surplus	15000	100	TAS	100 hours Program coordinator
56	Business Case for Freshwater Communications portal considered. (\$50K and .5FTE) No business case for other activities of Regional Planning Committee.	Bookmark for Regional Planning Committee	Regional Planning	GR Surplus	50000	550	Regional Planning	estimated .5FTE
61	No external experts required for the moment. If legal advice is required the regular budget can be used.	Funding for Governance Committee		GR Surplus	15000	40	TAS	
111	This resource is requested to manage live meetings for LTAS. Suspend and deploy staff hours (TAS and LPS) released by suspended programs. Consider the positive impact of filling positions which are currently vacant.	Meeting Administrator (Fulltime)	Legislative Services serving Local Trust Committee Services	Taxes	65700			
119	This resource is requested for increased administrative support. Suspend and deploy staff hours (TAS and LPS) released by suspended programs. Consider the positive impact of filling positions which are currently vacant.	Administrative Coordinator	Administration	Taxes	75250			
123	A challenge to support this year due the financial situation. (6 staff involved. To what degree has this been discussed with the staff affected? )	Planning Services Admin Adjustment	Planning Services	Taxes	33000		Regional Planners and Freshwater Specialist	
127	Focus on using existing staff resources for all activities. (est. 285 hours of senior staff time in addition) Not supported until vacancies are resolved and staff hours ((TAS and LPS)) released by suspended programs are deployed.	Freshwater Technical Coordinator - Co-op Student	Local Planning Services	Taxes	21993	285	Freshwater Specialist	on-boarding, planning workshop etc
	Focus on using existing staff resources for all activities. Deploy staff hours ((TAS and LPS)) released by suspended programs.	Planning Staff - Co-op Student	Local Planning Services	Taxes	22000			
138	Reduce by \$12800 Ecosystem mapping (\$18000) partially funded by Species at Risk (SAR) grant (\$5200) (Is co-op student (\$19399) funded by SAR grant ?)	ITC Budget Request	ITC	Taxes	12800			
				<b>TOTAL (savings)</b>	<b>420743</b>	<b>2225</b>		
						<b>Staff Hours (savings)</b>	<b>Tax Reduction based on 1% = \$75K</b>	
				<b>Surplus (savings)</b>	<b>190000</b>	<b>1940</b>		
				<b>Taxes (savings)</b>	<b>230743</b>	<b>285</b>	<b>3.1</b>	



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**From:** Marjorie Gang <[REDACTED]>  
**Sent:** Thursday, November 10, 2022 7:36 AM  
**To:** Communications <[Communications@islandstrust.bc.ca](mailto:Communications@islandstrust.bc.ca)>  
**Subject:** Need for review and restructure

Dear Islands Trust Staff and Trustees,

The Islands Trust Act, proclaimed in 1974, was amended in 1977 to give Islands Trust land use planning authority. Seven amendments and three policy changes later,

The **Stantec** and **Fraser Reports** were contracted for the Islands Trust in 2007. Both are primarily reviews of the IT's Local Planning Services. Both contain many recommendations for change and improvement.

**The Stantec Report** emphasizes improved **Community Planning**.

"In the recent staff survey, planning staff had little idea of how they were being evaluated. This was a major concern. **"A formal system of yearly goal setting and performance evaluation should be instituted that has staff performance in synch with organizational goals."**

"Sticking to the knitting" was recommended – planning staff should focus on their core planning function and not be caught up in the other side of the mandate – the "advocacy role. If it is a legitimate role, it should be resourced separately from the planning function.

"There is not an organized forum to **look at setting priorities from the perspective of the overall organization**. A best, it seems to be handled on an ad hoc basis by staff. **A long-range plan for completing major projects, including timelines, should be developed** within the overall context and have the endorsement at the broad political level. It is a plan for planning and is **essential to success**. It's not just setting the priorities; it is necessary to complete them. While staff are key participants in the discussion and formulation of a priority list, it should not be up to staff to set priorities."

**The Fraser Report** also emphasizes **Community Planning**:

"Current service delivery does not meet acceptable standards...Unacceptable service delivery is a symptom of an inappropriately organized, resourced and managed work group. This manifests in a **lack of accountability which denies the LPS unit the opportunity to measure performance and improve or celebrate their performance.**"

"...Despite rising workloads, policies and procedures are not improved as **poor service delivery has little consequence and improved service delivery has little reward**. Staff and Trustees become frustrated with unrealistic personal expectations that can not be knowingly revised, and the morale of staff and Trustees suffers as seemingly the simplest piece of work must queue up for staff time in a perennially long and undefined waiting line."

"The Islands Trust must not allow Development Management applications to distract us from our collective responsibility. Therefore the **allocation of resources** primarily, **to Community Planning**, must be a key component in any new organizational structure and management approach. It is inherently more efficient to vet applications against a clear Community Plan than to process an application with an uncertain chance of approval in a poorly defined community context."

Both of these reports indicated that having a PLAN with clear GOALS and PERFORMANCE EVALUATION are essential components to a functional organization.

Fifteen years on, things haven't improved. The 2022 professional IT Governance and Management Review report documents this same dysfunction:

**"Trust Council should adopt a four- or five- year corporate plan that integrates strategic and financial components, reviewed and updated annually, identifying the initiatives to be undertaken, the corresponding financial resources, along with performance metrics to measure achievement."**

The recently elected Trust Council, the IT's governing body, is tasked with developing a budget for the 2023/24 fiscal year.

Among the budget assumptions for the 2023/24 fiscal years are assumptions that:

- scopes of project will increase,
- project budgets will increase,
- taxation pressure will increase, and
- ongoing projects (that's most of the big ones) will be carried through to completion.

The ongoing high-cost projects are exactly the ones these reports denounce. Without a plan, without measurable goals, the scope of these projects is unlimited, and so is the taxation pressure.

Among the 15 recommendations of last year's Governance and Management Review are several that can be addressed internally, and some that require provincial intervention and further amendments to the Islands Trust Act. Trust Council requested help from the Ministry of Municipal Affairs, and was advised by Minister Nathan Cullen to work on fixing those that could be done internally, and to report to him the views of the new governing body on the more extensive governance failures detailed in the report.

But the taxation meter is clicking away, and the budget cycle has begun. I hope the Minister of Municipal Affairs will become our champion before it's too late to salvage another four years.

Sincerely,

Marjorie Gang, M.A. Edu.

[REDACTED]

Denman Island, B.C. V0R1T0

[REDACTED]