APPENDIX A

Annual Budget

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REQUEST FOR DECISION

To:	Islands Trust Council	**For the Meeting of:**	December 9, 2026
From:	Financial Planning Committee	**Date Prepared:**	October 26, 2026

SUBJECT: 2027/28 DRAFT BUDGET

RECOMMENDATION:
That Islands Trust Council approve the draft 2027/28 draft budget materials as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Islands Trust Council (TC) should note that because of the election the Financial Planning Committee (FPC) only performed one review before forwarding the 2027/28 draft budget to TC for consideration at its December meeting. With that in mind, staff proactively identified potential reduction opportunities for consideration by FPC in its initial review. Of course, the TC may also identify other reduction options based on its review of submitted business cases and operating budget justifications.

Of note in this draft budget is that a significant portion of the projected increase is driven by the increase in trustee remuneration and negotiated staff wage increases. In total, increases in pay for trustees and existing staff positions totals $528,000, which equates to 49% of the total projected budget increase. These two drivers alone account for 5.7% of the base tax rate increase for the Local Tax Area.

It is important to note this is the first draft of the budget and there may be additional mitigating factors that emerge closer to a decision on a final budget in March. For example, it is too early in the current fiscal year to confirm what, if any, surplus might be available to offset a budget increase next year.

1 PURPOSE:
The approved budget provides staff with the guidance and control systems from which the Finance Team can prepare quarterly variance analysis and forecasts to ensure that the Islands Trust manages the 2027/28 budget in a prudent manner.

2 BACKGROUND:
The 2027/28 Budget Assumptions, Principles and Guidelines (BAPG) and the related Budget Cycle timelines were both approved by Islands Trust Council at their June 2026 meeting. Shortly after that meeting, the Finance team provided multiple budgets information sessions, which were attended by over 80% of the Island Trust staff. Over the following months, each department worked closely with their respective authoritative bodies to identify any budget requests.

The following is a summary of the 2027/28 draft budget process.

The initial version of the 2027/28 draft budget was set at $13.1M, representing an increase of $1.3M. Of this increase, approximately $350K was due to inflation (~3% CPI), and is built into the numbers identified in this document. The Senior Leadership Team (SLT) examined all of the new budget requests and presented the following eight (8) **draft budget reduction options** that would reduce the total budget ask by $269K:

Authoritative Body sponsored requests:

1. $100K – TC strategic projects (IRAP)
2. $ 50K – TC strategic projects (ecosystem mapping)
3. $ 45K – TC meeting expenses (change one meeting to virtual)
4. $ 24K – optional TC programs
5. $ 20K – communications (from Statistics Canada)
6. $ 20K – legal (Trustee code of conduct)

Operational requests:

7. $ 5K – CAO performance evaluation (external consultant)
8. $ 5K – staff training

These options were considered and endorsed by FPC, and have therefore been factored into the revised draft budget presented for Council's consideration. All of these proposed reductions have corresponding impacts on the capacity of the organization to deliver upon work priorities, and staff can provide more detail on those impacts as needed. Based on these reductions, the revised 2027/28 draft budget was reduced to $12.8M, representing an increase of $1.1M or 9.1%. The increase is due mainly to the following seventeen (17) line items, which account for 97% of the total increase over the prior year approved budget:

Trustee Remuneration:

1. $250K – trustee remuneration (23%)

Staff Salaries & Benefits:

2. $472K – salaries and benefits (44%)
    - $224K – staff salary increases (21%)
    - $ 54K – staff budgeted part way through FY27 (full time in FY28) (5%)
    - $139K – three proposed new staff (13%)
    - $ 55K – three extended positions (5%)

Authoritative Body sponsored requests:

3. $ 27K – TC strategic projects (2%) – reduced by $150K
4. $ 78K – Islands Trust Conservancy (7%)
5. $ 29K – TC meeting expenses (3%) – reduced by $45K
6. $ 61K – trust wide operational projects (6%)
7. $ 59K – LTC projects - partially funded by LTC reserve fund (5%)
8. $ 20K – Communications (2%) – reduced by $20K
9. $ 0K – optional TC programs (0%) – reduced by $24K
10. $ 0K – legal (new account for Trustee code of conduct) (0%) – reduced by $20K
11. ($149K) – elections (creating new reserve fund) (-14%)

Operational requests:

12. $ 59K – technical support (4%)
13. $ 54K – staff training and related travel (4%)
14. $ 50K – software support and licensing (4%)
15. $ 34K – Legal (general/bylaws/litigation) (3%)
16. $ 20K – office leases and services (1%)
17. ($ 9K) – professional consultants (-1%)

The SLT also recommends that $252K of funding requests be covered by the LTC Reserve Fund. This LTC Reserve Fund has been built up over the past years due to underspending of LTC projects. By accessing the LTC Reserve Fund, although it doesn't reduce the overall budget request, there will be less of a financial pressure on the Local Tax Area tax rate increase.

The revised version (after proposed budget reductions) of the 2027/28 draft budget would result in the following impact to the **Local Tax Area**:

- $54 increase to the average homeowner
- Base increase of $1.1M (11.6% increase)
- Note: prior year initial draft budget increase was $1.1M

The revised version (after proposed budget reductions) of the 2027/28 draft budget would result in the following impact to the Bowen Island Municipality:

- $72 increase to the average homeowner
- Base increase of $189K (35.7% increase)
- Note: prior year initial draft budget increase was $156K

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Staff will incorporate any recommended changes from Islands Trust Council to inform a revised draft budget, and will bring any recommended changes to the next Financial Planning Committee meeting.

FINANCIAL: None.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Once the 2027/28 final budget is approved by Islands Trust Council in March, it will be forwarded to the Ministry of Housing and Municipal Affairs, as well as posted to the Islands Trust website.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

a) Budget process (6.3.2)
b) Special property tax requisitions (6.3.3)
c) Reserves and surplus (6.5.1)
d) Budget control (6.5.2)
e) Municipal tax requisition calculation (7.2.6)

5 ATTACHMENT:

a) 2027/28 draft budget slide deck
b) 2027/28 draft budget details spreadsheet
c) 2027/28 draft budget business cases & funding requests summary

d) ITCB additional (late) 2027/28 budget request

RESPONSE OPTIONS

Recommendation:
That Islands Trust Council approve the draft 2027/28 draft budget materials as presented.

Alternatives:

1) That Islands Trust Council identify budget amendments, and ask staff to forward a revised 2027/28 draft budget to Financial Planning Committee for endorsement.

Prepared By: Derek Cockburn, Director Financial and Employee Services
Reviewed By: Rueben Bronee, CAO / October 29, 2026

Islands Trust Council 2027/28 Draft Budget December 9, 2026

Presented by Derek Cockburn

Director of Financial and Employee Services



Islands Trust

Agenda

- Part 1 – 2027/28 Budget Timelines
- Part 2 – Draft 2027/28 Budget
- Part 3 – Future Budget Requests
- Part 4 – RFD Appendices
- Part 5 – TC Options



Islands Trust



Part 1 – 2027/28 Budget Timelines

This section provides an overview of the timelines of key decision points leading up to the creation of the draft 2027/28 budget.

Draft 2027/28 Budget Timeline

June 18– Trust Council approved budget assumption, principles and guidelines (BAPG) and budget cycle

