Trust Council
Addendum

Date: Friday, November 18 - Saturday, November 19, 2022

Location: Coast Victoria Hotel

146 Kingston Street, Victoria BC


THE BIG PICTURE
ISLANDS TRUST COUNCIL
NOVEMBER, 2022

Acknowledgement

Islands Trust

ISLANDS TRUST CONSERVANCY

Islands Trust and Islands Trust Conservancy respectfully acknowledge that the lands and waters that encompass the Islands Trust Area have been home to Indigenous Peoples since time immemorial. We are committed to reconciliation and to working together to preserve and protect this ecologically, culturally, and spiritually significant region in the Salish Sea.

The Islands Trust Area is located in the treaty lands and territories of the BOḰEĆEN, Cowichan Tribes, K’ómoks, Lyackson, MÁLEXEȽ, Qualicum, scəw̓aθən, səlilwətaɬ, SEMYOME, shíshálh, Sḵwx̱wú7mesh, Snaw-naw-as, Snuneymuxw, Songhees, Spune’luxutth’, SȾÁUTW̱, Stz’uminus, ɬaʔəmen, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, W̱JOȽEȽP, W̱SIḴEM, Xeláltxw, Xwémalhkwu, Xwsepsum, and xʷməθkʷəy̓əm First Nations.

PROGRAM OF ORIENTATION

1. Overview
2. Conservancy
3. Governance and getting things done
4. Planning service
5. Administration, finance and budgeting
6. Trust Area Services, Policy Statement
7. Role of trustee: standards of conduct, conflict of interest
8. Reconciliation at the Islands Trust
9. Projects and strategic planning
10. Meeting procedures
11. Local trust committees
12. Trustee administration

NOVEMBER 17-19 TRUST COUNCIL MEETING SCHEDULE

Coast Victoria Hotel & Marina, 146 Kingston Street, Victoria BC

THURSDAY, NOVEMBER 17		PUBLIC MEETING FRIDAY, NOVEMBER 18		PUBLIC MEETING SATURDAY, NOVEMBER 19	
		9:00	Welcome Remarks Introductions First Nations Address Key Note Speaker Eric Pelkey W̱SÁNEĆ Leadership Council Society Call to Order/Notice of New Items Approval of Agenda Council Roundtable Priorities and Perspectives	9:00 10:15	Sessions 5. Finance and Budgeting Business and Decision Items New Business Resolution without Meeting Report September Trust Council Minutes Follow-up Action List Priorities Chart Correspondence
1:00	VICTORIA OFFICE TRUSTEES OPEN HOUSE Location: Suite 200 1627 Fort Street (2nd floor)	11:00	BREAK	11:00	BREAK
	Trustees pick up personalized computer and attend orientation session ½ hour drop in sessions (9 person capacity): • 1:30 – 2:00 • 2:30 – 3:00 • 3:30 – 4:00	11:15	Sessions 1. Overview of Islands Trust	11:15	Elections for Executive Committee and Islands Trust Conservancy
5:00	FIRST NATIONS WELCOME Location: Coast Victoria Hotel & Marina 146 Kingston Street, Victoria BC	12:00	LUNCH	12:00	LUNCH
		1:00 1:30 2:45	Sessions – continued 2. Islands Trust Conservancy 3. Governance Notice of Election / Intent Interest in being a Chair/Vice Chair/Member of the Executive Committee / Conservancy	1:00	Public Comments Proposed December 6-8, 2022 Trust Council Agenda Program
5:30	SWEARING –IN CEREMONY FOR TRUSTEES	3:00	BREAK	2:00	ADJOURNMENT (approximate)
6:00 7:00	Group Photo & Headshots Dinner	3:15 4:00	Sessions - continued 4. Planning Services Candidate Presentations Q and A		Executive Committee Meeting (time pending)
		5:00	RECESS FOR THE DAY (approximate)		

Organization

Authorities

Shared values and priorities

Tools

Working with others

WHAT DO YOU NEED TO KNOW?

THE ISLANDS TRUST 'OBJECT'

The object of the Trust is to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.

THE ISLANDS TRUST OBJECT (CONT'D)

The object provides the 'purpose' for all Islands Trust corporate bodies

For example (s. 24):

"For the purpose of carrying out the object of the trust, each local trust committee may…"

Oath of office refers to the duties of office which are, in turn, linked to the Islands Trust object.

ORGANIZATION

- The Islands Trust Act creates 16 different bodies and gives specific duties and powers to each:
  - Trust Council
  - Executive Committee
  - 13 local trust Committees
    - (Executive Committee also acts as a local trust committee for the Ballenas and Winchelsea islands near Lantzville)
  - Islands Trust Conservancy Board - Oversees Islands Trust Conservancy
- The *Islands Trust Act* also gives specific duties to Island Municipalities
- Act also requires the appointment of officers
- These duties require staff, who are employed through the Public Service Act

ISLANDS TRUST FUNCTIONS

Islands Trust

Regional

Trust Council

Executive Committee

Islands Trust policies

Advocacy

Administrative

Conservancy Board

Oversees Islands Trust Conservancy

Acquires and manages land

Local

Local Trust Committees

Community land use planning

Land use regulation

Island Municipalities

Land use planning

Land use regulation

Other municipal functions

TRUST COUNCIL BYLAWS AND POLICIES

Islands Trust

Decisions of Trust Council are made by

- Bylaw
- Resolution (including resolutions to adopt policies)

Policies and bylaws guide trustees and staff

- Usually based on legislation or 'best practices'
- Can be amended by Trust Council provided amendments comply with legislation

WHAT <u>MUST</u> TRUST COUNCIL DO?

MUST: *('for the purpose of carrying out the Islands Trust object')*

Adopt an annual budget

Adopt the *Islands Trust Policy Statement*

File an annual report

Appoint auditors

Appoint staff to officer positions

- **Mostly delegated by bylaw and policy to Executive Committee (except CAO position)**

WHAT CAN TRUST COUNCIL DO?

MAY: (*'for the purpose of carrying out the Islands Trust object'*)

Coordinate and assist with policies of other agencies related to the mandate

Advocate to influence provincial policies that affect our islands

Make recommendations regarding Crown land

Assign duties and delegate powers

Enter into coordination agreements with others

SOME TYPICAL TRUST COUNCIL WORK

Islands Trust

- Adopting the Islands Trust's annual budget bylaw
- Adopting a Strategic Plan
- Setting and amending Islands Trust policy
- Influencing provincial policies and decisions
- Issuing NAPTEP certificates to property owners
- Giving community stewardship awards

WHAT DOES THE EXECUTIVE COMMITTEE DO?

- Carry out ‘daily business’ of the Islands Trust
- Members chair each local trust committee
- Consider bylaws submitted for approval

THE ROLE OF THE CHAIR

Islands Trust

Legislated

- Elected by Council
- Serves for the term of office
- Chairs Trust Council and Executive Committee meetings
- Appoints Chairs of LTCs

Council Policy

- Appoints Council Committee members
- Council and Exec Committee spokesperson
  - Media contact
  - Political liaison with other levels of government
- Legal signatory (various legal documents)

Tradition

- Chairs the Salt Spring Island Local Trust Committee

COUNCIL COMMITTEE WORK

Islands Trust

Financial Planning

Recommends annual budget

Oversees audit

Financial policies

Regional Planning

Affordable housing

Ecosystem protection

Planning policy

Trust Programs

Policy Statement

Stewardship education

Regional analysis

Governance Committee

Accessibility Committee

WHAT <u>MUST</u> A LOCAL TRUST COMMITTEE DO?

Islands Trust

MUST:

(‘for the purpose of carrying out the Islands Trust object’)

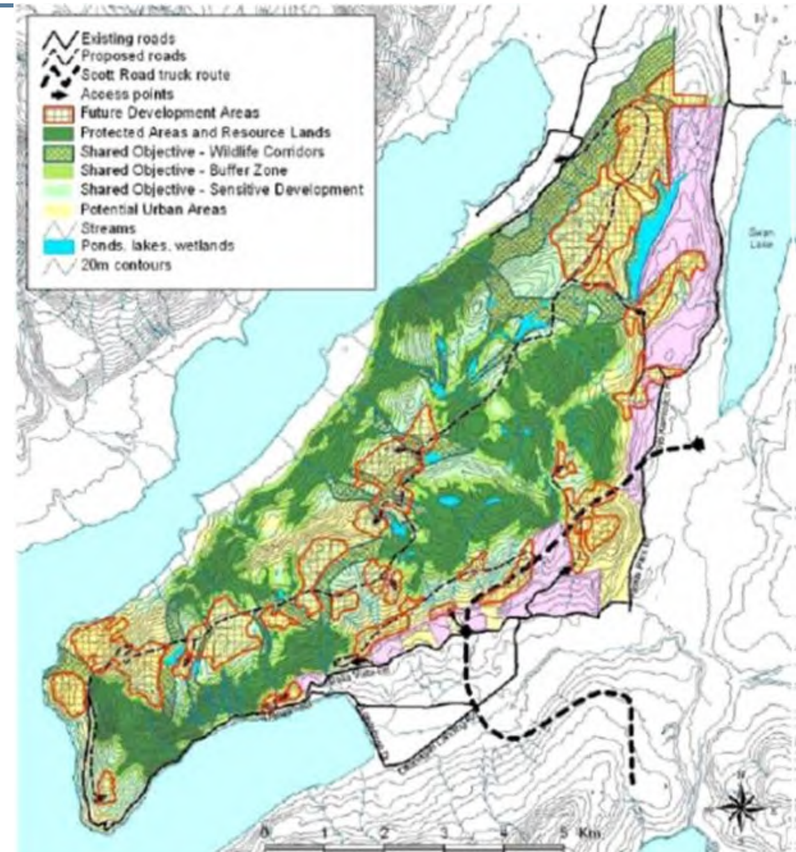
- **Submit bylaws to Executive Committee for approval**
- **Carry out duties directed by Trust Council**

WHAT CAN LOCAL TRUST COMMITTEES DO?

Islands Trust

MAY: *('for the purpose of carrying out the Islands Trust object')*

- **Regulate the development and use of land**



MORE LTC WORK…

- Develop, adopt and implement land use bylaws
  - Zoning regulations
  - Subdivision servicing standards
  - Other land use regulations (parking, signage)
- Respond to land use applications

OTHER THINGS THAT LTCS CAN DO

- **Heritage conservation**
- **Enter into agreements with some other agencies to coordinate activities in the local trust area**
- **Enforce its bylaws**

BOWEN ISLAND MUNICIPALITY

MUST:

- **Have regard for the object of the Trust in adopting a bylaw or issuing a permit or license**
- **Submit Official Community Plan bylaws for approval**
- **Refer non-OCP bylaws that include a reference to a matter included in the Policy Statement**
- **Have municipal trustees on Trust Council**
- **Contribute to financial requisitions for the operations of Trust Council and Conservancy**

ISLANDS TRUST STAFF UNITS

- Office of the CAO
  - Legislative Services
  - Trust Area Services
    - Trust Programs Committee
    - Executive Committee
    - Islands Trust Conservancy
  - Planning Services
    - Regional Planning Committee
    - Local Trust Committees
    - Bylaw Compliance & Enforcement
  - Administrative Services
    - Financial Planning Committee

PLANNING SERVICES

Islands Trust

Core Services

Long Range Planning

- Regional Planning Committee
  - Support and advisory role
  - Planning studies, heritage, housing, freshwater
  - Shorelines, marine ecosystems, climate change
- LTC Projects
  - OCP and LUB reviews
  - Collaboration and Coordination

Current Planning / Development Management

- Processing Applications
  - Bylaw amendments
  - Temporary use permits
  - Development and heritage permits
  - Bylaw variances
- Processing Referrals and Enquiries
  - ALC*, Liquor and Cannabis, Crown Lease (docks especially)
  - Subdivisions, Mining Permits, more
  - Building Permits!

Bylaw Enforcement and Compliance

- *NB Islands Municipalities do not support costs related to local planning*

PLANNING SERVICES

Current Projects

Regional:

- Freshwater Sustainability Strategy implementation
- Housing Forum – one for staff, one for Council

Local:

- OCP and LUB targeted areas of review include:
  - First Nations/Reconciliation, Heritage Protection, Affordable Housing, Housing Options, Short Term Rentals, Ecosystem Protection, Climate Change, Groundwater, Wildfire Hazard, Shorelines, Farming Regulations
- Administrative reviews include:
  - Application Fees, Development Approval Information

PLANNING SERVICES

Islands Trust

Trends

- Provincial downloading (housing, cannabis, ALR, First Nations engagement, contaminated sites, provincial enforcement)
- Historic increase in land values, years of low interest rates, rural migration, displacement of low and middle income earners and/or non property owners
- Need to adapt processes to meaningfully engage First Nation governments
- Increasingly difficult to recruit qualified/experienced staff
- Remote workers

TRUST AREA SERVICES

Islands Trust

<u>Core Services</u>

- Communications/public engagement
- Land protection/management
- Inter-governmental relations
- Islands Trust Area-wide programs
- Advocacy support
- Grant management
- Policy Statement amendment and implementation
- Legislative monitoring
- Trend monitoring

TRUST AREA SERVICES

Current Projects

- Policy Statement Amendment Project (Islands 2050)
- Engagement: budget consultation program
- Living in Trust Area mailing
- Trend monitoring – acquiring Census data
- Reconciliation programming
- Conservancy species at risk project
- Conservancy Three Year Plan development

TRUST AREA SERVICES

Islands Trust

<u>Trends</u>

↑ Community requests for information/ involvement

↑ Political requests for:

- communications and engagement planning
- grants management
- advocacy letters from local trust committees

↑ Desire for engagement with First Nations governments and Indigenous community members

↑ Planned giving gifts to Conservancy

ADMINISTRATIVE SERVICES

<u>Core Services</u>

FINANCE
- Financial management & reporting
- Procurement administration
- Accounts Receivable & Payable
- Internal controls
- Budget & Forecasting

RELATED ADMINISTRATION
- Contract administration
- Facilities management
- Insurance & risk management

ADMINISTRATIVE SERVICES

Core Services Con't

HUMAN RESROUCES
- Recruitment
- Payroll & benefits administration (Trustees, Staff)
- Org-wide Employee Programs
  (Performance Measurement, Mandatory Training, All Staff Meetings)

INFORMATION SYSTEMS
- Software & Hardware acquisition & maintenance
- Internal software applications development
- Software training
- Data storage management
- GIS mapping

ADMINISTRATIVE SERVICES

Current Projects

- Draft 2023/2024 budget preparation (FIN)
- Review of key financial policies (FIN)
- Implementation of improved financial reporting system (FIN)
- Implementation of new GIS software, Development Applications Processing Improvements (IS)
- Review of Org-Wide Training needs (HR)
- Office Relocation Assessments (AD)