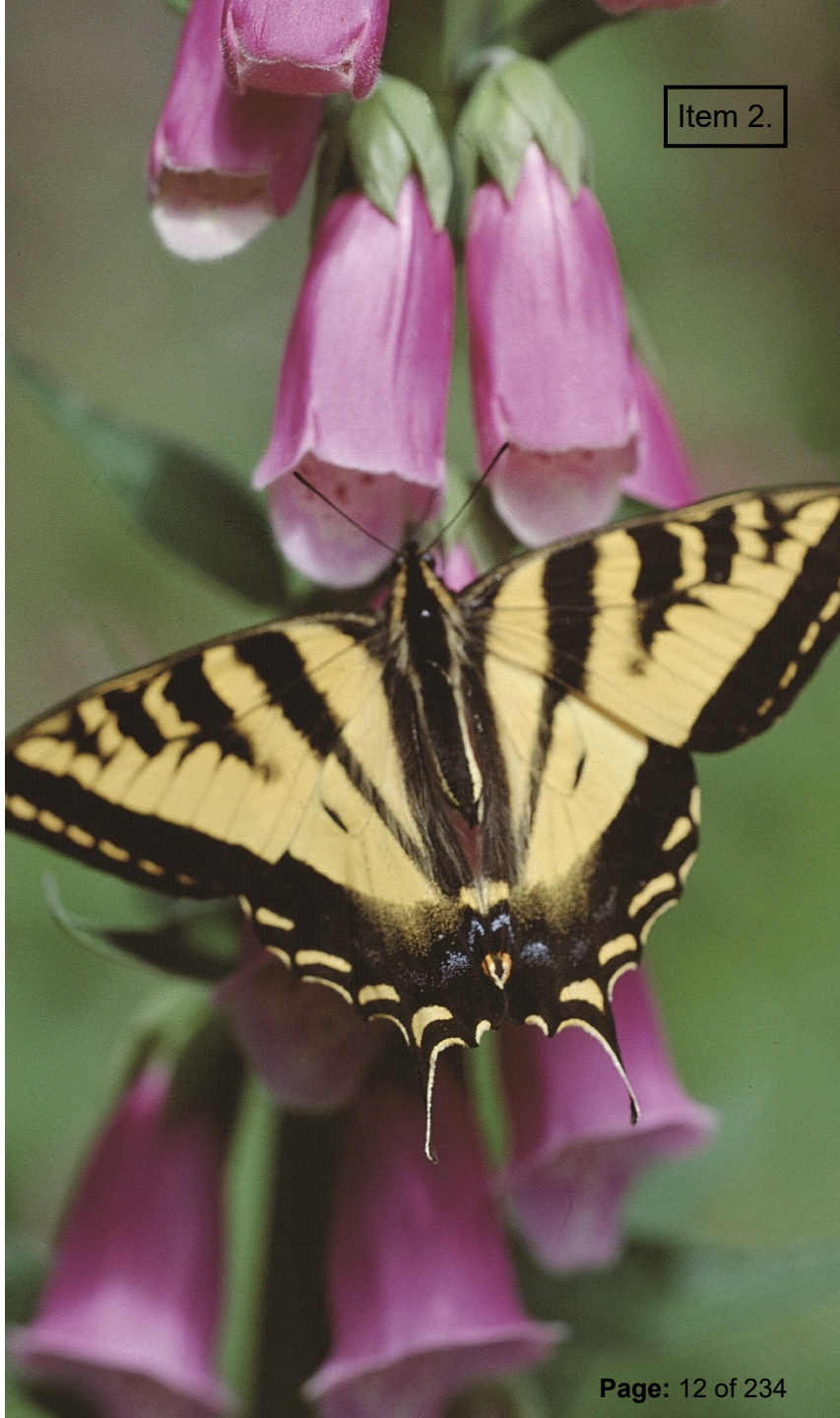
October 6 – Senior Leadership Team endorsed draft budget

October 15 – Financial Planning Committee endorsed draft budget "with proposed reductions"

December 9 – draft budget presented to Trust Council

Part 2 – Draft 2027/28 Budget

This section represents the details of the draft 2027/28 budget, as endorsed by the Financial Planning Committee.



Islands Trust

Draft Budget Reduction Options (Total $269,000)

Amount	Draft Budget reduction option (Page 1 of 2)
$100,000	TC strategic projects (IRAP)
$ 50,000	TC strategic projects (ecosystem mapping)
$ 45,000	TC meeting expenses (change one to virtual)
$ 24,000	Optional TC programs (all three proposed projects)

Draft Budget Reduction Options (Continued)

Amount	Draft Budget reduction option (Page 2 of 2)
$20,000	Communications and ITC fundraising (graphic design)
$20,000	Legal – trustee code of conduct (if required, will manage)
$ 5,000	Chief Administrative Officer (CAO) performance evaluation (reduce from $15K to $10K)
$ 5,000	Staff training

Comparison to Prior Year Budget – **after** reductions

Draft 2027/28 budget	$12,844,859
Approved 2026/27 budget	$11,770,659
Variance ($)	$1,074,200
Variance (%)	9.1%

***Note**: Inflation (~3%) accounts for approximately $350,000 (or 3.0%) of this increase.*

Variance by Major Cost Drivers - $1.1M increase due to:

$250K (23%) - Remuneration

$250K – Trustee remuneration

$278K (26%) – Salaries: existing

$224K – Staff salary increases

$ 54K – Staff budgeted part way through FY27 (full time in FY28)

$194K (18%) – Salaries: new

$139K – Three new proposed staff

$ 55K – Three extended positions

$198K (19%)

Operational requests

$125K (11%)

Authoritative Body sponsored requests

$28K (3%)

Numerous line items with changes each under $20K

Variance Analysis by Major Cost Drivers

These 17 line items account for 97% of the increase (include inflation impact):

Legend: Yellow = mixed impact to BIM, Green = full impact to BIM, Grey = impacts BIM at Municipal Pool rate, No colour = no impact to BIM requisition)

Amount	Line item	Share
$278K	Salaries and benefits (existing)	26%
$194K	Salaries and benefits (new)	18%
$250K	Trustee remuneration	23%
$27K	TC strategic projects (reduced by $150K)	2%
$78K	Islands Trust Conservancy	7%
$29K	TC meeting expenses (reduced by $45K)	3%

Variance Analysis by Major Cost Drivers (Continued)

These 17 line items account for 97% of the increase

Amount	Line item	Share
$61K	Trust-wide operational projects	6%
$59K	LTC projects – to be partially funded by LTC reserve fund	5%
$20K	Communications (reduced by $20K)	2%
$0K	Optional TC programs (reduced by $24K)	0%
$0K	Legal (trustee code of conduct) (reduced by $20K)	0%
($149K)	Elections (new reserve fund approach)	-14%

Variance Analysis by Major Cost Drivers (Continued)

These 17 line items account for 97% of the increase

Amount	Line item	Share
$59K	Technical support	5%
$49K	Staff training and related travel (reduced by $5K)	4%
$50K	Software support and licensing	4%
$34K	Legal (general/bylaws/litigation)	3%
$20K	Office leases and services	2%
($14K)	Professional consultants (reduced by $5K)	-0%

Access to Reserve Funds

Per note 6 to the March 31, 2026, audited financial statements:

$ 2.3M – General Revenue Surplus Fund (must maintain minimal balance per policy)

$ 508K – Tangible Capital Assets (TCA) (maintain for investments in capital assets)

$ 252K – LTC Project Specific Reserve Fund

- ✓ Can be used to fund any local trust committee (LTC) projects
- ✓ Recommend one-time draw down (no savings for Bowen Island Municipality)

$ 84K – Special Property Tax Requisition Fund (can only be used for named projects)

$ 0 – Elections Fund (new fund to be created in FY28)

$ 3.2M – Total Fund Balance

Impacts – **after** budget reductions

Local Tax Area: Impact to average Homeowner

$54

Base increase of $1.1M

(2026/27 V1 = $1.1M)

Note:

1. *Excludes non-market change (NMC) portion*
2. *Impact increased from $469 to $523*

Impacts – **after** proposed budget reductions

Bowen Island Municipality: Impact to average Homeowner

$72

General Requisition increase of $189K

(2026/27 V1 = $156K)

Note:

1. *Excludes non-market change (NMC) portion*
2. *Impact increased from $201 to $273*

Other Considerations

The actual final budget may potentially be impacted by:

- Additional Islands Trust Conservancy funding (i.e. future grants)
- Updates to property market values (data available in January)
- Top up to reserve fund from any 2026/27 surplus

Part 3 –Future Budget Requests

This section is a preview of new budget requests that will / may be presented to the Financial Planning Committee at their January 27, 2027 meeting.



Islands Trust

Future Budget Requests

1) The Islands Trust Conservancy Board (ITCB) approved an **additional (late) budget ask of $5,640** at their September 29, 2026 meeting:

- $4,940 – protected area management planning
- $ 700 – memberships and subscriptions

2) New budget requests, and/or amendments to existing budget requests may be received **up to December 7, 2026** to be incorporated into the next version of the 2027/28 draft budget



Part 4 – RFD Appendices

This section is an index of the Appendices to the Request for Decisions (RFD) document

RFD Appendices

This slide deck is Appendix A

Appendix B: presents budget categorized by revenue, operating expenses, projects and capital asset acquisitions

Appendix C: summary of the 29 business cases / budget requests

Appendix D: ITC Briefing to TC
Appendix E: late ITCB budget request



Part 5 – Trust Council Options

This section is based on endorsement from the Financial Planning Committee.

Islands Trust Council Options (per RFD)

1

Approve the draft 2027/28 draft budget materials as presented.

2

Identify budget amendments and ask staff to forward a revised draft budget to FPC

Thank You

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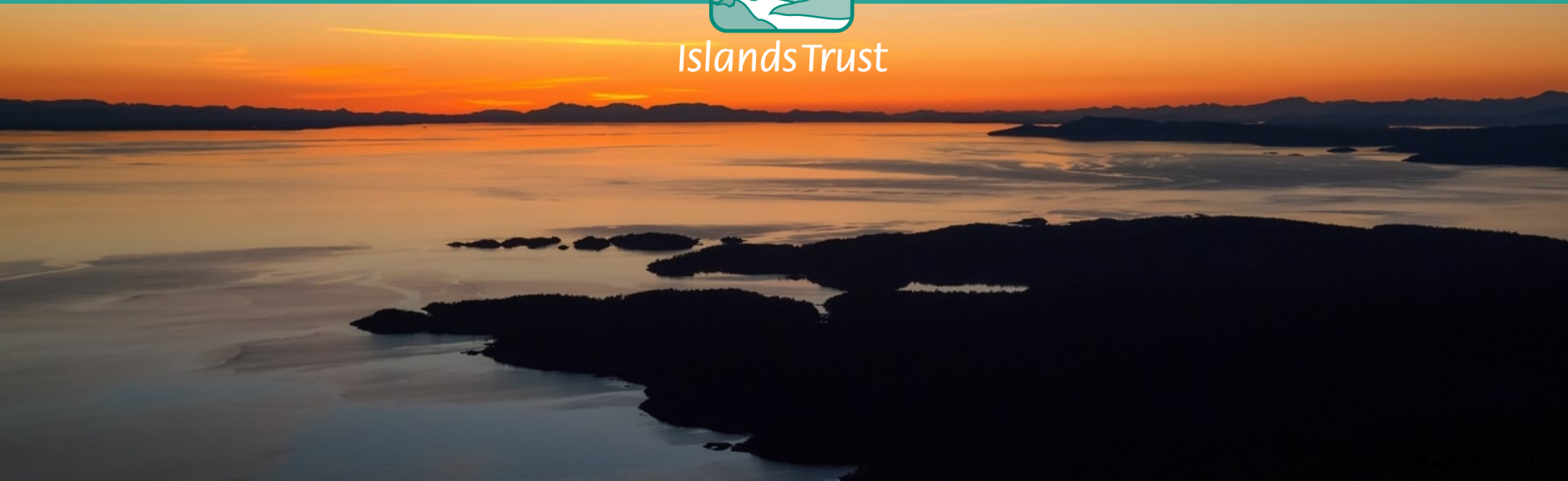

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2027/28

BIM Contrib	DESCRIPTION	2025/26 ACTUALS	2026/27 Approved BUDGET	**2027/28 Draft BUDGET**	*Budget-Budget Comparisons* Budget Change $	Budget Change %	*Budget-Actual Comparisons* Draft budget vs 2026 actuals	Draft Budget to 2026 actuals % change
	REVENUE							
	Fees	207,220	198,100	**200,000**	*1,900*	*1%*	*(7,220)*	*-3%*
✔	Investment Income	164,274	193,000	**180,084**	*(12,916)*	*-7%*	*15,810*	*10%*
	Other Income	176,973			*-*	*0%*	*(176,973)*	*-100%*
✔	Provincial Grant - Unrestricted	180,000	180,000	**180,000**	*-*	*0%*	*-*	*0%*
✔	Provincial Grant - FN Engagement	22,000	59,000	**7,000**	*(52,000)*	*-88%*	*(15,000)*	*-100%*
	Provincial Grant - C2C work with FNs	12,593	20,358	**-**	*(20,358)*	*-100%*	*(12,593)*	*-100%*
	Provincial Grant - Complete Communities (SSI LTA)	(3,533)	-	**-**	*-*	*0%*	*3,533*	*-100%*
	Provincial Grant - SPARC Accessibility	23,971	-	**-**	*-*	*0%*	*(23,971)*	*-100%*
	Provincial Grant - Restricted - Housing Initiatives	25,120	-	**-**	*-*	*0%*	*(25,120)*	*-100%*
✔	Federal Grant - Restricted (ITC SAR)	220,000	-	**-**	*-*	*0%*	*(220,000)*	*-100%*
✔	Federal Grant - Restricted - ECCC	107,589	-	**-**	*-*	*0%*	*(107,589)*	*-100%*
✔	Federal Grant - Tree Canada		26,000	**-**	*(26,000)*	*-100%*	*-*	*0%*
✔	LGMA: Responsible Conduct Resource Adminisration Program	8,096	-	**-**	*-*	*0%*	*(8,096)*	*-100%*
✔	Contingent Grants - Projects		1	**1**	*-*	*0%*	*1*	*0%*
	Property Tax Levy - LTA Base	9,262,200	10,088,110	**10,088,110**	*-*	*0%*	*825,910*	*9%*
11.57%	Property Tax Levy - LTA General Increase			**1,167,190**	*1,167,190*	*100%*	*1,167,190*	*100%*
0.5%	Property Tax Levy - LTA NMC Increase			**46,410**	*46,410*	*100%*	*46,410*	*100%*
	Property Tax Levy - Bowen Base	460,000	528,690	**528,690**	*-*	*0%*	*68,690*	*15%*
35.7%	Property Tax Levy - Bowen General Increase			**188,660**	*188,660*	*100%*	*188,660*	*100%*
1.3%	Property Tax Levy - Bowen NMC Increase			**6,820**	*6,820*	*100%*	*6,820*	*100%*
	Total Revenue	10,866,503	11,293,259	**12,592,965**	*1,299,706*	*12%*	*1,726,462*	*16%*
	EXPENSES							
	Amortization expense	155,732	198,000	**233,000**	*35,000*	*18%*	*77,268*	*50%*
✔	Audit	25,300	29,800	**32,780**	*2,980*	*10%*	*7,480*	*30%*
✔	Bank Charges & Interest	4,533	3,700	**3,811**	*111*	*3%*	*(722)*	*-16%*
✔	Moneris Fees	5,547	6,100	**6,283**	*183*	*3%*	*736*	*13%*
✔	Board of Variance	1,727	1,050	**950**	*(100)*	*-10%*	*(777)*	*-45%*
✔	Carbon Offset Purchases	-	750	**750**	*-*	*0%*	*750*	*-100%*
✔	Communications and ITC Fundraising	60,763	55,600	**75,400**	*19,800*	*36%*	*14,637*	*24%*
✔	Branded Clothing	-	750	**1,000**	*250*	*33%*	*1,000*	*100%*
✔	SW Support and Licensing	187,861	251,900	**302,200**	*50,300*	*20%*	*114,339*	*61%*
✔	Internet & Connectivity	54,006	64,740	**65,890**	*1,150*	*2%*	*11,884*	*22%*
✔	Technical Support	114,902	78,000	**136,800**	*58,800*	*75%*	*21,898*	*19%*
✔	Meeting Streaming Services	7,348	15,000	**15,000**	*-*	*0%*	*7,652*	*104%*
✔	Orthophotos	-	25,000	**25,000**	*-*	*0%*	*25,000*	*100%*
	Elections - General	-	223,500	**75,000**	*(148,500)*	*-66%*	*75,000*	*100%*
✔	Insurance	197,722	196,040	**215,150**	*19,110*	*10%*	*17,428*	*9%*
✔	ITC - Board Honoraria	7,550	7,000	**7,000**	*-*	*0%*	*(550)*	*-7%*
✔	ITC - Board Meeting Expense	3,163	2,300	**5,000**	*2,700*	*117%*	*1,837*	*58%*
✔	ITC - Board Training & Conferences	-	1,500	**3,000**	*1,500*	*100%*	*3,000*	*100%*
✔	ITC - Protected Areas Management Operations	160,255	145,152	**218,500**	*73,348*	*51%*	*58,245*	*36%*
✔	ITC - Protected Areas Management Planning		54,000	**136,940**	*82,940*	*154%*	*136,940*	*100%*
✔	ITC - Conservation Planning (former single account split)	15,175	4,000	**34,000**	*30,000*	*750%*	*18,825*	*124%*
✔	ITC - Land Securement (former single account split)		34,000	**34,000**	*-*	*0%*	*34,000*	*100%*
✔	ITC - Ecosystem Mapping	-	5,000	**-**	*(5,000)*	*-100%*	*-*	*0%*
	Land Title Registrations	2,617	4,450	**3,750**	*(700)*	*-16%*	*1,133*	*43%*
✔	NEW Legal - Trustee Code of Conduct			**-**	*-*	*0%*	*-*	*0%*
✔	Legal - general	89,220	93,000	**99,352**	*6,352*	*7%*	*10,132*	*11%*
	Legal - bylaw enforcement litigation	181,671	161,000	**177,078**	*16,078*	*10%*	*(4,593)*	*-3%*
	Legal - litigation defence	464,482	118,000	**129,797**	*11,797*	*10%*	*(334,685)*	*-72%*
	LTC "Trustee Expenses"	1,209	5,090	**3,490**	*(1,600)*	*-31%*	*2,281*	*189%*
	LTC "Executive Expense on LTC's"	21,476	31,000	**35,000**	*4,000*	*13%*	*13,524*	*63%*
	LTC Meeting Expenses	27,864	31,660	**32,600**	*940*	*3%*	*4,736*	*17%*
	LTC Local Exp APC Meeting Expenses	8,438	9,710	**10,020**	*310*	*3%*	*1,582*	*19%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2027/28