ADMINISTRATIVE SERVICES

Trends

- ⬆ Demand for financial resources across business units (FIN)
- ⬆ Financial analysis for FPC (FIN)
- ⬆ Volume of contracts to administer (AD)
- ⬆ Volume of hiring competitions & general HR inquiries (HR)
- ⬆ Demand on GIS services (IS)
- ⬆ Demand for new software across the org (IS)
- ⬆ Workloads (All)

OFFICE OF THE CAO

GOVERNANCE

- Trust Council Executive Committee, Conservancy Board and Local Trust Committee governance advice
- Trustee advice re ethical conduct and governance issues
- Liaison to Bowen Island administration
- Liaison to senior ministry staff

ORGANIZATIONAL DEVELOPMENT

- Management Team supervision
- Performance management
- Advice to Trust Council re policy development
- Long term directions
- Short term priorities
- Inter-governmental liaison
- Work program system

LEGISLATIVE SERVICES

- Administrative fairness complaints
- Ombudsperson liaison
- Records management
- Elections administration
- Trust Council legal and litigation matters
- Freedom of Information and Protection of Privacy
- Meeting procedures
- Policy maintence

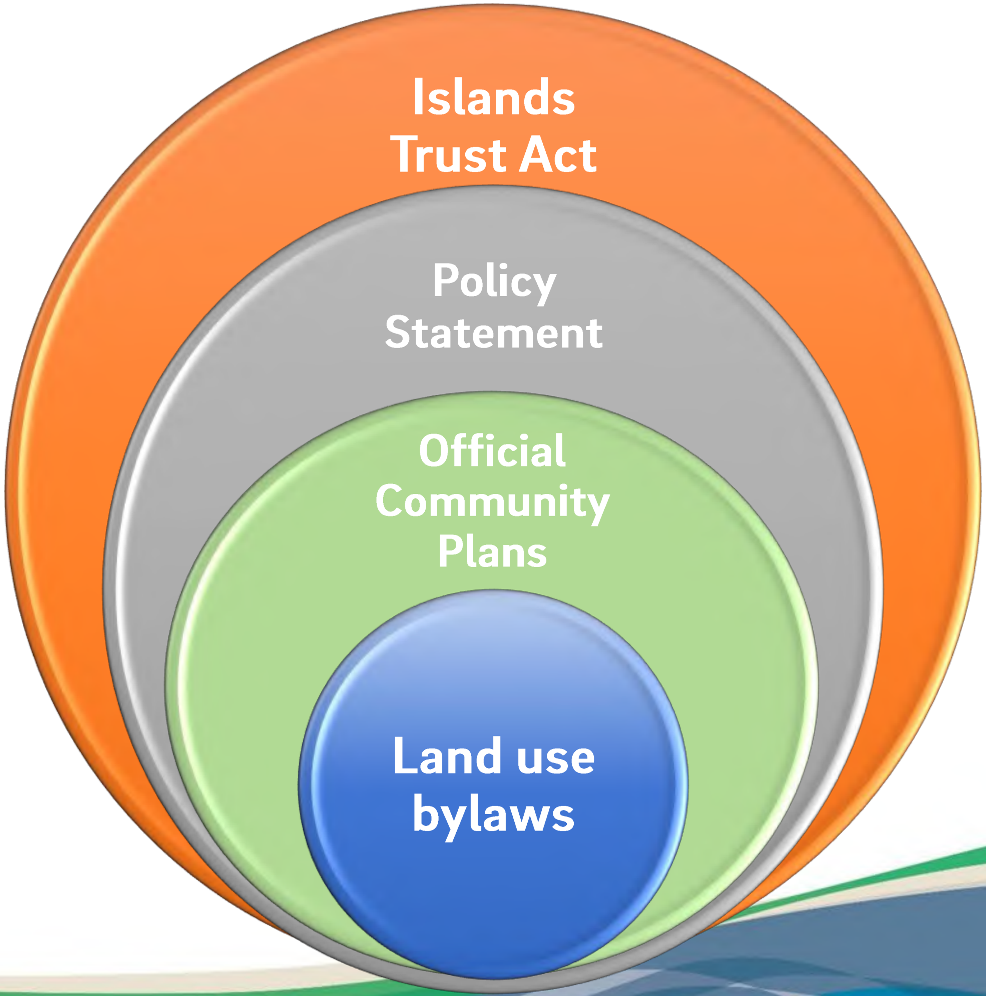
AUTHORITY AND LEGISLATION

- Islands Trust Act

- Local Government Act

- Community Charter

ISLANDS TRUST ACT



ISLANDS TRUST ACT

- **Sets up the corporate bodies**
- **Identifies the boundaries**
- **Describes the "object" of the Islands Trust**
- **Requires adoption of the *Islands Trust Policy Statement***
- **Gives responsibilities and powers to each part of the Islands Trust ("must" and "may")**
  - **Public funds can only be spent for these purposes**

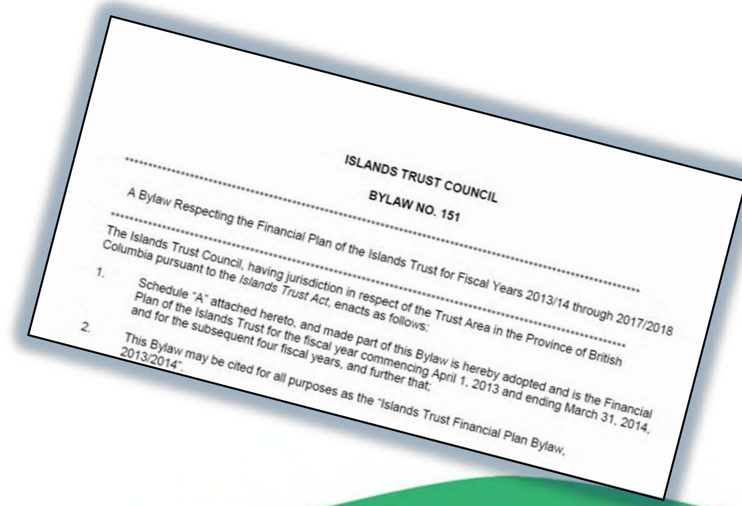
ISLANDS TRUST ACT

- **Powers can only be exercised by bylaw or resolution and only by a quorum**
- **If legislation requires that a power be exercised by bylaw, it can only happen in this way.**
  - **Bylaws are enactments**
    - **A breach of a bylaw is an offence**

Islands Trust

MAYNE ISLAND
LAND USE BYLAW No. 146, 2008

AS AMENDED BY THE MAYNE ISLAND LOCAL TRUST COMMITTEE BYLAW(S):
148, 154, 157 and 158



ISLANDS TRUST COUNCIL

BYLAW NO. 151

A Bylaw Respecting the Financial Plan of the Islands Trust for Fiscal Years 2013/14 through 2017/2018

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

1. Schedule "A" attached hereto, and made part of this Bylaw is hereby adopted and is the Financial Plan of the Islands Trust for the fiscal year commencing April 1, 2013 and ending March 31, 2014, and for the subsequent four fiscal years, and further that:
2. This Bylaw may be cited for all purposes as the "Islands Trust Financial Plan Bylaw, 2013/2014".

LOCAL GOVERNMENT ACT

Islands Trust

- The *Act* and the *Regulation* make parts of the *Local Government Act* apply to Islands Trust bodies
- land use planning power and procedures for Local Trust Committees, Part 14 and 15
- Authroity to enforce bylaws
- Authority to protect heritage
- Authority to conduct elections
- government conduct
  - corporate officer responsibilities
  - meeting procedures, meeting minutes etc.

COMMUNITY CHARTER

- **Parts of the *Community Charter* apply to Islands Trust bodies**
- **Conduct of elected officials**
- **Conduct of trust bodies**
    - **Meetings must be open to the public**
    - **Public must have access to records**
    - **We can use our investments and reserve funds in certain ways**
    - **We can dispose of lands in certain ways**
    - **Conflict of interest**

WORKING WITH OTHERS

FIRST NATIONS ENGAGEMENT

Islands Trust

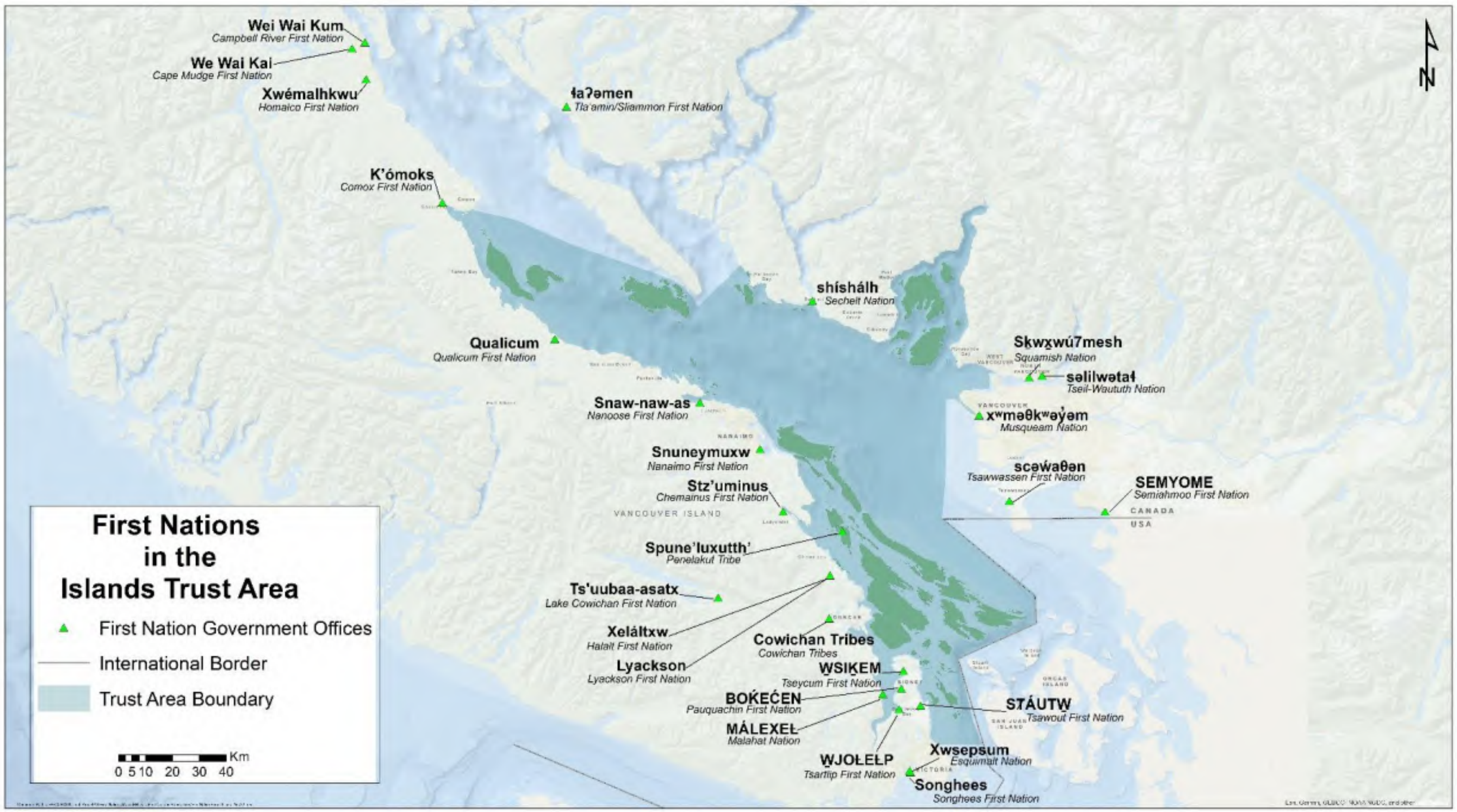
<u>Foundations</u>

- First Nations Engagement Principles Policy
- Reconciliation Action Plan
- Reconciliation Declarations

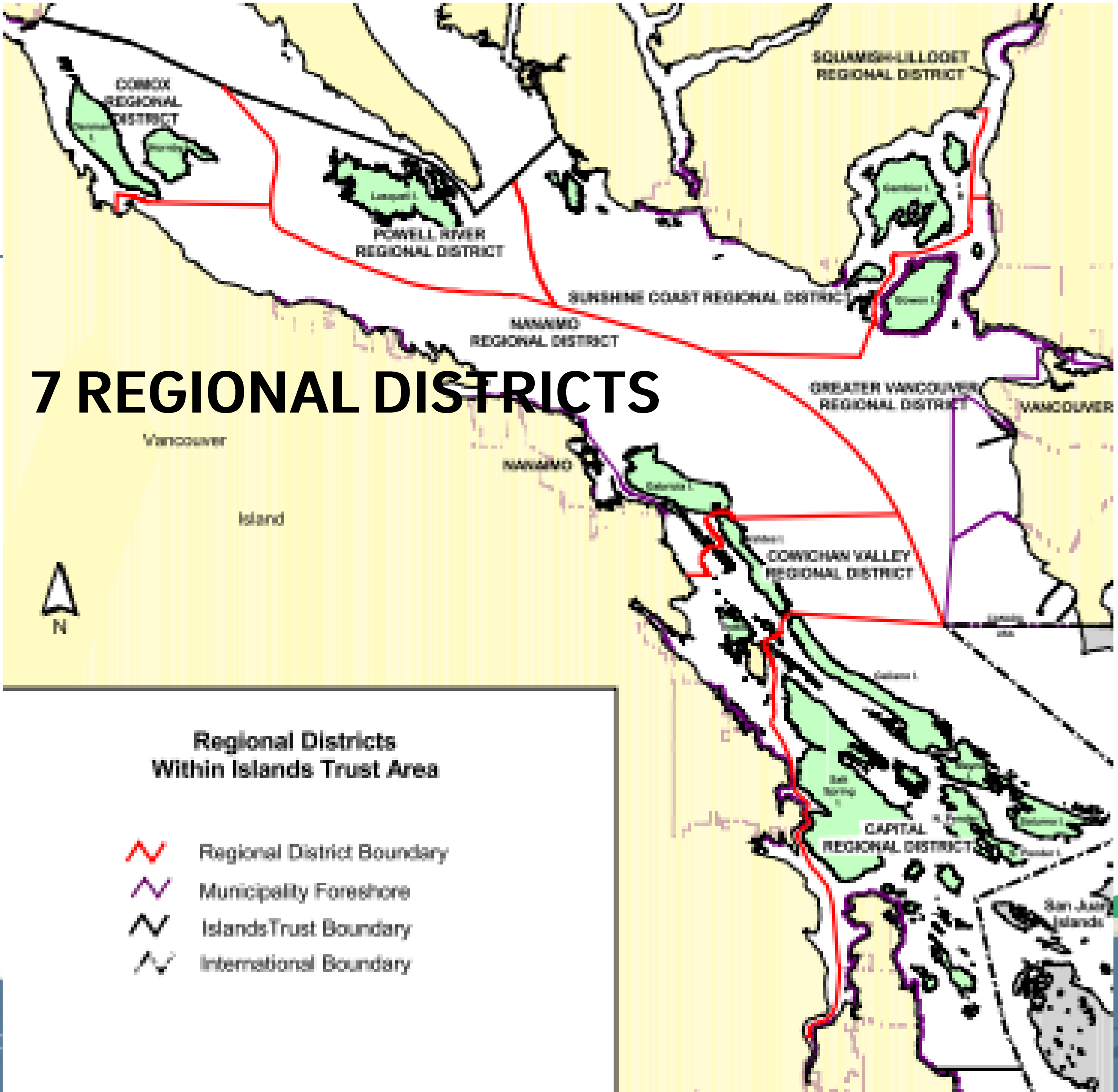
<u>Focus</u>

- Referral process improvements
- New protocol agreements
- Engagement on projects
- Relationship building