BIM Contrib	DESCRIPTION	2025/26 ACTUALS	2026/27 Approved BUDGET	**2027/28 Draft BUDGET**	*Budget-Budget Comparisons* Budget Change $	Budget Change %	*Budget-Actual Comparisons* Draft budget vs 2026 actuals	Draft Budget to 2026 actuals % change
	LTC Local Exp Communications	4,911	5,440	**5,610**	*170*	*3%*	*699*	*14%*
✔	Meeting Expense	129,662	111,750	**141,000**	*29,250*	*26%*	*11,338*	*9%*
✔	Memberships	19,318	22,524	**22,900**	*376*	*2%*	*3,582*	*19%*
	Notices - Statutory & Non-Statutory	20,070	10,000	**10,000**	*-*	*0%*	*(10,070)*	*-50%*
✔	FOI & Records Management*	6,907	12,000	**12,000**	*-*	*0%*	*5,093*	*74%*
✔	Office - Lease costs	480,033	511,500	**528,700**	*17,200*	*3%*	*48,667*	*10%*
✔	Office - Outside services	67,735	80,800	**83,500**	*2,700*	*3%*	*15,765*	*23%*
✔	Postage, Courier & Delivery	7,961	8,150	**8,750**	*600*	*7%*	*789*	*10%*
✔	Recruitment & Labour Relations	29,202	20,000	**30,000**	*10,000*	*50%*	*798*	*3%*
✔	Payroll Processing*	21,098	22,600	**24,000**	*1,400*	*6%*	*2,902*	*14%*
✔	Safety	7,550	12,500	**14,963**	*2,463*	*20%*	*7,413*	*98%*
✔	Professional Consultant Fees	17,663	23,600	**10,000**	*(13,600)*	*-58%*	*(7,663)*	*-43%*
✔	Contracted Temporary Staffing	74,428	20,000	**15,000**	*(5,000)*	*-25%*	*(59,428)*	*-80%*
✔	Salaries - Exec/LIS/FES	1,241,661	1,611,448	**1,691,509**	*80,061*	*5%*	*449,847*	*36%*
✔	Benefits - Exec/LIS/FES	314,953	409,308	**429,643**	*20,336*	*5%*	*114,690*	*36%*
✔	Salaries - TAS/ITC	1,040,741	1,316,081	**1,379,820**	*63,739*	*5%*	*339,079*	*33%*
✔	Benefits - TAS/ITC	263,685	334,285	**350,474**	*16,190*	*5%*	*86,789*	*33%*
	Salaries - DPS & Specialists	548,990	410,310	**489,784**	*79,474*	*19%*	*(59,206)*	*-11%*
	Benefits - DPS & Specialists	139,570	104,219	**124,405**	*20,186*	*19%*	*(15,164)*	*-11%*
	Salaries - RPMs & Planners	1,527,875	1,709,736	**1,817,542**	*107,805*	*6%*	*289,666*	*19%*
	Benefits - RPMs & Planners	386,906	434,273	**461,656**	*27,382*	*6%*	*74,749*	*19%*
	Salaries - Planning Support	435,944	526,600	**556,695**	*30,095*	*6%*	*120,751*	*28%*
	Benefits - Planning Support	110,414	133,756	**141,401**	*7,644*	*6%*	*30,987*	*28%*
	Salaries - Bylaw	326,910	373,060	**388,636**	*15,576*	*4%*	*61,726*	*19%*
	Benefits - Bylaw	82,834	94,757	**98,714**	*3,956*	*4%*	*15,880*	*19%*
✔	Stationery & Office Supplies	16,453	20,500	**19,000**	*(1,500)*	*-7%*	*2,547*	*15%*
✔	Tech Supplies	12,690	11,500	**16,200**	*4,700*	*41%*	*3,510*	*28%*
✔	Subscriptions	7,895	12,250	**10,500**	*(1,750)*	*-14%*	*2,605*	*33%*
✔	Telephone	17,048	600	**1,600**	*1,000*	*167%*	*(15,448)*	*-91%*
✔	Mobile Devices	7,044	14,774	**22,001**	*7,227*	*49%*	*14,957*	*212%*
✔	Training - Organization-wide	1,474	-	**20,000**	*20,000*	*100%*	*18,526*	*1257%*
✔	Training - staff recognition & meetings	12,065	12,700	**15,000**	*2,300*	*18%*	*2,935*	*24%*
✔	Training & Conferences	30,762	78,050	**102,750**	*24,700*	*32%*	*71,988*	*234%*
✔	Travel for Training	13,160	28,700	**30,850**	*2,150*	*7%*	*17,690*	*134%*
✔	UBCM/AVICC Convention	8,546	8,000	**33,000**	*25,000*	*313%*	*24,454*	*286%*
✔	Travel	60,338	69,165	**70,947**	*1,782*	*3%*	*10,609*	*18%*
✔	Trustee Remuneration	621,785	634,536	**906,896**	*272,360*	*43%*	*285,111*	*46%*
✔	Trustee Remuneration - CPP Expense	25,910	28,004	**40,015**	*12,011*	*43%*	*14,105*	*54%*
✔	Trustee Remuneration - Health/Dental benefits	65,950	64,834	**25,500**	*(39,334)*	*-61%*	*(40,451)*	*-61%*
✔	Trustee Remuneration - Employer Health Tax	12,825	12,373	**17,684**	*5,311*	*43%*	*4,859*	*38%*
	Operating Budget Subtotal	10,019,522	11,171,475	**12,287,184**	*1,115,709*	*10%*	*2,267,661*	*23%*
	Amortization budget adjustment (not taxed for)		(198,000)	**(233,000)**	*(35,000)*	*18%*		
	Net Operating Budget Subtotal	10,019,522	10,973,475	**12,054,184**	*1,080,709*	*10%*	*2,034,661*	*20%*
	OPTIONAL TC PROGRAMS							
	Applications sponsored by TC	11,256	-	**-**	*-*	*0%*	*(11,256)*	*-100%*
✔	NAPTEP Applications sponsored by TC	275	-	**275**	*275*	*100%*	*-*	*0%*
✔	History and Heritage Funding Grants-in-Aid	6,000	-	**-**	*-*	*0%*	*(6,000)*	*-100%*
✔	Stewardship Education	7,026	-	**-**	*-*	*0%*	*(7,026)*	*-100%*
✔	Stecretariat Services	10,727	7,125	**7,000**	*(125)*	*-2%*	*(3,727)*	*-35%*
	PROJECTS							
	TC Strategic Plan Projects							
✔	Indigenous Relation Action Plan Implementation - new name for	36,150	95,358	**43,500**	*(51,858)*	*-54%*	*7,350*	*20%*
✔	Policy Statement Amendement	57,324	37,000	**66,000**	*29,000*	*78%*	*8,676*	*15%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2027/28

BIM Contrib	DESCRIPTION	2025/26 ACTUALS	2026/27 Approved BUDGET	**2027/28 Draft BUDGET**	*Budget-Budget Comparisons* Budget Change $	Budget Change %	*Budget-Actual Comparisons* Draft budget vs 2026 actuals	Draft Budget to 2026 actuals % change
	Freshwater Sustainability Strategy	12,000	15,000	**-**	*(15,000)*	*-100%*	*(12,000)*	*-100%*
✔	Mapping for Ecosystem data/health reporting	-	-	**50,000**	*50,000*	*100%*	*50,000*	*100%*
✔	Trust Council Policy Review	-	6,000	**6,000**	*-*	*0%*	*6,000*	*100%*
✔	Trust Council Remuneration Review	8,135	-	**-**	*-*	*0%*	*(8,135)*	*-100%*
✔	Climate Action Education Plan Development & Implementation			**15,000**	*15,000*	*100%*	*15,000*	*100%*
	Housing Needs Assessments	25,120	-	**-**	*-*	*0%*	*(25,120)*	*-100%*
	LTC Projects:							
	LTC Work Funded by Special requisition (SWIPPA)		-	**-**	*-*	*0%*	*-*	*0%*
	LTC Projects funded by Special Requisition Reserve Fund		-	**-**	*-*	*0%*	*-*	*0%*
	LTC Major Projects, partially funded by LTC reserve fund	123,202	232,500	**291,000**	*58,500*	*25%*	*167,798*	*136%*
	LTC Minor Projects	4,651	36,500	**36,500**	*-*	*0%*	*31,849*	*685%*
	LTC Projects Funded by Contingent Grants (590)		1	**-**	*(1)*	*-100%*	*-*	*0%*
							-	*0%*
	ITCB Projects:						*-*	*0%*
✔	ITC 5-Year Plan	3,500	110,000	**32,000**	*(78,000)*	*-71%*	*28,500*	*814%*
✔	Data Management Software for ITC Protected Areas Manageme	-	30,000	**-**	*(30,000)*	*-100%*	*-*	*0%*
	Trust-Wide Operational Projects							
✔	Electronic Records Management System		-	**-**	*-*	*0%*	*-*	*0%*
	Cityview: Bylaw Portal Implementation	75,112	-	**-**	*-*	*0%*	*(75,112)*	*-100%*
✔	Accessibility Plan Development	-	19,000	**-**	*(19,000)*	*-100%*	*-*	*0%*
✔	Website Review			**40,000**	*40,000*	*100%*	*40,000*	*100%*
✔	IT Infrastructure Review			**40,000**	*40,000*	*100%*	*40,000*	*100%*
	Optional Programs and Projects	380,477	588,484	**627,275**	*38,791*	*7%*	*246,798*	*65%*
					-		*-*	
	Total Operating + Projects Expenditures	10,400,000	11,561,959	**12,681,459**	*1,119,500*	*10%*	*2,281,459*	*22%*
	CAPITAL							
✔	Hardware	5,229	119,300	**90,400**	*(28,900)*	*-24%*	*85,171*	*1629%*
✔	Computer HW for new trustees		32,400	**-**	*(32,400)*	*-100%*	*-*	*0%*
✔	Software - Capital	530	50,000	**-**	*(50,000)*	*-100%*	*(530)*	*-100%*
✔	Office - Equipment & Furniture	11,334	7,000	**8,000**	*1,000*	*14%*	*(3,334)*	*-29%*
	Salt Spring Island Office Heating and Cooling	18,630	-	**65,000**	*65,000*	*100%*	*46,370*	*249%*
	Total Capital Spending	35,723	208,700	**163,400**	*5,685*	*46%*	*127,677*	*357%*
	Total Cash Operating, Projects, Capital Budget	**10,435,723**	**11,770,659**	**12,844,859**	***1,074,200***	***9.1%***	***2,409,136***	***23.1%***
	Net Surplus (Shortfall)	**430,780**	**(477,400)**	**(251,893)**	*225,507*	*-47%*	*(682,674)*	*-158%*
	Less non cash amort							
	Surplus (deficit)	430,780	(477,400)	**(251,893)**	*225,507*	*-47%*	*(682,674)*	*-158%*
	Funded by:							
✔	Change in Amounts invested in Tangible Capital Assets	(213,494)		**-**	*-*	*0%*	*213,494*	*-100%*
✔	Transfer from (to) General Revenue Surplus Fund	(176,138)	327,400	**-**	*(327,400)*	*-100%*	*176,138*	*-100%*
	Transfer from (to) LTC Project Specific Reserve Fund	(41,148)	150,000	**251,893**	*101,893*	*68%*	*293,041*	*-712%*
	Transfer (to) from Special Tax Requisition Fund	-	-	**-**	*-*	*0%*	*-*	*0%*
	Net Balance	0	0	**(0)**	*(0)*	-	-	-