FIRST NATIONS ENGAGEMENT



7 REGIONAL DISTRICTS



Islands Trust

- MLAs
- Ministry of Municipal Affairs
- Ministry of Indigenous Relations and Reconciliation
- Ministry of the Environment
- Universities and educational institutions
- NGOs
- Community associations and groups

TOOLS OF THE TRADE

- Decision making, fairness and principles of natural justice
- Working with staff
- Working with the public
- FOI, Conflict of Interest, Open meetings, standards of conduct
- Project management/resource allocation
- Process guidelines

TRENDS

- Climate change
- Reconciliation
- Governance Review
- Housing
- Provincial download
- Social media
- Job market
- Budget pressures
- Working out of scope or too much

QUESTIONS

Trust Council Orientation: Islands Trust Conservancy

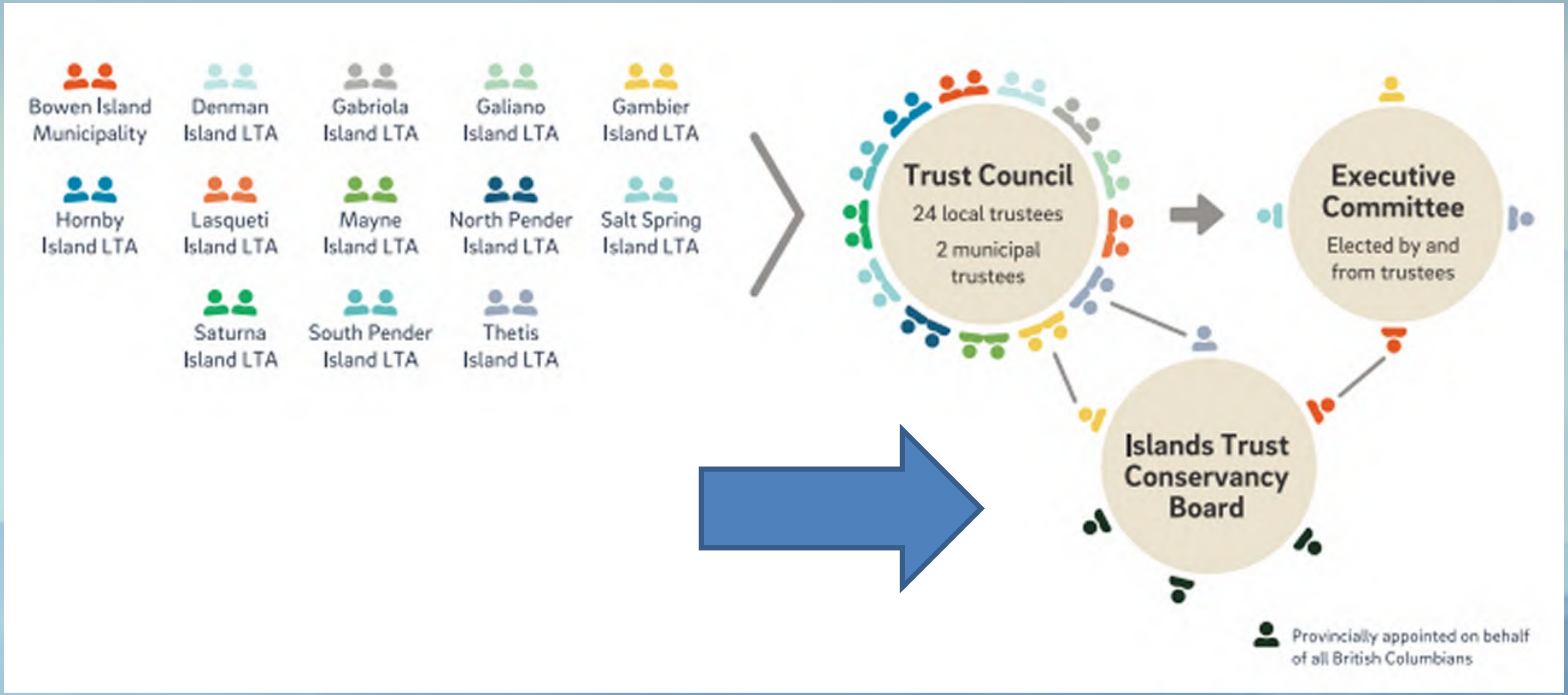
D'Arcy Island, K. Mayes

Outline

1. Background
2. The Work (Yours/Mine/Ours)
3. Trends, Opportunities & Challenges

ITC team looking across the Salish Sea

Islands Trust Bodies



Islands Trust Conservancy Board

Three elected trustees

- Two elected by Trust Council
- One elected from the Executive Committee

Three government-appointed trustees

- Linda Adams, Salt Spring
- Risa Smith, Galiano
- Vacancy

Islands Trust Act
Part 6 – Islands Trust Conservancy

- **Defines** the composition and responsibilities of the Island Trust Conservancy Board
- **Obligates** the Board to prepare a five-year plan, an annual report, and an annual audit report
- **Empowers** the Board to receive and hold money, grants, covenants and land to carry out the mandate of the Trust
- **Requires** the Board to administer the Islands Trust Conservancy and manage its property

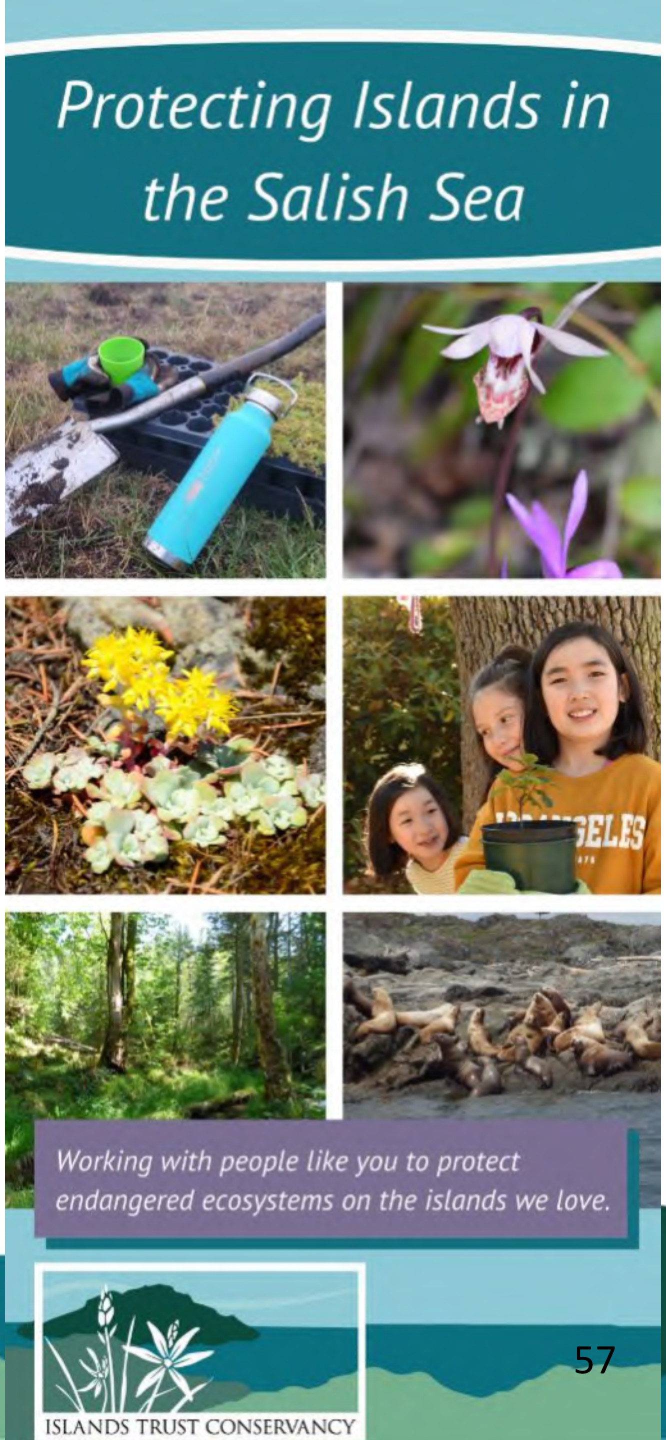
Cooperation with other units of the Islands Trust

- **Memoranda of Agreement** with Trust Council, Executive Committee and all Local Trust Committees/Municipalities
- **Coordination policy** sets out guidelines for case-by-case project referrals between Local Planning Services and Islands Trust Conservancy
- **Liaison meetings** - Islands Trust Conservancy and Executive Committee meet at least annually

Islands Trust Conservancy

Our Mission:

- To protect special places by encouraging, undertaking, and assisting in voluntary conservation initiatives within the Islands Trust Area.



Reconciliation Declaration

The Islands Trust Conservancy **acknowledges** that the islands and waters that encompass the Salish Sea have been home to Indigenous Peoples since time immemorial. We recognize that we are all intertwined in the ecosystems that are the lands, waters, culture, and ecology that embody this place.

The Islands Trust Conservancy **will strive** to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea.

The Islands Trust Conservancy **is committed** to the protection and preservation of this place through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful.

People of the Conservancy

Kate Emmings
Manager

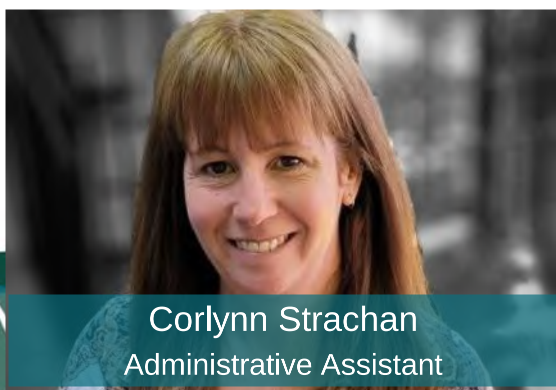
Wendy Tyrrell
Species At Risk Program Coordinator

Carla Funk
Strategic Fund Development Specialist

Kathryn Martell
Ecosystems Protection Specialist

Carmen Smith
Communications Specialist

Nuala Murphy
Property Management Specialist



Corlynn Strachan
Administrative Assistant

Aislyn King
Conservation & GIS Technician Student

Jemma Green
Covenant Management & Outreach Specialist

Protecting Special Places

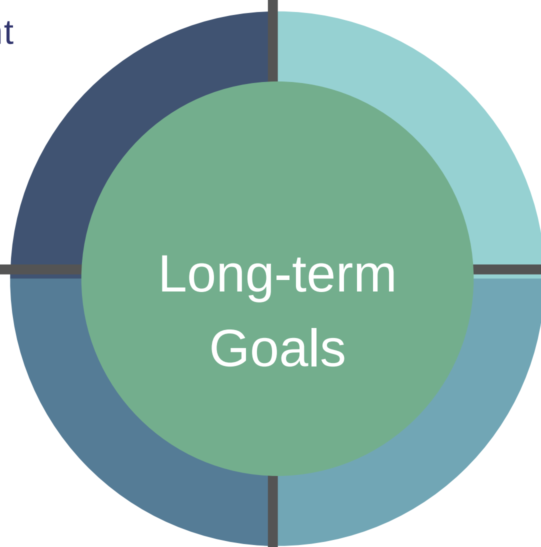
- Over 65% of the Islands Trust area is privately owned
- High species richness, but also a high number of species and ecosystems at risk
- Loss of habitat is one of the largest threats to biodiversity
- Maintaining and protecting natural habitat on privately-owned land is key to preserving the ecological integrity of this region

GOAL 1: KNOWLEDGE-BASED CONSERVATION PLANNING

Identify, investigate, and communicate about important natural areas to generate action on conservation priorities

GOAL 2: COLLABORATION WITH FIRST NATIONS AND RELATIONSHIP BUILDING

Strengthen relationships with First Nations to identify and collaborate on shared conservation goals



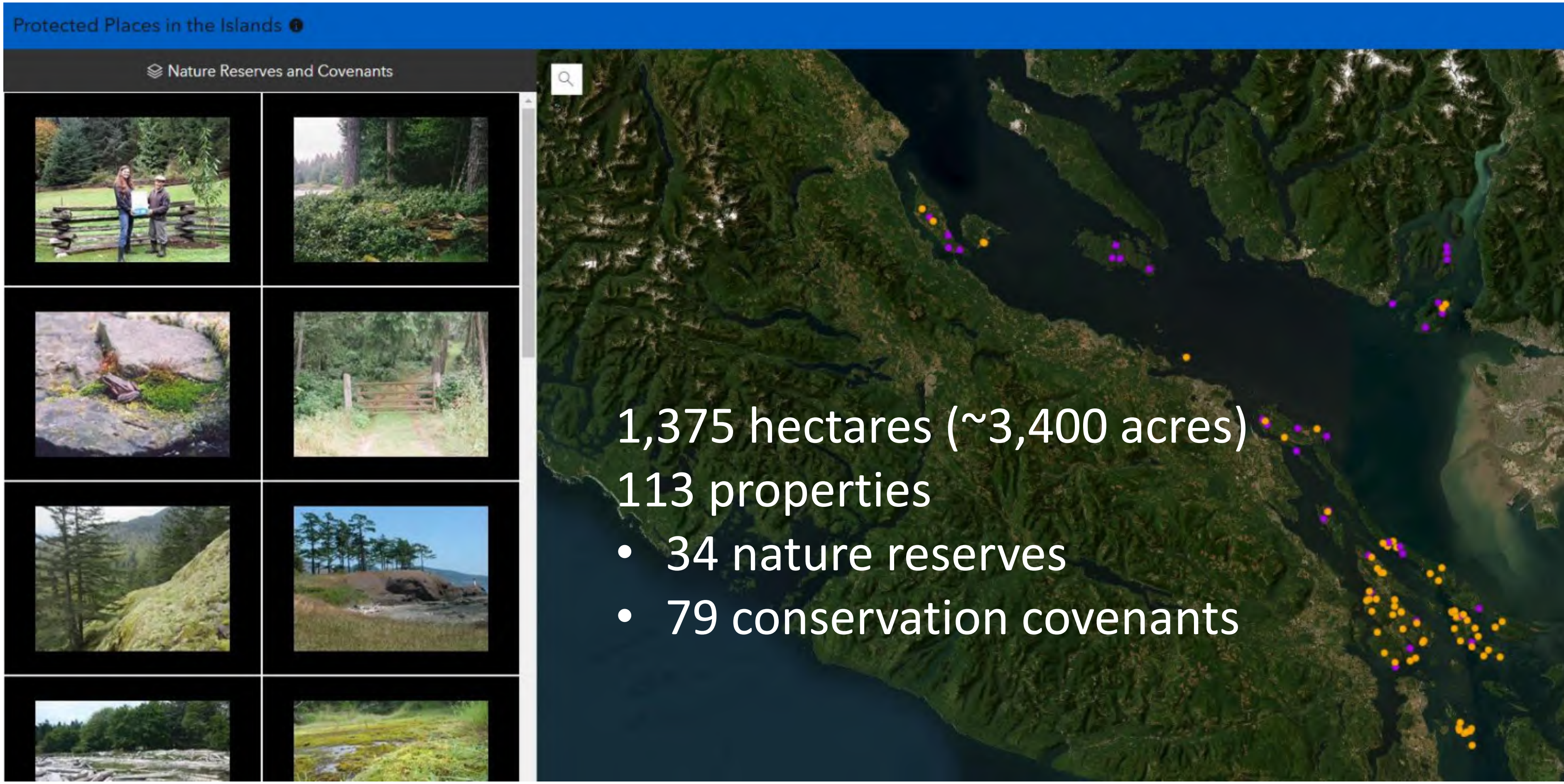
Continue to secure and manage Islands Trust Conservancy lands and conservation covenants to maximize ecological integrity

GOAL 3: PROTECT CORE CONSERVATION AREAS

Continue to build internal and shared organizational strength and resilience to ensure long-term nature conservation in the Islands Trust Area

GOAL 4: A STRONG VOICE FOR NATURE CONSERVATION

Protected Places



1,375 hectares (~3,400 acres)

113 properties

- 34 nature reserves
- 79 conservation covenants

Link Island Donation

Link Island Nature Reserve, Gabriola Island Locat Trust Area

Moss Mountain NAPTEP Covenant - Salt Spring Island

Moss Mountain NAPTEP Covenant, Salt Spring Island

Annual Monitoring

Site Visits to connect with partners and observing the land

- 34 Nature Reserves
- Over 30 partners
- 79 Conservation Covenants
- Over 150 land owners

Sandy Beach Nature Reserve, Keats Is. Photo: W. Kaulbach

Nature Reserve Management

Planting, Protecting, Passive Recreation

Brigade Bay Bluffs Nature Reserve restoration, Gambier Island

Covenant Management

Invasive species control

Parrots Feather treatment crew 2021, Sidney Island

Species at Risk Program

Ecosystem restoration & enhancement

Sharp-tailed Snake
Federally Endangered
© L. Matthias

Zerene Fritillary, bremnerii ssp.
Provincially Red-Listed
©L. matthias

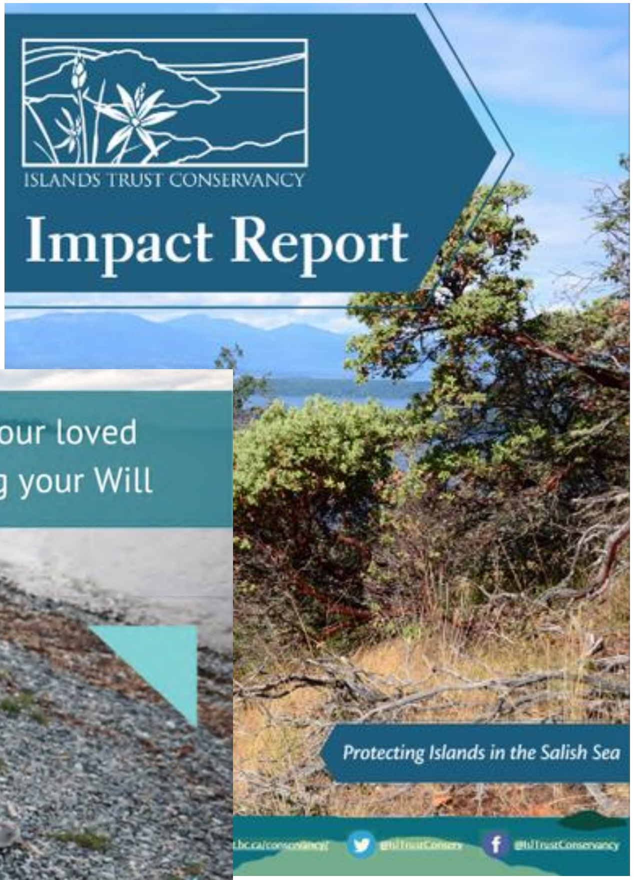
Coastal Scouler's Catchfly
Federally Endangered
© L. Matthias

Mt Tuam Restoration project, Salt Spring

Fund Development

Focus on developing Strategic Giving program

- Relationship building
  - Donors
  - Advisors



Opportunity Fund

$104,000
granted since 2005

$47,000,000!
total appraised value of properties protected by kick-starting grants to conservation partners

Largest grant
$7,000

Smallest grant
$700

Average grant
$3,700

200+
donors

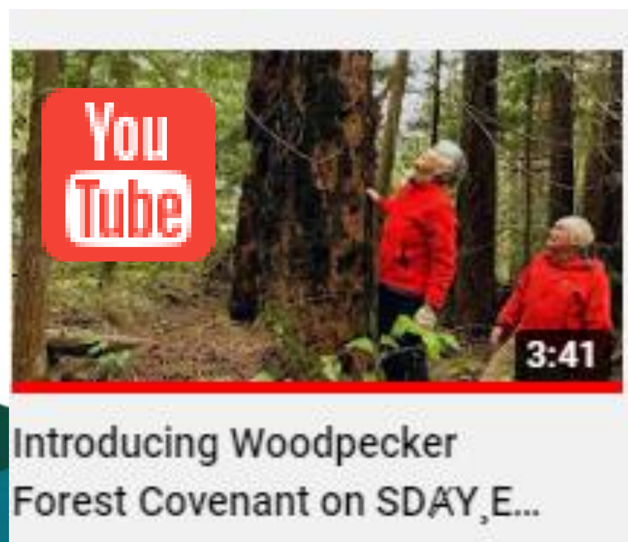
Trends, Opportunities & Challenges

- Property Management
  - Growth
  - Emerging Issues (Climate Change)
- First Nations and Reconciliation
- Grants and Donations
- Social Media /

  Digital Communications
- Technology Change

Learn More

- Subscribe to our eNews
- Follow us on
  - @IslTrustConservancy
  - @IslTrustConserv
- Watch us on YouTube
- Pick up the “Heron”



Thank you

ISLANDS TRUST CONSERVANCY

Mayne Island, K. Mayes

GOVERNANCE AND WORKFLOW

HOW DOES WORK GET DONE AND HOW DO WE ACHIEVE?

- Workflow and business operations
- Role definition: elected officials and staff
- Quick tips and next steps

WORK PROCESSES

1. Agendas
2. FUAL
3. Work Program
   i. Top priorities (active)
   ii. Projects (future)
4. Community engagement
5. Referrals
6. Strategic Plan
7. Budget
8. Request for Decision, staff reports, business cases and project charters

WORK PROGRAM SYSTEM

Islands Trust

- Problem identification!
- Authority – Ensure the program or initiative is clearly within the relevant powers and responsibilities of the body directing the program.

- Reality Check – Ensure staff and financial resources are available and a correct public process was followed.
- Clear Direction – Clear written resolution, made in public after adequate notice, consultation, discussion and analysis.

TRUST COUNCIL DECISION-MAKING

Islands Trust

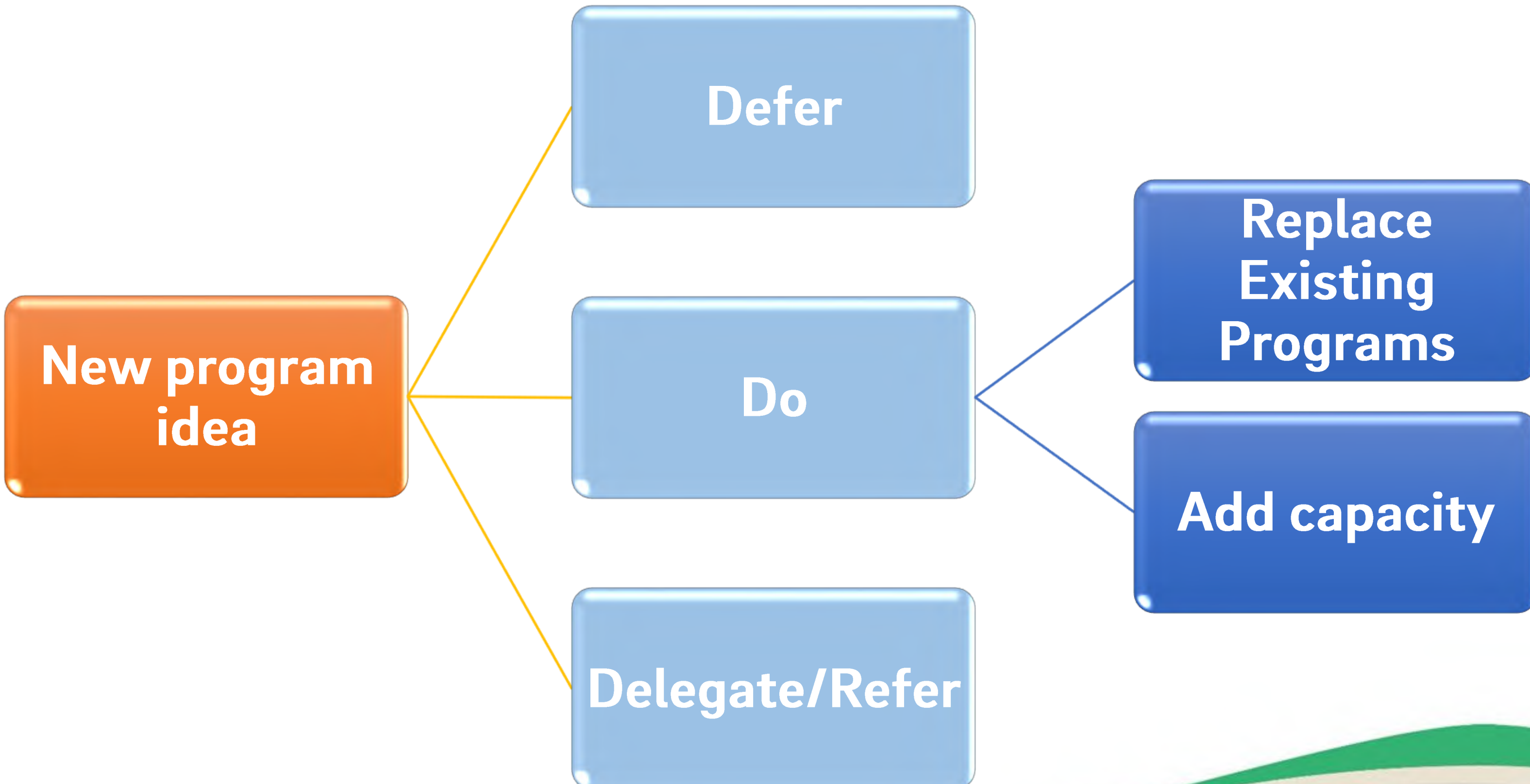
1. Your idea is relevant to Trust Council's powers or responsibilities
2. Work with staff early to draft a *Request for Decision* for Trust Council
3. Executive Committee reviews *Request for Decision* for clarity
4. Trust Council decides or refers to a Council Advisory Committee

4a) Council Advisory Committee does research and analysis

4b) Committee develops *Request for Decision* with recommendations to Trust Council

5. Implementation by Staff
6. Report to Trust Council re progress

BALANCING NEW IDEAS WITH OUR CAPACITY



ELECTED OFFICIAL JOB DESCRIPTION?

Islands Trust

- Responsibilities
  - To constituents?
  - To the community?
  - To the Islands Trust?
  - First Nations
- And in particular, with regard the Object of the Trust, does a Trustee have additional powers or responsibilities relative to other elected officials?

COMMUNITY CHARTER, S 115

The cores responsibilities of members of council are set out in Section 115 of the Community Charter:

a. To consider the well being and interest of the municipality and its community
b. To contribute to the development and evaluation of the policies and programs of the municipality respecting its services and other activities
c. To participate in council meetings, committee meetings and meetings of other bodies to which the member is appointed
d. To carry out other duties assigned by the council
e. To carry our other duties assigned under this or any other Act.

ISLANDS TRUST ACT

3 The object of the trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

6 (1) Local Trustees

For each local trust area, 2 trustees are elected to represent the electors of the area.

..EXPANDED RESPONSIBILITY..

..there is an argument that the local trustees have, in addition to their responsibilities to all of the citizens of their respective local trust areas, responsibilities to "the residents of British Columbia generally", to the extent that British Columbia residents generally are included among the people for whose benefit the trust area is being preserved and protected. This notion certainly militates against any interpretation of the legislation as giving the local trustees responsibilities only to those who voted for them in the local elections. I believe it's uncontroversial that, once an election is over in a representative democracy, the successful candidates are considered to have a duty to represent all of the electors and not just their supporters. ....

....it doesn't seem that the Legislature was satisfied that what's good for the residents of the trust area would necessarily be good for the residents of BC generally; otherwise the object clause would referred only to the residents of the trust area. I am suggesting that, unlike regional district board members and municipal councillors, LTC members appear to have certain responsibilities to persons who live outside of the trust area.

Bill Buholzer, Young Anderson

STRUCTURED DECISION MAKING

- The case was Minister of Citizenship and Immigration vs Vavilov in 2019.
- The Vavilov decision give deference to local governments in interpretation of statutory requirements (e.g. interpretation of your bylaws)
- Now a presumption in favour of reasonableness in local government interpretations. That is that a local government can interpret its official community plan, and so long as it is reasonable the Court defer to the local government.
- Burden on the person challenging the decision to show that it was unreasonable.
- Decision is considered reasonable if transparent, intelligible and justifiable

NATURAL JUSTICE

There are some basic principles of fairness or 'natural justice'

Each 'rule' must be followed to ensure a decision-making process is fair.
Each 'rule' has several parts...