ISLANDS TRUST
FUNDING REQUEST SUMMARY
FOR DRAFT BUDGET 2027/28

PROJECT	Submitting Body	Total Amount as Submitted	Proposed Reduction	Draft Budget V1.4
PROJECTS				
Optional TC Programs				
Applications Sponsored by TC	EC	$ 10,000	$ (10,000)	$ -
NAPTEP Applications sponsored by TC	EC	$ 275		$ 275
History and Heritage Funding Grants-in-Aid	EC	$ 6,000	$ (6,000)	$ -
Secretariat Services	EC	$ 15,000	$ (8,000)	$ 7,000
LTC Projects				
Gabriola LTC - OCP/LUB Review	GBLTC	$ 22,000		$ 22,000
Galiano LTC - OCP/LUB Review	GALTC	$ 60,000		$ 60,000
Lasqueti LTC - OCP/LUB Review	LALTC	$ 50,000		$ 50,000
Salt Spring LTC - OCP/LUB Review	SSILTC	$ 159,000		$ 159,000
TC Strategic Plan Projects				
Indigenous Relations Action Plan Implementation	EC	$ 143,500	$ (100,000)	$ 43,500
Policy Statement Amendment Project	EC	$ 66,000		$ 66,000
Mapping for Ecosystem data/health reporting	TPC	$ 100,000	$ (50,000)	$ 50,000
Trust Council Policies Review	GC	$ 6,000		$ 6,000
Climate Action Education Plan Development + Implementation	TPC	$ 15,000		$ 15,000
ITC Projects				
ITC Five Year Plan - Year 2 (of 3)	ITCB	$ 32,000		$ 32,000
Trust Wide Operational Projects				
Website Review	IS	$ 40,000		$ 40,000
IT infrastructure review	IS	$ 40,000		$ 40,000
Staffing Requests				
GIS Coop	IS	$ 28,000		$ 28,000
IS Coop	EC	$ 28,000		$ 28,000
Auxiliary (temporary) Senior Policy Advisor, Trust Area Services	EC	$ 131,366		$ 131,366
Planning Co-op	EC	$ 28,732		$ 28,732
Biologist	TPC	$ 61,800		$ 61,800
Temporary Planner 2 for Northern Office	HLTC	$ 63,477		$ 63,477
CAPITAL SPENDING				
Salt Spring Island Office Heating and Cooling	EC	$ 65,000		$ 65,000
OTHER OPERATIONAL INCREASES				
Election Reserve Fund		$ 75,000		$ 75,000
Code of conduct investigations	EC	$ 20,000	$ (20,000)	$ -
Annual CAO Performance Evaluation	CAOPC	$ 15,000	$ (5,000)	$ 10,000
ITC Protected Areas Management (PAM) Operations *	ITCB	$ 218,500		$ 218,500
ITC Protected Areas Management (PAM) Planning *	ITCB	$ 136,940		$ 136,940
ITC Conservation Planning *	ITCB	$ 34,000		$ 34,000

TC Meeting Expense	$ (45,000)
Staff Training and Related Travel	$ (5,000)
Communications	$ (20,000)
Total Reductions Proposed included in the draft Budget	$ (269,000)

NOTE: Total Amount as submitted represents the total Cumulative project Budget.
* The actual business cases only represent the increased budget request for 2027/28.

ISLANDS TRUST CONSERVANCY

BRIEFING

To: Trust Council **For the Meeting of:** December 8, 2026

From: Islands Trust Conservancy Board **Date Prepared:** October 16, 2026

SUBJECT: Islands Trust Conservancy Board proposed 2027/28 budget request

PURPOSE: To provide background to Trust Council for the Islands Trust Conservancy's proposed 2027/28 budget.

BACKGROUND: Trust Council's Budget Process Policy 6.3.1 and Islands Trust Conservancy's Policy 3.1.6 Annual Budget Submissions Policy set out that the Islands Trust Conservancy Board (ITC Board) is to be consulted directly, at the beginning of, and throughout, the budget process with respect to Board requirements, programs and administrative services, and that appointed trustees of the ITC Board shall be given the opportunity to attend Financial Planning Committee and Trust Council meetings with observer status. The policy also sets out that the ITC Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations.

At its June 2, 2026 meeting, the ITC Board passed the following motion:

> **ITC-2026-036**
> **It was MOVED and SECONDED**
> THAT the Islands Trust Conservancy (ITC) Board request staff to prepare an Islands Trust Conservancy 2027-28 budget request for the July 28, 2026 meeting that provides for:
>
> - Increasing costs associated with protected areas management planning and operation reflecting:
>   - additional costs for new nature reserves and covenants
>   - costs for the design, purchase and installation of updated signage for nature reserves
>   - continuation of the Protected Areas Management Database development and implementation project development of a new management plan template
> - Increasing costs associated with land securement

At its July 28, 2026 meeting, the ITC Board passed the following motions:

> **ITC-2026-038**
> **It was MOVED and SECONDED,**
> THAT the Islands Trust Conservancy Board approves the proposed Islands Trust Conservancy 2027-28 budget [see Table 1] as presented and direct staff to provide it to the director of Financial and Employee Services for inclusion in the Islands Trust 2027-28 draft Budget.

ITC-2026-039
It was MOVED and SECONDED,
THAT the islands Trust Conservancy Board request staff to draft detailed business cases for significant budget line items for review by the Board in the September 29, 2026 meeting for inclusion in the Islands Trust Draft 2027-28 Budget.

See Table 1 below for the 2027-28 ITC budget details. Attachment 1 provides a detailed breakdown of the budget.

2027-28 Islands Trust Conservancy Budget Request

Adopted by ITC Board at July 28, 2026 regular meeting.

Budget Line Item	FY27 Approved Budget	FY28 Draft Budget	$ Variance	% Variance	
Communications	8,000	14,000	6,000	75.0%	
Professional Consulting Fees	7,000	0	-7,000	-100.0%	
Contracted Temporary Staffing	15,000	10,000	-5,000	-33.3%	
ITC "Board Honoraria"	7,000	7,000	0	0.0%	
ITC "Board Meeting Expense"	2,300	5,000	3,700	160.9%	
ITC "Board Training & Confer"	1,500	3,000	1,500	100.0%	
ITC"Protected Areas Mgmt Ops"	166,500	252,500	86,000	51.7%	Includes inflow of $34k from ITC Funds
ITC "Protected Areas Mgmt Plan"	54,000	132,000	78,000	144.4%	
ITC "Conservation Planning"	4,000	34,000	30,000	750.0%	
ITC "Land Securement"	34,000	54,000	20,000	58.8%	Includes inflow of $20k from ITC Funds
ITC "Ecosystem Mapping"	5,000	0	-5,000	-100.0%	
Legal "General"	20,450	21,000	550	2.7%	
Memberships	1,800	1,800	0	0.0%	
ITC Five Year Plan (Project)	110,000	32,000	-78,000	-70.9%	Includes inflow of $7k from Provincial Grant
ITC PAM Data Mgmt SW (Project)	30,000	0	-30,000	-100.0%	
Safety *	3,300	3,500	200	6.1%	
Subscriptions	550	550	0	0.0%	
Mobile Devices *	1,629	3,000	1,371	84.2%	
Training & Conferences	6,600	6,800	200	3.0%	
Travel for Training	5,000	5,150	150	3.0%	
Travel	15,000	18,000	3,000	20.0%	
Salaries *	696,009	720,000	23,991	3.4%	
Benefits (25.4%) *	176,786	182,880	6,094	3.4%	
Admin Support Services*	498,336	525,000	26,664	5.4%	
Total Budgets	**1,869,760**	**2,031,180**	**162,420**	**8.7%**	

Varience $ amounts over $7,000

* Budget line items that are set by the Finance Team are based on a standard 3% increase, and are subject to change.