The Hearing Rule + The Impartiality Rule + The Evidence Rule = Natural Justice

TRUST COUNCIL BYLAWS AND POLICIES

- Decisions of Trust Council are made by
  - Bylaw
  - Resolution (including resolutions to adopt policies)

- Policies and bylaws guide trustees and staff
  - Usually based on legislation or 'best practices'
  - Can be amended by Trust Council provided amendments comply with legislation

TRUST COUNCIL c'ont

- TC has not flexed its muscle
- Coordination of polices, or agreements to coordinate with others
- Examples
  - 11(1) Meeting procedures direction by 2/3 of members of TC re any LTC
  - Budget allocations
  - Delegated to EC a number of functions
  - Delegation powers

ROLE OF ELECTED OFFICIALS

- Governance: bylaws, resolutions
- Strategy
- Policy
- Agreements
- Finance and budgeting
- CAO hiring

ROLE OF STAFF

- Professional analysis and advice/service orientation
- Respect for position and person in office
- Truth to power: legislative, public process responsibility
- Responsive and non partisan

ACCOUNTABILITY

- How are staff accountable?
  - Work
    - Reporting
    - Updates at Committees
    - Follow up action lists, RFD, briefings
    - Strategic plan progress
  - Budget process
  - PMDP process
  - Training
  - Code of conduct

ISLANDS TRUST POLICY

C: GUIDELINE:

1. Responsibility guidelines for TRUSTEES/STAFF (June 6, 1992)

1.1. TRUSTEES

i. Provide leadership
ii. Set political direction
iii. Make decisions - choose between alternatives
iv. Establish policy
v. Review Management Performance
vi. Avoid administrivia
vii. Keep informed on Trust Affairs
viii. Reconcile political/constituent conflict
ix. Establish cooperative protocols with other agencies at a political level
x. Communicate with constituents
xi. Provide/solicit public feedback on services

1.2. STAFF

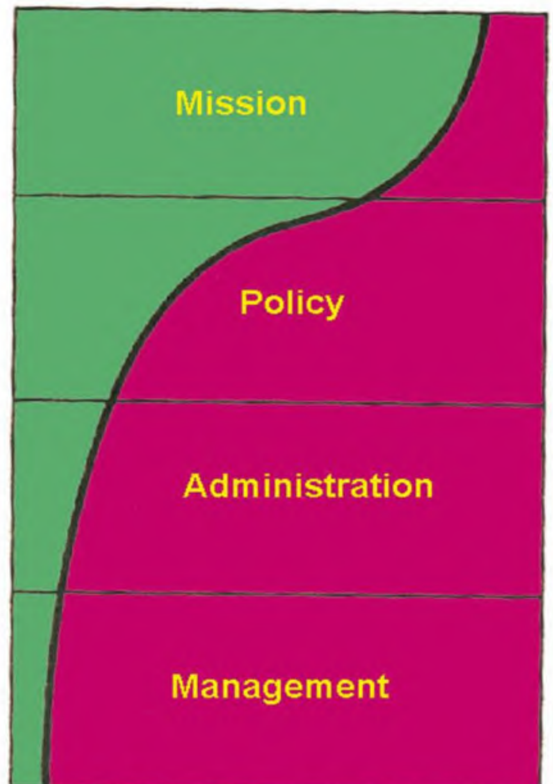
i. Provide advice
ii. Implements directions, decisions, and policies
iii. Provide quality information and alternatives
iv. Provide policy recommendations
v. Conduct self and subordinate performance appraisals
vi. Avoid politics
vii. Keep current on professional information and training
viii. Assist in conflict resolution
ix. Facilitate cooperative initiatives with other agencies at a staff level
x. Provide public information
xi. Deliver quality sessions

KEY ROLES – TRUSTEES AND STAFF

Trustees	Staff
DECIDE	**ADVISE / IMPLEMENT**
“What?”	**“How?”**
Represent public interest	Provide technical knowledge and analysis
Provide political direction	Implement directions
Establish policy **Manage risk**	Provide policy advice Develop procedures to implement policy
Determine work program priorities	Provide advice about resources available
Undertake interagency political liaison	Undertake interagency staff liaison

Dimensions of Governmental Process

Illustrative Tasks For Council	Council's Sphere	Illustrative Tasks For Administrators
Determine "purpose," scope of services, tax level, constitutional issues.	Mission	Advise (what city "can" do may influence what it "should" do) analyze conditions and trends.
Pass ordinances, approve new projects and programs, ratify budget.	Policy	Make recommendations on all decisions, formulate budget, determine service distribution formulae.
Make implementing decisions, e.g., site selection, handle complaints, oversee administration.	Administration	Establish practices and procedures and make decisions for implementing policy.
Suggest management changes to manager, review organizational performance in manager's appraisal.	Management	Control the human, material and informational resources of organization to support policy and administrative functions.



Manager's Sphere

STAFF REPORTING

- Rezonings, applications, strategic plans, as directed by Council
- Represents professional recommendation
- Staff recommendations can't be changed by resolution....
- Recommendations may or may not be followed by decision makers.

THE PAY-OFF

- De-emphasize stereotypes
- Public confidence
- Respect the office
- Achievement
- Staff retention
- Service orientation
- Good governance

3 IMPORTANT GUIDEPOSTS

- Procurement
- Meeting procedures
- Standards of conduct

3 GUIDING PRINCIPLES/POLICIES

- Procurement: [Policy 6.5.iii. Purchasing Policy]

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 table in Appendix B establishes the signing authority delegation for procurement processes.

MEETING PROCEDURES

- LTCs

- Trust Council

- Closed sessions

MEETING PROCEDURES 101

General Points:

A quorum for Local Trust Committee (LTC) meetings is two (2) trustees

All LTC business must take place at a meeting which is conducted electronically or in a public space and is open to the public (with the exception of closed or in-camera meetings from which the public is excluded)

The LTC must pass a motion in open meeting, to close the meeting to the public and go in camera

Agenda – secretary distributes agenda to LTC at least 5 days before the meeting which should include background material on complex issues

Electronic meetings or electronic (phone) participation - must be authorized in the LTC's meeting procedures bylaw

Islands Trust

Motions & Debate:

Motions must be Moved and Seconded

All questions are decided by a vote on a motion

Motions should be phrased in a clear and concise manner - to express an opinion or achieve a result

* Amendments to motions must be strictly relevant to the main motion & not alter or be contrary to the principle of the main motion
* Amendments also require a Mover and a Seconder and are voted on prior to voting on the main motion, as amended
* Debate on a motion should be strictly relevant to the motion
* No member should speak until recognized by the Chair

STANDARDS OF CONDUCT

- 2.1.1 Statutory rules of conduct
- 2.1.2 Standards of Conduct Policy
- Provincial guidelines
- https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/governance-powers/foundational_principles_responsible_conduct_2022.pdf

LEARNING

- Education Module

The Ministry of Municipal Affairs, in collaboration with partners at the Union of B.C. Municipalities, have developed a *Responsible Conduct Everyday* program

- Cultural Safety Training

HUMAN RESOURCES

Islands Trust

- Delegation of hiring and termination authority
- Performance management (PMDP) process
- BC Public Service Agency

COMMUNICATIONS

- News releases
- Subscriber notices
- Publications
- Advertising
- Website
- Annual reports
- Public engagement
- Visual identity guidelines
- Social media
- Media monitoring

IN CAMERA

- Can only go *in camera* for specific reasons as listed in Section 90 the *Community Charter*
- Reasons must be given in the resolution that closes the meeting to the public
  - Identify the section of the Community Charter and the related reason
- Staff or others may be requested to attend the meeting
- Confidential matters discussed *in camera* must not be discussed with those not at the meeting
- Trust Council has a policy that a requests a regular *in camera* session with the CAO
- Most likely reasons are labour relations, law enforcement, legal advice, and litigation

MORE TOPICS…

- Open Meeting Requirements
- Freedom of Information/Protection of Privacy
- Conflict of interest and bias
- Keeping Records and Handling Correspondence
- Handling Email
- Accessing and Using Legal Advice
- Fettering Discretion
- Using Resolutions
- External Communications
- Local Trust Committee expenditures
- Respectful Workplaces (re Harassment and Bullying)

QUESTIONS

PLANNING SERVICES ORIENTATION

Stefan Cermak

Director, Planning Services

AGENDA

- Introduction to Planning Services
- Planning Services Panel Q&A
- Next steps

CORE SERVICES

Long Range Planning

- **Regional Planning Committee**
  - Support and advisory role
  - Planning studies, heritage, housing, freshwater
  - Shorelines, marine ecosystems, climate change
- **LTC Projects**
  - OCP and LUB reviews
  - Collaboration and Coordination

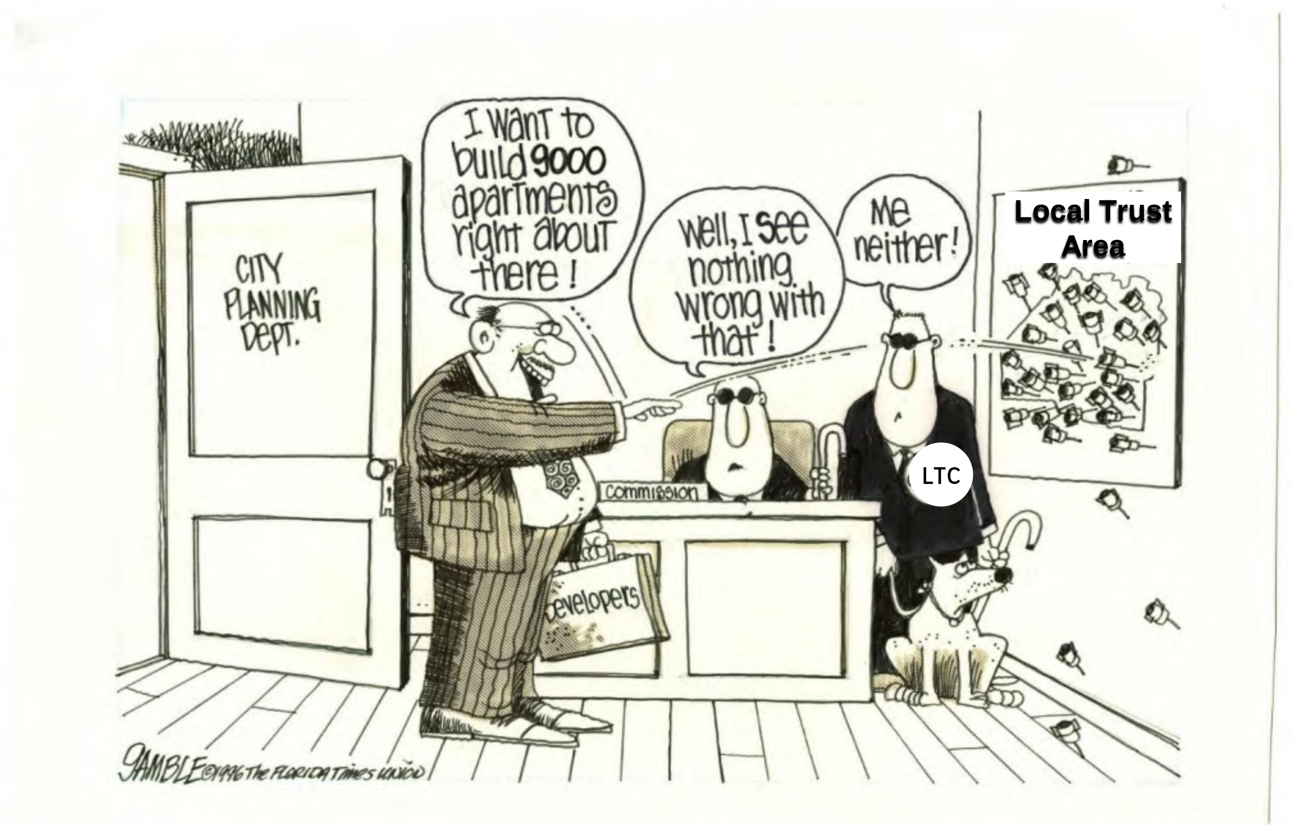
Current Planning / Development Management

- **Processing Applications**
  - Bylaw amendments
  - Temporary use permits
  - Development and heritage permits
  - Bylaw variances
- **Processing Referrals and Enquiries**
  - Building Permits!
  - ALC*, Liquor and Cannabis, Crown Lease (docks especially)
  - Subdivisions, Mining Permits, more

Bylaw Enforcement and Compliance

  - Proactive
  - Complaint Based

PLANNING CHANGE TOWARDS DESIRED RESULTS



The object of the Trust is to *preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.*

A Regulatory Perspective

The *Islands Trust Act* Defines The Legislative **Authority** Within Which We Operate;

And The *Local Government Act* Provides Most Of Our Legislative And Regulatory Land Use **Tools**

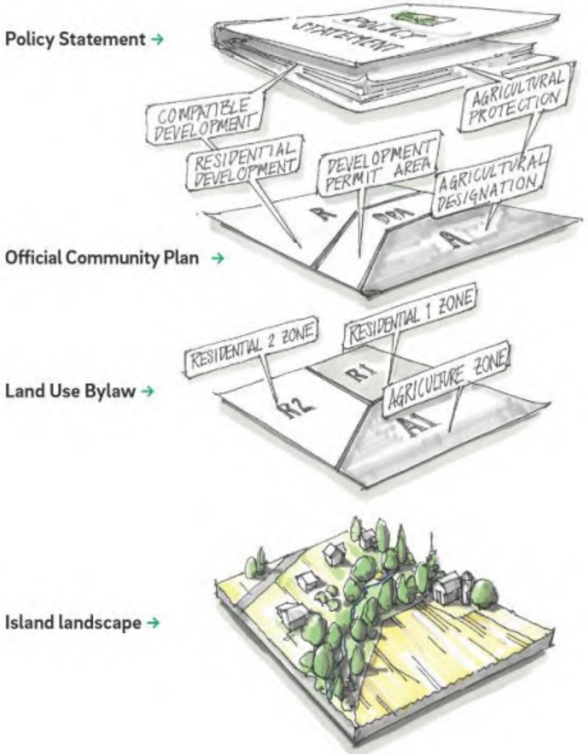


Image by Phil Testemale

Snuneymuxw First Nation

Islands Trust

PROTOCOL AGREEMENT

THIS PROTOCOL AGREEMENT ('Agreement') dated for reference the 4th day of December, 2008

BETWEEN:

THE ISLANDS TRUST COUNCIL (the Trust Council) established under the *Islands Trust Act* RSBC 1979, acting on its own behalf and on behalf of the Gabriola Island Local Trust Committee (the Committee)

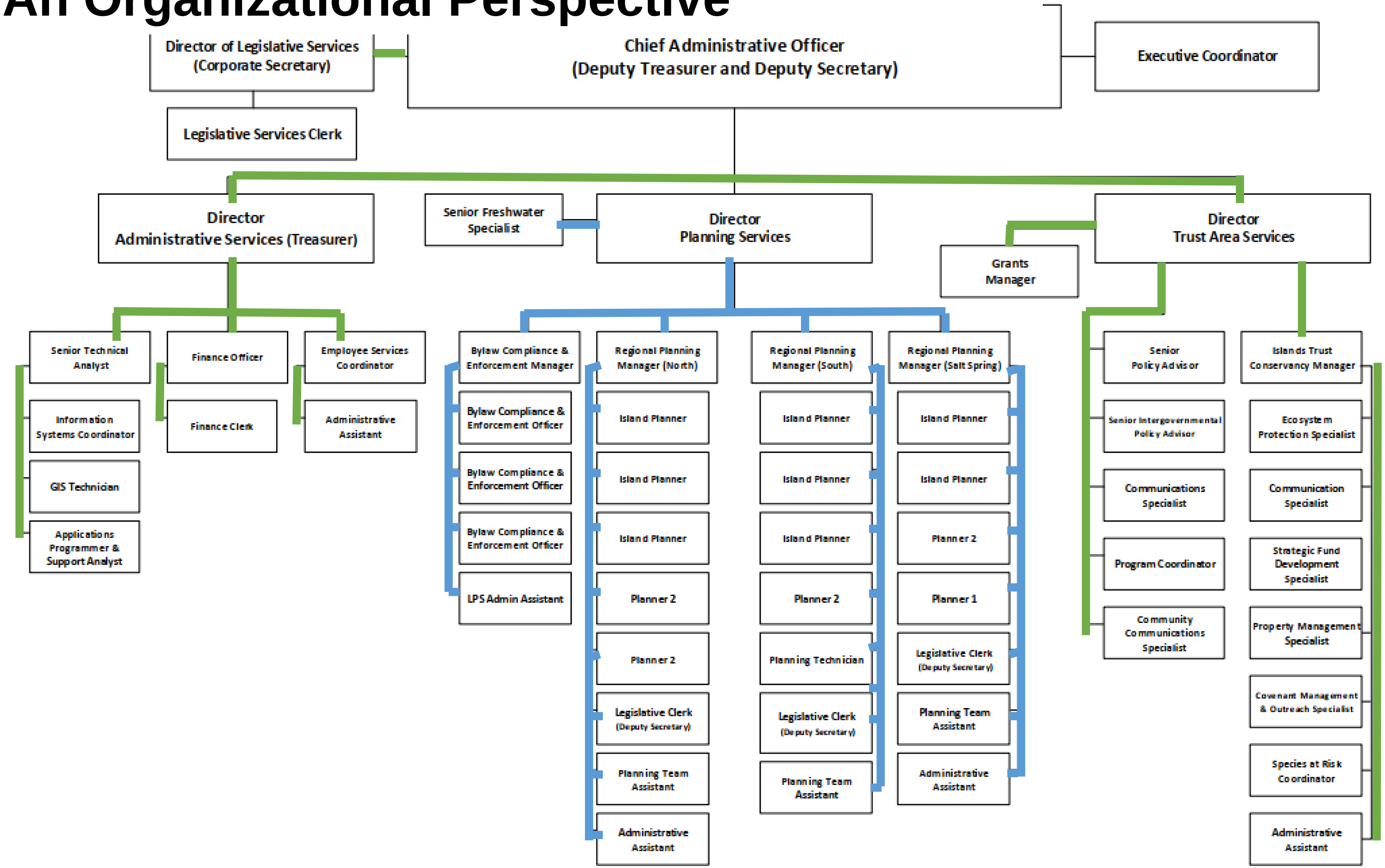
(the Islands Trust)

AND:

SNUNEYMUXW FIRST NATION (Snuneymuxw) a "Band" as that term is defined in the *Indian Act* (Canada), as represented by the Snuneymuxw Band Council

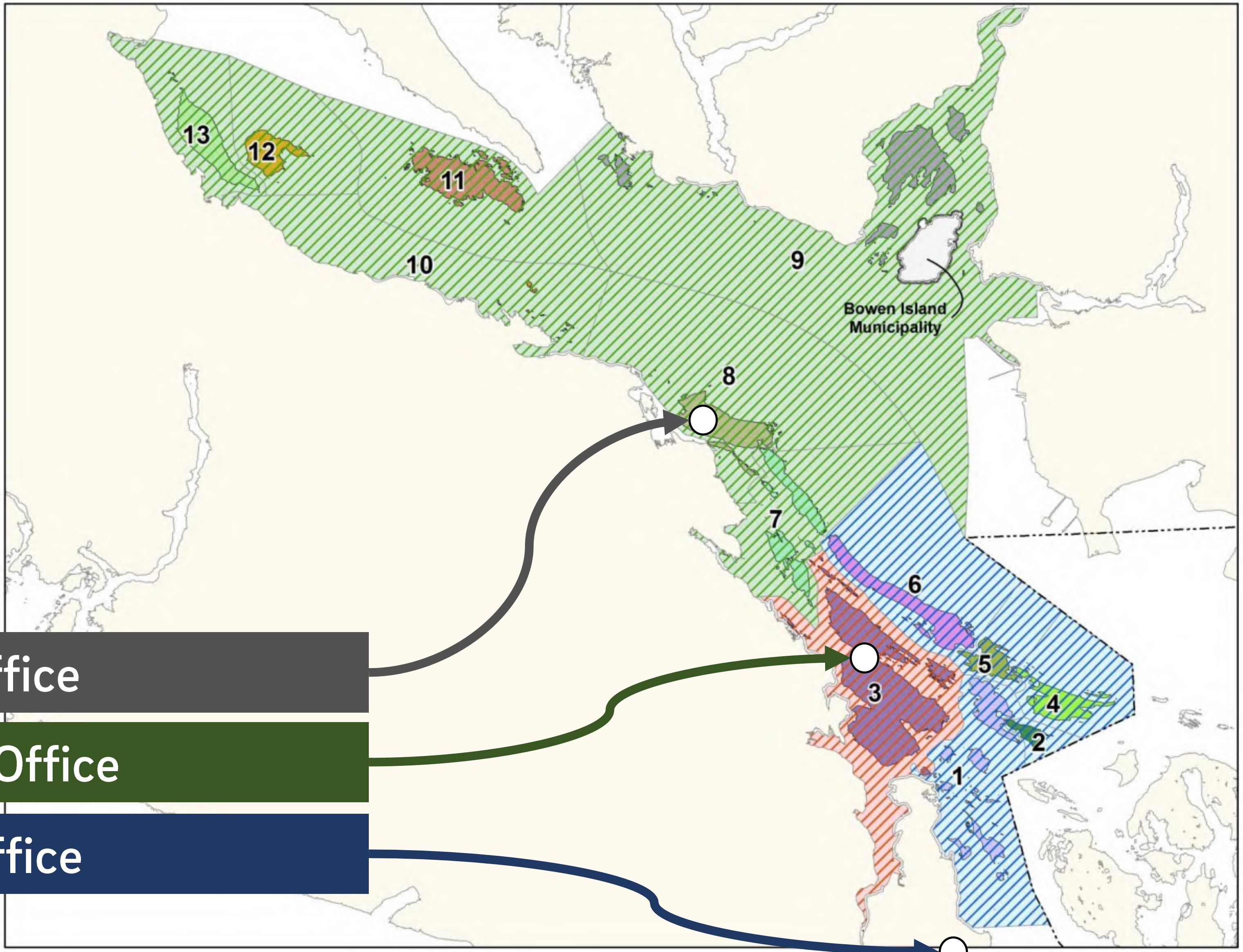
(Snuneymuxw)

An Organizational Perspective



A Geographical Perspective

Islands Trust



Northern Office

Salt Spring Office

Southern Office

An Administrative Perspective

Islands Trust

Northern Region
- **7** LTCs
- **18** Active Projects
- **58** Future Projects
- **4** Planners
- **41** Regular meetings
- **60+** Development Applications
- **3** Admin Staff

Salt Spring
- **1** LTC
- **4** Active Projects
- **5** Future Projects
- **4** Planners
- **12** Regular Meetings
- **60+** Development Applications
- **3** Admin Staff

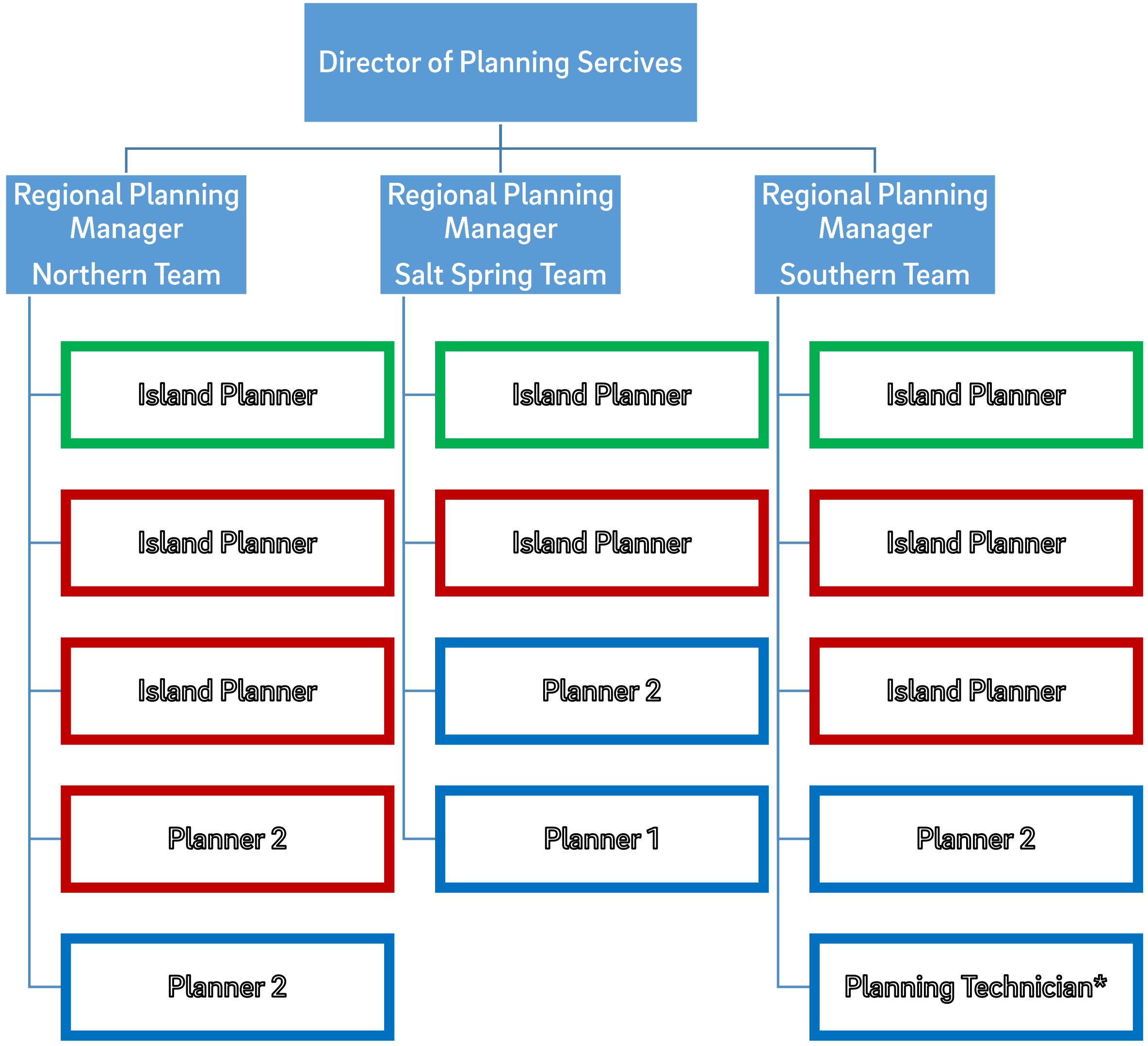
Southern Region
- **5** **LTCs**
- **12** Active Projects
- **33** Future Projects
- **4** Planners
- **35** Regular Meetings
- **60+** Development Applications
- **2** Admin Staff

1 Planning Tech

Regional Planning Committee
- **4 Regular Meetings**
- **3** Active Projects
- **7** Future Projects

Bylaw Enforcement
- **3** **Officers**
- **1** **Admin**

A Functional Perspective (2023 Teams)



IslandsTrust

Regional Planning Team*

- Major and Extraordinary LTC Projects
- RPC projects

Local Planning Team*

- Attend LTC meetings, typically for 2-3 LTCs
- Minor active LTC projects
- Process complex applications / referrals
- On–island office hours and site visits
- Initial contact for inquiries and trustees for assigned islands

Current Planning Team*

-Process applications and referrals
- Conduct site visits
-Enquiry support

*Senior Freshwater Specialist

*Senior Intergovernmental Policy Advisor

A Regional Perspective

Administrative Complexities:	
OCPs	20
LUBs	23
Admin Bylaws	106

Community Changes:	
LTC and RPC Active Projects	37
LTC and RPC Future Projects	103

Property Owner Changes:	
Open Applications & Referrals	146

Compliance:	
Open Bylaw Enforcement Files	584

In Cooperation With:	
First Nations	**33**
Key Provincial Agencies	6
Regional Districts	7
School Districts	6
Improvement Districts	Lots!

- Bowen Island Municipality
- Islands Trust Conservancy
- And **many** other organizations and persons…

Freshwater Sustainability

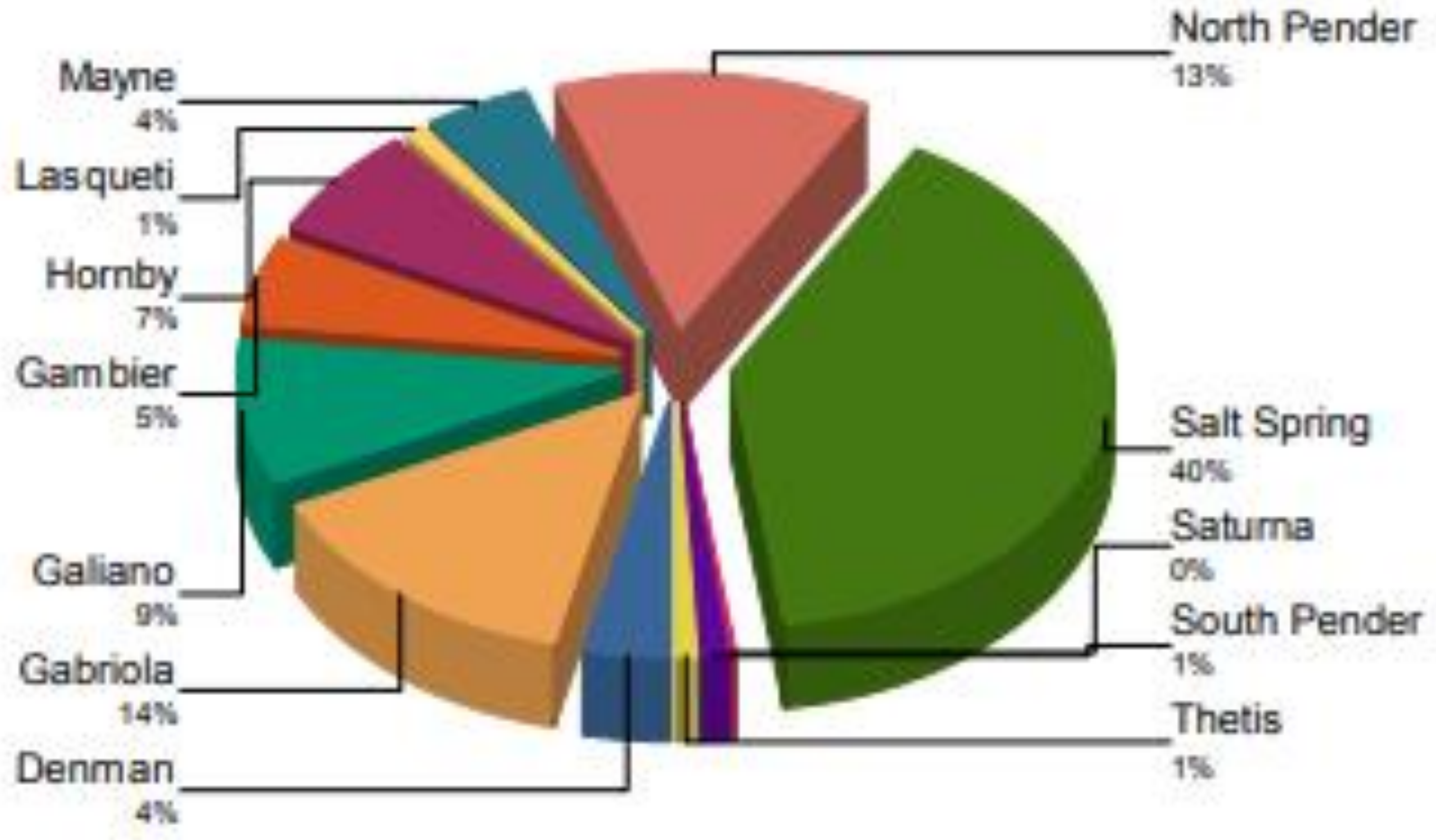
Islands Trust

- Freshwater Specialist added by Trust Council in 2017/18 Fiscal Year
- Made permanent as of April 1, 2020
- Completed:
  - Islands Trust Freshwater Sustainability Strategy
  - *Islands Trust Area Aquifer Conceptualization Project*
  - *Islands Trust Area Groundwater Recharge Mapping Project*
- Ongoing
  - Islands Trust Freshwater Sustainability Strategy – Implementation Programs
  - Groundwater Sustainability Science Program