Table 1. 2027-28 Islands Trust Conservancy Budget Request Breakdown

Items of note:
Though the presented ITC budget has a request for a 9% increase overall:

1. 70.3% of the ITC budget request is allocated to Salaries, Benefits and Administrative Services.
2. Comparisons of the 2027-28 budget request to the approved 2026-27 budget, when looking at operational costs is an increase request of $104,671.
3. A significant portion of the increase reflects the Board's decision at their September 2026 meeting to adopt a budgeting method that more accurately represents the initial and long-term management costs of new protected areas acquired during the fiscal year. See cost tables in Attachments 2-3.
4. The ITC Board has approved spending a total of $54,000 from its funds to support the 2027-28 budget.
5. The Board has provided a reduction of annual budget costs of $17,000 from 2026-27's approved budget.

6. The Board has provided a reduction of $108,000 for special projects compared to 2026-27's budget.
7. Staff are actively applying and seeking grant opportunities to support a growing Conservancy, and have advised that there is a high likelihood of that grants may result in a reduction to the 2027-28 budget request to Trust Council in the coming months.
8. The Islands Trust Conservancy delivers much of its property management operations through local island conservancies which offers significant cost savings and supports local economies and strengthening important relationships – approximately $60,000 in 2027-28 budget.
9. Transitioning to the hybrid compliance monitoring model has enabled staff to increase capacity to undertake strategic work and to focus on long-overdue management operational activities. This model has also reduced travel costs for staff.
10. Some increases requested are to budget lines that were significantly reduced during last fiscal's budget process, and therefore are not actually representing an increase in costs when considered against historic budgets - such as Board meeting expenses and Board training.
11. Cost increases in the management of protected areas are partially driven by legislative changes in 2024 that now require the contracting of a Registered Professional Biologists to review and stamp approval on all management plans, restoration plans and species at risk activities.

Table 2 below captures the percent allocation of the budget request.

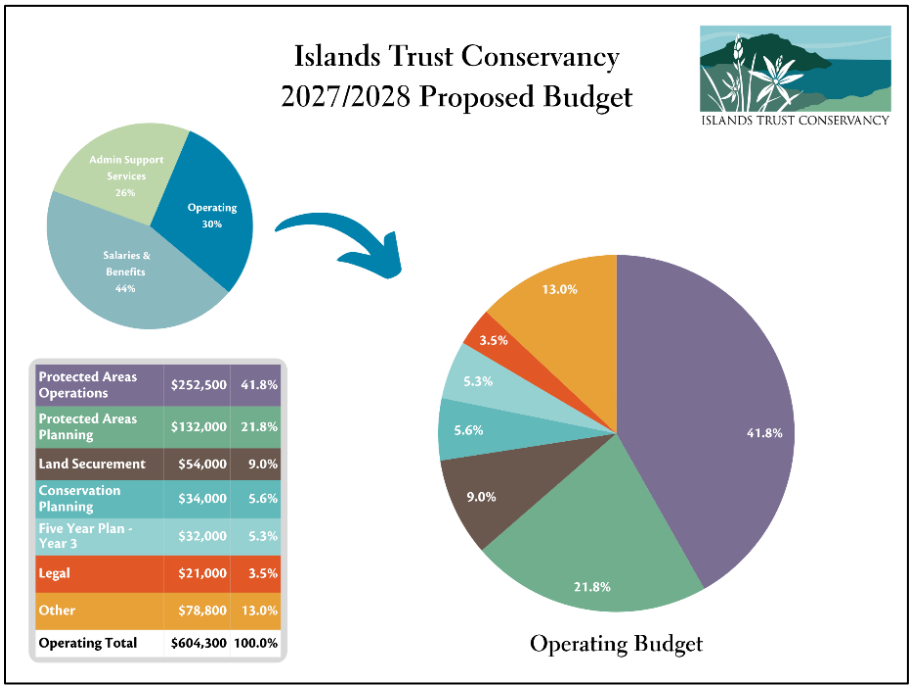

Table 2 - Budget allocation chart

Details of Budget changes over $6,000:

1. $30,000 – Conservation Planning (increase) – see Business Case
    a. Initiating the first phase of the 2030-2040 ITC Regional Conservation Plan (RCP)
    b. The current RCP expires in 2029
    c. Multi-year project required to update this 10-year plan
    d. Serves as a strategic conservation plan for the Conservancy

e. A resource for local trust committees, Bowen Island Municipality and Planning Services when considering development/permitting applications, and conducting OCP and Bylaw reviews.

2. $32,000 - ITC Five-year Plan (decrease) – see Business Case
   a. Initiating phase two and three of the 2028-2032 Five-year Plan update project
   b. Legislative requirement in *Islands Trust Act*
   c. Deadline to the Minister is mid-December 2027
   d. Final year of the three-year project

3. $73,348 - Protected Areas Management Operations (see Business Case and Attachment 2). Cost increases for:
   a. Incorporating long-term management operational costs for new covenants and nature reserves (updating new management plans, replacing signage) scheduled to be acquired in 26-27 and 27-28, as determined through the 'Long-term Operational Costs Table'
   b. Incorporating initial management operational costs (year one) for new covenants and nature reserves acquired during the fiscal year as determined through the 'Initial Operational Costs Table'

NOTE: The initial costs of new protected areas were missing from the calculations used by staff since 2021 to estimate long-term costs (ongoing costs) for new protected areas. The lack of budgeting for these significant initial costs for each new protected area has led to insufficient funding for protected area management operations and planning over the last several years.

   a. Supporting implementation of long-overdue priority management activities on nature reserves
   b. Addressing long-standing violation concerns on ITC Board conservation covenants
   c. Implementing priority actions identified in nature reserve management plans, ITC's Property Management Strategy, and compliance monitoring reports such as:
      i. Conducing mapping and inventories of invasive species at ITC protected areas on Bowen Island to inform the development and implementation of an invasive species management strategy.
      ii. Conducting water quality testing to determine impacts to protected area wetland and riparian features on North Pender, Galiano and Salt Spring Islands.
      iii. Conducting habitat assessments and roost surveys for Little Brown Myotis on Salt Spring, Galiano and North Pender Islands.
      iv. Conducting species at risk surveys and monitoring on Lasqueti, Gambier and Link Islands.

4. $78,000 – Protected Areas Management Planning (see Business Case and Attachment 2). Increase in costs for:
   a. Incorporating one-time long-term management planning costs for new covenants and nature reserves scheduled to be acquired in 26-27 and 27-28, as determined through the Long-term Planning Costs Table (Attachment 4). These costs are spread out over ten years.
      i. Updating nature reserve management plans:
         - Ecosystem and species inventories
         - Engagement with First Nations
         - Site stewardship planning (cultural and ecological)

- Conducting public open-houses

b. Incorporating initial management planning costs (year one) for new covenants and nature reserves scheduled to be acquired in 26-27 and 27-28, as determined through the 'Initial Planning Costs Table' (Attachment 5). See note in 3(b) above.
    i. Developing management plans for new nature reserves – three scheduled for 27-28.
    ii. Budgeting for one additional archaeological assessment in 2027-28 (for a total of two annually).

5. $6,000 – Communications (increase)

Previous communications budgets for the Conservancy have been between $6,000 and $7,000 to cover all costs associated with communications and fund development, which covers costs for designing and printing four issues of the Heron Newsletter and a few advertisements and appeals in local island publications. The budget has provided sufficient funding to implement ITC's Communications Strategy priorities, and enhance the Board's ability to increase donations and enhance outreach and education about conservation and land protection in the Islands Trust Area.

ITC-2026-052
It was MOVED and SECONDED
That the Islands Trust Conservancy Board approve use of the following funds (totalling $54,000 from donations) in 2027-28:

- $20,000 from the Opportunity Fund towards land securement costs
- $20,000 from the Ruby Alton Nature Fund towards management costs for the Ruby Alton Nature Reserve
- $7,000 from the Property Management Fund towards Protected Areas Management Operations costs
- $5,000 from the Covenant Management and Defence Fund towards covenant management costs
- $2,000 from the McFadden Creek Nature Reserve Fund towards management costs for the McFadden Creek Nature Reserve

ATTACHMENT(S):

Attachment 1. Detailed breakdown of the Islands Trust Conservancy 2027-28 budget request approved by the Board on July 28, 2026 (associated business cases provided separately in the agenda package).
Attachment 2. Initial and Long-term Operational Costs Tables
Attachment 3. Initial and Long-term Planning Costs Tables

FOLLOW-UP: Staff and the ITC representatives will convey the results of Trust Council deliberations to the ITC Board at its January 19, 2027 Board meeting.

Provided here for information: the Conservancy Board passed the following resolution on October 3, 2025, which has not been acted upon by Islands Trust Council to date:

ITC-2025-036
It was MOVED and SECONDED

That the Islands Trust Conservancy Board recommend that Trust Council add an additional budget guideline for 2027/28 that considers the Conservancy's Regional Conservation Plan and the need for increases to accommodate protected area management planning and operation costs of newly acquired protected areas to ensure the Islands Trust Conservancy is adequately resourced.