Summary Freshwater Sustainability Strategy Actions Organized by Programs

Groundwater Sustainability Planning Program (GWSS)	
GWSS 1	Improve data management to inform decision making
GWSS 2	Develop a coordinated long-term water monitoring program
GWSS 3	Continue groundwater data and information inventory
GWSS 4	Continue groundwater recharge potential mapping
GWSS 5	Continue groundwater availability assessments
GWSS 6	Establish groundwater regions as a focus for land use planning for all Islands
GWSS 7	Integrate water availability and vulnerability information into land use policies and regulations
GWSS 8	Implement appropriate planning and regulatory tools to protect vulnerable aquifers and sensitive aquatic ecosystems
GWSS 9	Improve the availability of water-related information to support development application reviews
GWSS 10	Customize water supply requirements for new development to local circumstances
Watershed Sustainability Science Program (WSS)	
WSS 1	Inventory and understand the status of watersheds and aquatic ecosystems
WSS 2	Continue to explore the potential for rainwater harvesting and other alternatives to supplement water supplies and promote this as conservation and resilience strategy
Cultural Knowledge and Engagement Program (CKE)	
CKE 1	Identify freshwater sites of cultural and spiritual significance to First Nations
CKE 2	Collaborate with First Nations and Indigenous organizations to increase community awareness of water-related cultural values, interests, and inherent rights
CKE 3	Develop and implement a freshwater stewardship outreach plan
CKE 4	Develop and implement water-focussed training for new Trustees and Trust staff
CKE 5	Use market research methods to understand and monitor change in attitudes and behaviours related to water
CKE 6	Support water purveyors' adoption of sustainable water management practices
Freshwater Sustainability Reporting Program (FSR)	
FSR 1	Publish 'state of freshwater' report for the Islands Trust
Collaboration and Advocacy with Other Agencies (CAOA)	
CAOA 1	Collaborate with First Nations and Indigenous organizations to develop understanding and integrate their participation, perspectives, and interests into water-related decision making by all agencies
CAOA 2	Work with the Provincial Government to employ appropriate regulatory instruments in areas with acute water challenges
CAOA 3	Work with partner regulatory agencies to harmonize approval processes and integrate Freshwater Sustainability Strategy goals and objectives into decisions
CAOA 4	Work with partner agencies to manage water use and quality impacts from existing users, particularly in areas experiencing supply constraints

584 Open Files as of Aug. 2022



PLANNING AHEAD

ALWAYS IMPROVING

Islands Trust Council Amended Key Policies

- Best Practices in Delivery of Planning Services
- Priority Setting/Review Guidelines
- Work Program, Follow-Up Action List and Priorities Report

Islands Trust Council Added Key Staff

- Referrals, bylaw enforcement, admin, specialists

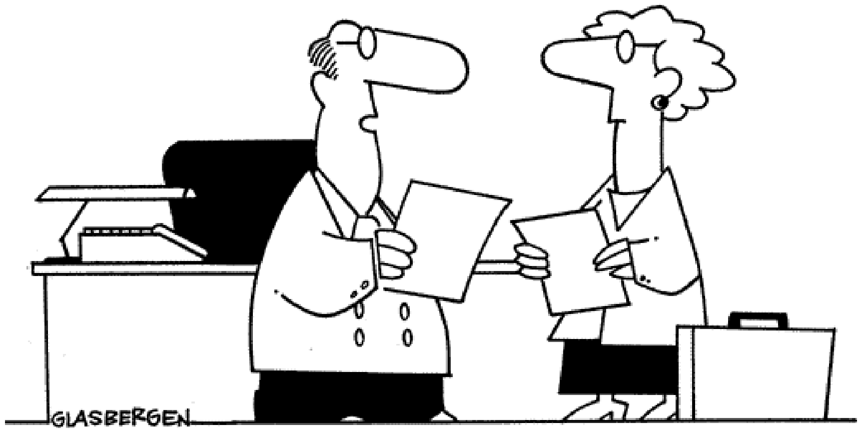
Governance & Management Review

- Updated fees bylaws to improve cost recovery
- Developed a model OCP template
- Implementing delegation bylaws
- Major application software upgrade – (Sept. 2023)

P.Lynde. 1996. Gulf Islands Driftwood

CHALLENGES AND OPPORTUNITIES

- First Nations rights and titles, reconciliation, and cooperation
- Increased intensity and variability of climate events
- Loss of biodiversity and ecosystem services
- Need for diverse housing options
- Shifting community values
- Breaking down silos
- Increased provincial downloading
- Coordination agreements and MOUs
- Staff attraction, retention and work locations



"Let's form a committee to create a task force to develop a team to determine the fastest way to deal with the problem."

Q&A PANEL WITH PLANNING SERVICES MANAGERS

Islands Trust

Robert Kojima
RPM – South

Warren Dingman
Manager -
Bylaw Enforcement

Stefan Cermak
Director

Chris Hutton
RPM – Salt Spring

Sonja Zupanec
A/RPM – North

OPEN INVESTIGATIONS BY TYPE AND AREA

*Aug. 2022

Islands Trust

LTC	Development Permit	Foreshore	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Unlawful Dwelling	Density	Other Land Use	TOTALS	Percentage
	Violation Type											
Denman	4	0	0	3		6	1	5	0	2	21	4%
Ballenas-Winchelsea	0	0	0	0		0	0	0	0	0	0	0%
Gabriola	4	3	3	14		11	15	18	1	14	83	14%
Galiano	13	2	2	12		10	0	10	1	4	54	9%
Gambier	3	11	2	14		0	0	1	0	1	32	5%
Hornby	1	0	3	7		11	0	11	1	6	40	7%
Lasqueti		0	0	0		0		1	0	5	6	1%
Mayne	1	2	1	3		4		4	1	8	25	4%
North Pender	13	2	4	3		7	18	21	1	9	78	13%
Salt Spring	23	3	5	18	9	112	2	35	2	23	232	40%
Saturna	1	0	0	0		0	0	1	0	0	2	0%
South Pender	0	0	1	0		0	3	1	0	1	6	1%
Thetis		1	0	1		1	0	1	0	1	5	1%
TOTAL	63	24	21	75	9	162	40	109	7	74	584	100%
Percentage	11%	4%	4%	13%	2%	28%	7%	19%	1%	13%	100%	

BUDGETING
&
FINANCE

Julia Mobbs

Director, Administrative Services

ORIENTATION AGENDA

1. Islands Trust Budget Cycle
2. Basic Principles of Budgeting
3. Summary of Budget 2022/23 (current year)
4. Financial Management
    1. Quarterly Reporting
    2. Periodic Forecasting
    3. Financial Policies
5. Draft 2023/24 Budget Assumption and Principles (BAP)
6. Questions

ISLANDS TRUST BUDGET CYCLE

BUDGET CYCLE

Timeline (July – March), 9 months

- July/August
  - LTCs/Committees/ITCB review priorities for next fiscal, develop funding requests
  - FPC reviews budget assumptions + principles (BAP), and forwards to Trust Council for review

- September
  - Trust Council reviews BAP
  - Staff review department budget needs
  - Staff prepare business cases for funding requests
  - 1st draft of the budget is developed by staff
  - Management team review consolidated budget

- October*
  - FPC reviews the 1st draft of the budget along with business cases, proposes changes if required (**cancelled this year due to elections*)

BUDGET CYCLE (CON'T)

- November
  - FPC reviews 2nd draft of budget + updates BAP + forwards to TC for review
  - FPC reviews plans for public consultation

- December
  - TC 1st review draft of the budget + BAP + direct changes as needed
  - TC determines if LTC projects should be funded by special requisition
  - TC reviews and approves public consultation process

- January
  - Public consultation begins
  - LTCs proposing Special Tax Requisitions hold public consultation meetings
  - Staff begin communications with BIM staff re: municipal levy
  - FPC reviews 3rd draft of budget, proposes changes if required

BUDGET CYCLE (CON'T)

- February
  - FPC's reviews public feedback + incorporate budget changes as needed
  - FPC reviews final draft of budget (including property tax requisition + BIM tax levy) forward their recommended draft budget to TC for approval

- March
  - Trust Council reviews and approves final draft of budget + 5-year financial plan bylaw
  - Staff forward Financial Plan Bylaw to the Minister for approval
  - Budget is posted to Islands Trust website for the public

- April 1
  - Implementation of approved budget

BASIC PRINCIPLES OF BUDGETING

BASIC PRINCIPLES

- Fiscal year = April 1 – March 31

- Revenues = Expenditures…

  = Balanced budget, financial plan requirement

- Revenues > Expenditures…

  = Transfer to Surplus Fund

  = Transfer to Reserve Fund

  aka: contribution to surplus/reserve

- Expenditures > Revenues…

  = Several options available.

OPTIONS

When planned expenditures > planned revenues:

1. Increase Planned Revenues
   - Property taxes – consider appetite for increases, history
   - Fees – consider volume of applications and current fee structure
   - Grants/Investment income – outside our control

2. Decrease Planned Spending
   - Consider impact on ability to complete work, planned projects, applications processed in a timely manner

3. Transfer from Surplus Fund or Reserve Funds
   - Aka: appropriation from surplus/reserve
   - Consider minimum balance to be maintained under TC Policy 6.5.1 (next slide)
   - Consider reserve fund balances

SURPLUS & RESERVES

What is surplus?

- Annual surplus
  - Unspent monies from any single fiscal year (savings)
- Accumulated surplus
  - Cumulative pooling of surplus funds generated over time (unspent savings over time)

1. General Revenue Surplus Fund

- Fund that holds Islands Trust accumulated surplus monies
- Intended to fund:
  - Ongoing operations between April 1 – July 30
  - Significant, unanticipated expenditures

SURPLUS & RESERVES

What are reserves?

- Surplus funds specifically set aside by TC for a specific purpose (savings ear-marked for specific things)

1. LTC Project Reserve Fund

- Created by TC in fiscal 2018
- Funds set aside specifically to pay for LTC projects

2. Special Property Tax Reserve Fund

- Unspent funds from special tax requisitions
- SSI Special Tax Reserve fund for SSIWPA

ELEMENTS OF THE BUDGET: REVENUES

- External Revenues:
  - Fees and Sales – *planning applic. fees, NAPTEP applic. fees, bylaw enforcement fees*
  - Provincial Grant, Unrestricted - *determined by the Ministry*
  - Provincial Grants, Restricted – *grants approved for specific purposes*
  - Property Tax Levies – *approved by TC*
  - Special Property Tax Levies – *collected in single LTA only to fund a local project, approved by TC*
  - Municipal Contribution – *property tax levy from BIM, based on calculation in IT Act, TC policy*
  - Interest Income – *investment earnings*

- Internal Revenues:
  - Transfers from Surplus – *if needed*
  - Transfers from Reserves – *if needed*
  - Any transfers *must* be approved by TC in the annual budget

ELEMENTS OF THE BUDGET: EXPENSES

- Operating budget
  - Ongoing, annual costs of operations
  - Office leases, bank charges, audit fees, legal fees, staff/trustee costs, meeting costs, office supplies
  - Everything needed to maintain basic operating functions
- Projects budget
  - Strategic plan projects, LTC projects, Operational projects
  - Generally accompanied by business case to support rationale for undertaking & cost
- Capital budget
  - Purchases of tangible capital items with useful lives beyond a single year
  - Computer hardware, furniture/equipment, leasehold improvements

BUDGET FORMAT

Islands Trust

Internal:

- Shown line-by-line for FPC/TC in budget drafting/review process
- Costs subtotaled in line with categories we just reviewed

External:

- Follows public sector budget/financial reporting requirements
- Expenses are summarized into 3 service areas of the Trust:
    1. Trust Council Services
    2. Local Trust Committee Services
    3. Islands Trust Conservancy Services

Aligns with the presentation of the audited financial statements so comparisons between budget & actual results are possible.

APPROVED BUDGET 2022/23

BUDGET 2023/23

REVENUE

Fees and Sales	$	264,724
Provincial Grant - Unrestricted		180,000
Federal and Provincial Grants - Restricted		580,500
General Property Tax Levy - All LTAs		7,309,863
Special Property Tax Requisition - SSI LTA		60,000
Municipal Property Tax Levy - Bowen Island		323,769
Investment and Other Income		20,001
Other Income and Grants		
Total External Revenue		**8,738,857**

BUDGET 2022/23

Council Services		
Trust Council	$	473,562
Executive Committee		107,872
Trust Area Services		556,922
General Administration Allocation - 14%		331,368
		1,469,724

BUDGET 2022/23

Local Planning Services		
Local Trust Committees & Programs	$	969,573
Planning Staff & Facilities		3,811,175
Bylaw Enforcement		383,184
General Administration Allocation - 74%		1,503,188
		6,667,120

BUDGET 2022/23

Islands Trust Conservancy		
Board and Property Management Costs	$	222,835
Conservancy Staff and Associated Costs		679,898
General Administration Allocation - 12%		262,780
		1,165,513

BUDGET 2022/23

Islands Trust

General Administration		
Senior Management	$	443,751
Financial, Human Resource, and Information Services		1,154,470
Office Operations		253,415
Amortization Expense		168,000
General Administration Departmental Cost Recovery		(2,097,336)
		(77,700)
Plus capital purchases		77,700

BUDGET 2022/23

Islands Trust

Total External Revenue	**8,738,857**
TOTAL OPERATING, PROJECTS + CAPITAL EXPENSES	**9,302,357**
ANNUAL SURPLUS (DEFICIT)	**(563,500)**
Adjust for non-cash item: amortization	168,000
ADJUSTED ANNUAL SURPLUS (DEFICIT)	**(395,500)**
Funded by:	
Transfer from General Revenue Surplus Fund	183,500
Transfer from Local Trust Committee Project Reserve Fund	143,600
Transfer from Special Tax Requisition Fund	68,400
NET SURPLUS (DEFICIT) AFTER TRANSFERS	**0**

LET'S REVIEW

Talked about:

- Detailed info for FPC/TC for decision making
- Info grouped for external communications in line with PS guidelines
- How we move through the elements of a budget to get to a balanced, net zero budget.