Prepared By: Wendy Tyrrell, Manager, Islands Trust Conservancy
Reviewed By / Date: Clare Frater, Director, Trust Area Services / October 16, 2026
Derek Cockburn, Director of Finance and Employee Services, October 19, 2026
Rueben Bronee, CAO/October 19, 2026

Detailed 2027-28 ITC Budget Request - July 28, 2026

Description	2027-28 (Proposed)					2026-27 (Approved)				Budget to budget change		Increase/Decrease in IT Tax Contribution	
	Islands Trust contribution	ITC FUNDS	GRANTS	TOTAL PROPOSED 2027-28 BUDGET	Business case?	Islands Trust contribution	ITC FUNDS	GRANTS	TOTAL APPROVED 2026-27 BUDGET	*$ Change*	*% Change*	*$ Change*	*% Change*
Communications	14,000			**14,000**		8,000			**8,000**	*6,000*	*75.0%*	*6,000*	*75%*
Professional Services	0.00			**0.00**		7,000			**7,000**	*(7,000)*	*-100.0%*	*(7,000)*	*-100%*
Contracted Temporary Staffing	10,000			**10,000**		15,000			**15,000**	*(5,000)*	*-33.3%*	*(5,000)*	*-33%*
Board Honoraria	7,000			**7,000**		7,000			**7,000**	*-*	*0.0%*	*-*	*0%*
Board Meeting Expense	6,000			**6,000**		2,300			**2,300**	*3,700*	*160.9%*	*3,700*	*161%*
Board Training and Conferences	3,000			**3,000**		1,500			**1,500**	*1,500*	*100.0%*	*1,500*	*100%*
Protected Areas Management Operations	218,500	34,000		**252,500**	Yes	119,152	21,348	26,000	**166,500**	*86,000*	*51.7%*	*99,348*	*83%*
Protected Areas Management Planning	132,000			**132,000**	Yes	54,000			**54,000**	*78,000*	*144.4%*	*78,000*	*144%*
Conservation Planning	34,000			**34,000**	Yes	4,000			**4,000**	*30,000*	*750.0%*	*30,000*	*750%*
Land Securement	34,000	20,000		**54,000**		34,000			**34,000**	*20,000*	*58.8%*	*-*	*0%*
Ecosystem Mapping	0.00			**0.00**		5,000			**5,000**	*(5,000)*	*-100.0%*	*(5,000)*	*-100%*
Legal	21,000			**21,000**		20,000			**20,450**	*550*	*2.7%*	*1,000*	*5%*
Memberships	1,800			**1,800**		1,800			**1,800**	*-*	*0.0%*	*-*	*0%*
Safety *	3,500			**3,500**		3,300			**3,300**	*200*	*6.1%*	*200*	*6%*
Subscriptions	550			**550.00**		550			**550**	*-*	*0.0%*	*-*	*0%*
Mobile Devices *	3,000			**3,000**		1,629			**1,629**	*1,371*	*84.2%*	*1,371*	*84%*
Training and Conferences	6,800			**6,800**		6,600			**6,600**	*200*	*3.0%*	*200*	*3%*
Travel for Training	5,150			**5,150**		5,000			**5,000**	*150*	*3.0%*	*150*	*3%*
Travel	18,000			**18,000**		15,000			**15,000**	*3,000*	*20.0%*	*3,000*	*20%*
Salaries*	720,000			**720,000**		696,009			**696,009**	*23,991*	*3.4%*	*23,991*	*3.4%*
Benefits *	182,880			**182,880**		176,786			**176,786**	*6,094*	*3.4%*	*6,094*	*3.4%*
Admin Allocation *	525,000			**525,000**		498,336			**498,336**	*26,664*	*5.4%*	*26,664*	*5%*
SUB-TOTAL OPERATIONS	**1,946,180**	**54,000**	**0.00**	**2,000,180**		**1,681,962**	**21,348**	**26,000**	**1,729,760**	***270,420***	***15.6%***	***264,218***	***16%***
2028-2032 Plan Development Project: – Year 3	25,000		7,000	32,000	Yes	93,000		17,000	110,000	*(78,000)*	*-70.9%*	*(68,000)*	*-73%*
Protected Areas Data Management Software	0			0.00		30,000			30,000	*(30,000)*	*-100.0%*	*(30,000)*	*-100%*
TOTAL ITC PROJECTS	**25,000**	**0**	**7,000**	**32,000**		**123,000**	**0**	**17,000**	**140,000**	*(108,000)*	*-77.1%*	*(98,000)*	*-80%*
TOTAL ITC BUDGETS	**1,971,180**	**54,000**	**7,000**	**2,032,180**		**1,804,962**	**21,348**	**43,000**	**1,869,760**	*162,420*	*8.7%*	*166,218*	*9%*

* Finance sets these budget lines

Attachment 2 - Estimated Costs Tables

Protected Area Management Operations

Initial (First-year) Management Operations - per new protected area	**Nature Reserves**	**Covenants**
Hazard mitigation or abatement	$500	n/a
Basic signage	$700	$300
Provincial priority invasive species management	$560	$240
TOTAL ESTIMATED INIITAL OPERATIONAL COSTS PER NEW PROTECTED AREA	**$1,760**	**$540**

Long-term Management Operations Activities per new protected area (averaged over 10 years)	**Nature Reserve/each**	**Covenant/each**
Infrastructure Management (trails, fences, etc)	$500	n/a
Ecosystem Enhancement and Restoration	$1,200	$500
Signage	$120	$60
Species Surveys and Monitoring (known populations)	$400	$200
First Nations engagement and cultural site stewardship	$300	$100
TOTAL ESTIMATED LONG-TERM OPERATIONAL COSTS PER NEW PROTECTED AREA	**$2,520**	**$860**

Annual Monitoring cost increase per new protected area	Nature Reserves	Covenants
Annual contract monitoring costs	$350	$650

Attachment 3 - Estimated Costs Tables

Protected Area Management Planning

Initial Planning Activities for New Nature Reserves	Nature Reserves/ea
Cultural knowledge holder visit(s) - honoraria	$1,000
Hazard assessment	$500
Archaeological assessment*	$32,000
Management Plan referrals process	$7,000
First management plan preparation - (incl. costs for ecological inventory and report)	$15,000
TOTAL COSTS ASSOCIATED WITH PLANNING FOR NEW NATURE RESERVES	**$55,500**

Long-term Management Planning - per new protected area (averaged over 10 years)	Nature Reserves/each	Covenant/each
Updating Nature Reserve Management Plans (Contractor Services)	$720	n/a
First Nations Engagement and Cultural Site Stewardship Planning	$200	$100
Ecosystem and Species Inventories	$180	n/a
TOTAL COST FOR PROTECTED AREA MANAGEMENT PLANNING PER PROTECTED AREA	**$1,070**	**$100**

REQUEST FOR DECISION

To:	Islands Trust Council	**For the Meeting of:**	December 9, 2026
From:	Director, Financial and Employee Services	**Date Prepared:**	October 29, 2026

SUBJECT: ADDITIONAL REQUEST FOR DRAFT 2027/28 ISLANDS TRUST BUDGET FROM THE ISLANDS TRUST CONSERVANCY BOARD (ITCB)

RECOMMENDATION: That Islands Trust Council approve an amendment to the draft 2027/28 budget to add $5,640 requested by the Islands Trust Conservancy Board (ITCB) as follows:

- $4,940 to the Conservancy protected area management planning line, and
- $ 700 to the Conservancy memberships and subscriptions line.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: This recommendation reflects a request to Trust Council made at the ITCB meeting on September 26, 2026.

- **PURPOSE:** To seek Islands Trust Council decision about a suggested increase to the draft 2027/28 Islands Trust budget.

- **BACKGROUND:** This recommendation results from an ITCB decision in September 29, 2026 to amend the initial Conservancy budget that was approved by the ITCB at their July 28, 2026 meeting, following receipt of new information.

  The $4,940 increase to the Protected Areas Management Planning budget reflects Board direction to provide for management planning for five new protected areas anticipated to be acquired by the end of FY2028. Revised cost estimate tables, approved by the Board in September, identified slightly higher planning costs than those included in the initial budget approved in July.

  The $700 increase to Memberships & Subscriptions includes:

  - $400 for an organizational membership in the Canadian Association of Gift Planners (CAGP). ITC chose not to renew its $2,200 annual Will Power membership this year, opting instead for a standalone CAGP membership. CAGP membership was the most valuable benefit of the Will Power membership. CAGP connects charitable organizations with legal, financial and fundraising professionals, providing expertise, training and resources in strategic gift planning and legacy giving.
  - The remaining $300 provides an allowance for anticipated annual increases in other membership and subscription fees.

- **IMPLICATIONS OF RECOMMENDATION**

ORGANIZATIONAL: Implementing this recommendation will not impact existing workloads.

FINANCIAL: This request would result in $5,640 being added to the Islands Trust draft 2027/28 budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: The Director of Financial and Employee Services will make this change, along with any others requested by the Islands Trust Council, to the draft 2027/28 budget. Staff will convey Islands Trust Council's decision to the ITCB at their January 19, 2027 meeting.

FIRST NATIONS: The funding for the protected area management plan will have an impact on the extent of the engagement with First Nations.