Can you find:

- Value of salaries costs for the year?
- Value of legal costs for the year?

EXPENDITURES BY OBJECT

- Different way of viewing the same expenses
- Included annually in the audited financial statements as a FS Note
- Helpful to reference during the budget cycle when comparing year-over-year changes in specific items
- Helpful in financial reporting to understand spending trends by type of expense

EXPENDITURES BY OBJECT

OBJECT	Actuals 2019/20	Actuals 2020/21	Actuals 2021/22	Budget 2022/23	*% of total*
STAFF SALARIES AND BENEFITS	4,803,756	4,848,823	5,342,092	5,461,757	*59%*
TRAVEL/TRAINING AND RECRUITMENT	183,064	46,386	68,321	141,187	*2%*
COUNCIL AND TRUSTEE COSTS	892,660	743,057	798,765	882,054	*9%*
ELECTIONS	61	-	-	141,000	*2%*
OFFICE OPERATIONS	976,337	972,074	1,001,408	1,031,150	*11%*
PROGRAMS	370,836	597,481	1,035,255	1,244,230	*13%*
LEGAL	270,006	311,286	255,687	232,980	*3%*
AMORTIZATION	175,329	188,760	182,751	168,000	*2%*
LOSS ON DISPOSAL	570	-	-	-	*0%*
TOTAL	7,672,619	7,707,867	8,684,279	9,302,358	*100%*

REVIEW

- Finances by Service Area (or function)

Useful to understand how much a service/function is costing the organization

- Finances by object

Useful to understand spending by type for org as a whole

Both useful in different contexts.

FINANCIAL MANAGEMENT

REPORTING AGAINST BUDGET

- Budgets are only useful when properly used!
- Timely and accurate monitoring of actual spending against budget is essential for proper financial management
- Quarterly reporting
  - FPC for review, TC for approval
  - Q1 shows net 22% spent
  - Q2 to TC in December (prelim, net 47% spent)

- Twice annual Financial Forecasting
  - Q2 – September 30, TC in December (prelim, net 97% spent)
  - Q3 – December 31
  - Useful tool when drafting the budget

FINANCIAL MANAGEMENT POLICIES

See website, toolkit.

- 6.5.1 Reserves and Surplus
  - Guides use of surplus and reserve funds
  - Guides minimum levels to be held in General Revenue Surplus fund

- 6.5.2 Budget Control & Adjustment Authority
  - Guides what happens when overspending has occurred, or is expected to occur
  - Guides when overspending requires reporting out, and to whom
  - Guides when overspending requires mitigation
  - Guides who can amend budget lines

FINANCIAL MANAGEMENT POLICIES

- 6.5.3 Procurement
  - Determines purchasing processes for various types of procurement
  - Determines who has authority to purchase what, and at what levels
  - Highlights values: local purchasing, social procurement attributes
  - Key concepts: Transparency with public funds, mitigates bias, staff responsibility

- 6.5.4 Grants and Donations Administration
  - Responsibility of Director, Legislative Services
  - Outlines process for seeking/receiving external funding
  - Ensure external funds received are spent appropriately and reporting complete

DRAFT
2023/24
BUDGET
ASSUMPTIONS & PRINCIPLES

STATUS OF DRAFT BUDGET 2019/20

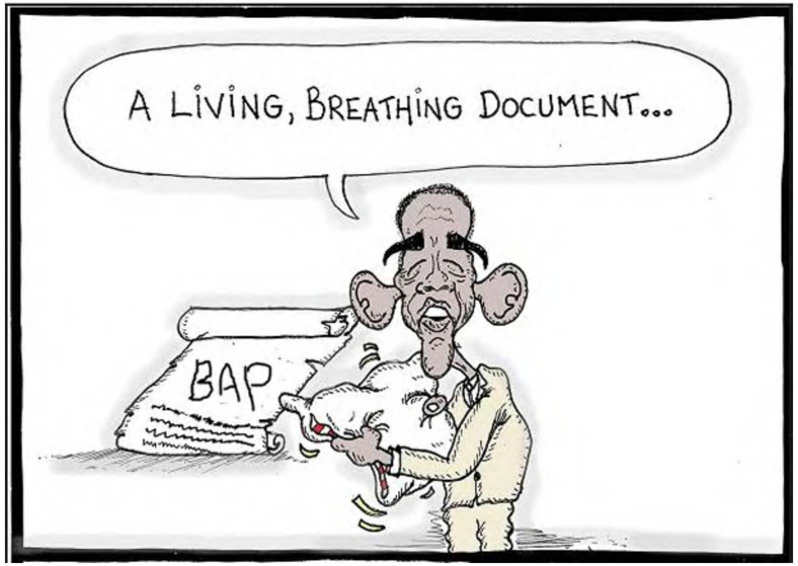
Islands Trust

- August 2022 –
  - FPC reviewed Budget Assumptions and Principles (BAP)
- September 2022 –
  - TC reviewed Budget Assumptions and Principles (BAP)
- October 2022 –
  - FPC budget review postponed (elections)
  - Draft budget prepared by staff
- November 2022 –
  - New TC review BAP for first time
  - FPC meeting to review 1st draft of the budget + update BAP + business cases for funding requests
  - TC in December – review 1st draft of budget from FPC

BUDGET ASSUMPTIONS & PRINCIPLES (BAP) 2023/24

The Budget Assumptions and Principles (BAP) Document

- Lays out foundations upon which the draft budget is built
- Living document
- Reviewed regularly throughout budget cycle



Let's jump right in...

BAP 2023/24 – FEES & SALES

Assumption/Principle

- Development application fees help offset costs of development application processing.
- Application fees are set by each LTC individually, based on TC Model fees bylaw.

Source/Status

- Estimated application volumes x applications fees
- No significant increase in fees from applications.
- ~$265,000

BAP 2023/24 – PROVINCIAL FUNDING

Islands Trust

Assumption/Principle

- Prov Gov grant, consistent with funding levels provided to other small local governments.
- Restricted grants included as approved

Source/Status

- Estimated grant amount set at $180,000, historical amount.
- Approaching Province for more funds not yielded results at this stage.

BAP 2023/24 –
LTA PROPERTY TAXES

Assumption/Principle

- Assumed property taxes will be needed to fund operations + balance budget

Source/Status

- External Revenues less planned spending less surplus transfers

BAP 2023/24 - NON-MARKET GROWTH IN PROPERTY TAXES

Islands Trust

Assumption/Principle

- Property tax base will grow due to new development/construction.
- Non-market growth for the Southern Gulf Islands + Salt Spring Island is an appropriate proxy for non-market growth in Trust Area as a whole.

Source/Status

- At present, the assumption remains as it was in the previous fiscal (1%)
- BC Assessment will provide report December 31, 2022.

BAP 2023/24 – SPECIAL PROPERTY TAX REQUISITIONS

Islands Trust

Assumption/Principle

- Trust Council *Policy 6.3.2 Special Property Tax Requisition* gives LTCs the option of requesting SPTRs to raise funds for projects within their LTA only.
- TC can deny general funding of LTC projects and direct they be funded by special tax levy.

Source/Status

- Special levy request submitted by SSI LTC, $75,500 for ongoing work of SSIWPA.

BAP 2023/24 – MUNICIPAL TAX REQUISITION

- Formula set out in IT Act
- Codified in Trust Council Policy 7.2.6 *Municipal Tax Requisition Calculation*

- Generally, contributes to:
  - All Trust Council Services expenses (exclusions apply) +
  - All Islands Trust Conservancy expenses +
  - % of Administration expenses (% set by formula)

- Generally, does <u>not</u> contribute to:
  - Any Planning Services expenses

BAP 2023/24 – INVESTMENT INCOME

Assumption/Principle

- Islands Trust will invest surplus funds into GICs

Source/Status

- Current investments/rates
- Estimated at $120,000 – higher than previous years due to rising interest rates.

BAP 2023/24 – OTHER INCOME

Assumption/Principle

- Islands Trust will monitor grant programs to seek funding for LTC project funds + program items.
- Any contingent grant revenue will be offset by an equal expense item. The result is no net effect on the bottom line.

Source/Status

- The Grants Administrator position is a 0.4 FTE and is focused primarily on LTC project grants.
- The current draft includes a line for contingent grant income at $1 as a placeholder line for any grants awarded in the year.

BAP 2023/24 - INFLATION

Assumption/Principle

- Estimated general growth in expenditures based on the Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.
- Includes items such as insurance, audit fees, internet, legal costs, memberships, postage, printing, mail, safety budget, etc.

Source/Status

- This assumption is updated when December CPI is available in January.

BAP 2023/24 – STAFFING LEVELS

Assumption/Principle

- Current staffing levels are in line with existing service level and functions.
- Decreased staffing levels would result in a reduced level of services or functions.
- New functions or services may require additional staffing or the deletion of some existing functions or service levels.

Source/Status

- FY2024 budgeted staffing levels have increased by one FTE:

1. New staff: LTC Meeting Administrator, 1.0FTE

BAP 2023/24 – LPS STAFFING LEVELS

Assumption/Principle

- LPS Planner positions are fully staffed to the levels approved in the 2007 LPS Review.
- The budget process may propose new or modified positions.

Source/Status

- 2018 LPS Review implementation continues:
- Potential reclassification of 6 Planning Admin staff
- + 1FTE: LTC Meeting Administrator (EC)

BAP 2023/24 – PLANNER RESOURCE ALLOCATION

Islands Trust

Assumption/Principle

- Based on amended TC policies:
- 6.2.1 (Priority Setting)
- 6.7.1 (Work Programs, FUALs, and Priority Charts)

Source/Status

Included in draft:

- No LTC has more than 1 new minor project
- All projects >$5000 are accompanied by business case

BAP 2023/24– SALARIES & BENEFITS

Islands Trust

Assumption/Principle

- Unionized staff are compensated in accordance with the BCGEU contract.
- Excluded staff are compensated according to a salary grid approved by EC and consistent with PSA Policy. Annual % increases are limited by PSA.
- Extended benefits and related costs are set by PSA for all staff.

Source/Status

- BCGEU Staff
  - General wage increase of 6.1%
  - Step increases for eligible staff
- Excluded staff
  - Based on current actuals + any potential performance-based increases.
  - Annual increase estimated at 4%
- PSA benefit rate 25.4%, forthcoming

BAP 2023/24–
TRUSTEE REMUNERATION

Assumption/Principle

- Policy *7.2 Trustee Remuneration*
- Increases based on updated census information (population and folios).
- Provision for adjustment of defined compensation amounts on an annual basis, based on the annual change in Victoria CPI as reported by Statistics Canada in December.

Source/Status

- CPI updated for July 2022 figures
- # folios updated
- 2016 Census – most recent
- New enhanced benefit plan included in budget
- Trustee remuneration policy under review, no changes made

BAP 2023/24–
FIRST NATIONS ENGAGEMENT & RECONCILIATION

Islands Trust

Assumption/Principle

Newly added this year

- To be integrated throughout org
- All business cases will include FN considerations

Source/Status

- Trust Council Policy 6.1.1 First Nations Engagement Principles
- Trust Council and Islands Trust Conservancy Reconciliation Declarations
- Submitted business cases include these considerations as required.

BAP 2023/24– COMMUNICATIONS/ENGAGEMENT

Islands Trust

Assumption/Principle

Newly added this year

- Contemplated for all projects.
- All business cases to include discussion of needs and costs for this function.

Source/Status

- Submitted business cases include considerations of these factors.

BAP 2023/24 – OFFICE FACILITIES

Islands Trust

Assumption/Principle

- Staff office facilities remain in Victoria, and on Salt Spring and Gabriola islands.
- Leased office space for trustees remains on Galiano Island subject to trustee needs, and subject to *Policy 7.4.4 On-Island Trustee Offices*.

Source/Status

- No change in space requirements is anticipated in the year.
- Considerations of moving GAB office to Nanaimo in future years.

BAP 2023/24 – STRATEGIC PLAN PROJECTS

Islands Trust

Assumption/Principle

- Strategic Plan projects generally require additional funding.
- A new Strategic Plan is on the horizon.

Source/Status

- TC adopted the current Strategic Plan in December 2019.
- Ongoing projects included if submitted by Council committees.
- In-flight strategic plan projects not expected to be complete by fiscal year-end are being reviewed for carry-over inclusion in the 2023/24 budget.

BAP 2023/24 – ELECTIONS COST

Assumption/Principle

- No elections in FY2023/24.
- By-elections funded via surplus.

Source/Status

- [TC Policy 6.6.1 By-Election Funding]
- Contribution to surplus included in draft budget.

BAP 2023/24– TRANSFER FROM SURPLUS

Islands Trust

Assumption/Principle

- Trust Council's policy 6.5.1 recommends a minimum level of General Revenue Surplus as "*2.4 months of expenses net of 2.4 months of revenue, excluding revenue from property taxes or the provincial grant*" will be maintained.
- The Islands Trust receives annual property tax funds in July of each year.

Source/Status

- Transfers from Surplus based on required funds to balance budget, with consideration to Policy 6.5.1.
- Surplus funds available for budget use estimated ~$250,000.
- Q3 forecast will update this figure.

BAP 2023/24– TRANSFER FROM LTC RESERVE FUND

Assumption/Principle

- That TC will fund LTC projects from LTC Reserve funds to the extend possible.

Source/Status

- Estimates of funds required for minor projects for all LTCs received from Director, Planning.
- ~$36,000 transfer for minor projects
- ~$16,000 transfer for major projects

BAP 2023/24–
TRANSFER FROM SPECIAL REQUISITION RESERVE FUND

Islands Trust

Assumption/Principle

- That the SSI LTC will request funds from their special requisition fund if needed.

Source/Status

- No request received from SSI LTC to use funds from the special property tax reserve fund.

NEXT STEPS

Islands Trust

FPC November 2022

- Review of Draft Budget 2023/24 – send to TC
- Review of 2022/23 Q2 Results
- Review of 2022/23 Q2 Forecast

TC December 2022

- Review same.
- Determine special tax requisitions.
- Approve budget for public consultation.

QUESTIONS?

Thank you