OTHER: None.

- **RELEVANT POLICY(S):**
  - Trust Council Policy 6.3.1 Budget Process;
  - Conservancy Policy 3.1.6 Annual Budget Submissions

- **ATTACHMENT:**
  - **Detailed 2027-28 ITC Revised Budget Request – September 2026**

RESPONSE OPTIONS

Recommendation: That Islands Trust Council approve an amendment to the draft 2027/28 budget to add $5,640 requested by the Islands Trust Conservancy Board as follows:

- $4,940 to the Conservancy protected area management planning line, and
- $ 700 to the Conservancy memberships and subscriptions line.

Alternatives:

1) That Islands Trust Council approve a portion of the amended budget request.
2) That Islands Trust Council not take action on this amended budget request.

Prepared By: Derek Cockburn, Director Financial and Employee Services
Reviewed By: Clare Frater, Director Trust Area Services / November 4, 2026
Rueben Bronee, CAO / November 5, 2026

Detailed 2027-28 ITC REVISED Budget Request - September 2026

Description	2027-28 (Proposed)					2026-27 (Approved)				Budget to budget change		Increase/Decrease in IT Tax Contribution	
	Islands Trust contribution	ITC FUNDS	GRANTS	TOTAL PROPOSED 2027-28 BUDGET	Business case?	Islands Trust contribution	ITC FUNDS	GRANTS	TOTAL APPROVED 2026-27 BUDGET	*$ Change*	*% Change*	*$ Change*	*% Change*
Communications	14,000			**14,000**		8,000			**8,000**	*6,000*	*75.0%*	*6,000*	*75%*
Professional Services	0.00			**0.00**		7,000			**7,000**	*(7,000)*	*-100.0%*	*(7,000)*	*-100%*
Contracted Temporary Staffing	10,000			**10,000**		15,000			**15,000**	*(5,000)*	*-33.3%*	*(5,000)*	*-33%*
Board Honoraria	7,000			**7,000**		7,000			**7,000**	*-*	*0.0%*	*-*	*0%*
Board Meeting Expense	6,000			**6,000**		2,300			**2,300**	*3,700*	*160.9%*	*3,700*	*161%*
Board Training and Conferences	3,000			**3,000**		1,500			**1,500**	*1,500*	*100.0%*	*1,500*	*100%*
Protected Areas Management Operations	218,500	34,000		**252,500**	Yes	119,152	21,348	26,000	**166,500**	*86,000*	*51.7%*	*99,348*	*83%*
Protected Areas Management Planning	136,940			**136,940**	Yes	54,000			**54,000**	*82,940*	*153.6%*	*82,940*	*154%*
Conservation Planning	34,000			**34,000**	Yes	4,000			**4,000**	*30,000*	*750.0%*	*30,000*	*750%*
Land Securement	34,000	20,000		**54,000**		34,000			**34,000**	*20,000*	*58.8%*	*-*	*0%*
Ecosystem Mapping	0.00			**0.00**		5,000			**5,000**	*(5,000)*	*-100.0%*	*(5,000)*	*-100%*
Legal	21,000			**21,000**		20,000			**20,450**	*550*	*2.7%*	*1,000*	*5%*
Memberships & Subscriptions	3,050			**3,050**		2,350			**2,350**	*700*	*29.8%*	*700*	*30%*
Safety *	3,500			**3,500**		3,300			**3,300**	*200*	*6.1%*	*200*	*6%*
Mobile Devices *	3,000			**3,000**		1,629			**1,629**	*1,371*	*84.2%*	*1,371*	*84%*
Training and Conferences	6,800			**6,800**		6,600			**6,600**	*200*	*3.0%*	*200*	*3%*
Travel for Training	5,150			**5,150**		5,000			**5,000**	*150*	*3.0%*	*150*	*3%*
Travel	18,000			**18,000**		15,000			**15,000**	*3,000*	*20.0%*	*3,000*	*20%*
Salaries*	720,000			**720,000**		696,009			**696,009**	*23,991*	*3.4%*	*23,991*	*3.4%*
Benefits *	182,880			**182,880**		176,786			**176,786**	*6,094*	*3.4%*	*6,094*	*3.4%*
Admin Allocation *	525,000			**525,000**		498,336			**498,336**	*26,664*	*5.4%*	*26,664*	*5%*
SUB-TOTAL OPERATIONS	**1,951,820**	**54,000**	**0.00**	**2,005,820**		**1,681,962**	**21,348**	**26,000**	**1,729,760**	***276,060***	***16.0%***	***269,858***	***16%***
2028-2032 Plan Development Project: – Year 3	25,000		7,000	32,000	Yes	93,000		17,000	110,000	*(78,000)*	*-70.9%*	*(68,000)*	*-73%*
Protected Areas Data Management Software	0			0.00		30,000			30,000	*(30,000)*	*-100.0%*	*(30,000)*	*-100%*
TOTAL ITC PROJECTS	**25,000**	**0**	**7,000**	**32,000**		**123,000**	**0**	**17,000**	**140,000**	*(108,000)*	*-77.1%*	*(98,000)*	*-80%*
TOTAL ITC BUDGETS	**1,976,820**	**54,000**	**7,000**	**2,037,820**		**1,804,962**	**21,348**	**43,000**	**1,869,760**	*168,060*	*9.0%*	*171,858*	*10%*

Wendy Tyrrell:
Was $132,000
Increase of $4,940

Wendy Tyrrell:
Combined Memberships ($1800) with Subscriptions ($550) and increased $700

* Finance sets these budget lines

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	June 17, 2026
From:	Financial Planning Committee	**Date Prepared:**	May 8, 2026

SUBJECT: Draft 2027/28 Budget Assumptions, Principles, and Guidelines (BAPG)

RECOMMENDATION:
That Trust Council approve Financial Planning Committee's (FPC) recommended draft Budget Assumptions, Principles, and Guidelines (BAPG) as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Trust Council is responsible for giving direction to the Financial Planning Committee and staff on development of the next year's budget draft. Reviewing budget assumptions, principles and guidelines in September was historical practice at Islands Trust.

Early direction on budget assumptions, principles, and guidelines from Trust Council, as the budget approver, ensures FPC and staff understand Trust Council's desires and can appropriately work to achieve the given direction in initial drafts of next year's budget. Budget assumptions, principles, and guidelines may be amended at any point in the budget cycle as new information becomes available, or as Trust Council shifts its priorities, or as FPC or staff identify and raise challenges with meeting any specific guideline.

Starting with the FY28 budget cycle, we propose that the BAPG process start earlier, at the May FPC meeting.

1 PURPOSE:

To seek Trust Council's approval of Financial Planning Committee's recommended draft 2027/28 BAPG which will guide the preparation of the initial draft 2027/28 budget for Trust Council's review in December.

2 BACKGROUND:

Trust Council's Policy 6.3.1 Budget Process, section B.2.3 states that "*Budget Principles and Assumptions are approved by Trust Council in December of each year.*"

Despite policy indicating this work takes place annually in December, in practice, initial review and approval of the BAPG by Trust Council takes place in September each year to inform early drafts of the budget. These guiding statements of Trust Council will inform Financial Planning Committee's development of the first draft of the next fiscal year budget, in conjunction with other guiding documents such as the strategic plan, the reconciliation plan, communications strategies, etc.

In most cases, the BAPG are well-defined and unlikely to change during the budget development process. If FPC or staff identify that Trust Council's BAPG are too difficult or impractical to achieve, or significantly impact the organization's ability to deliver on its plans, they will raise the issue with Trust Council and seek amendments to the approved BAPG.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Staff and FPC will draft a 2027/28 budget based on the direction Trust Council gives in its approved 2027/28 BAPG document.

FINANCIAL: No financial implications to draft next year's budget based on TC's direction in the approved BAPG. The impact of direction in the BAPG will be reflected in the draft budget to understand future financial implications.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff and FPC will receive TC's approved BAPG to ensure draft budgets embrace TC's direction for the draft budget.

FIRST NATIONS RELATIONS: None. However, any budget amounts for next fiscal associated with advancing reconciliation and engagement in the Trust Area may enhance relationship with First Nations.

OTHER: None.

4 RELEVANT POLICY:

Policy 6.3.1 Budget Process

5 ATTACHMENT:

Draft 2027/28 Budget Assumptions, Principles, and Guidelines (BAPG)

RESPONSE OPTIONS

Recommendation:
That Trust Council approve Financial Planning Committee's recommended draft 2027/2028 BAPG as presented.

Alternative:
Trust Council may, by resolution, amend or add to the BAPG as it sees fit.

That Trust Council approve Financial Planning Committee's recommended draft 2027/2028 BAPG, as amended.

Prepared By: Derek Cockburn Director, Financial and Employee Services
Reviewed By: Chief Administrative Officer / May 8, 2026

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ISLANDS TRUST

Draft 2027/28 Budget Assumptions, Principles, Guidelines

May 2026

Draft Budget Development Process:

During the budget cycle, each line of the detailed draft budget is reviewed by the responsible Director or Manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review planning project needs with Local Trust Committees and identify top priorities and senior staff review project recommendations with Trust Council's committees and Executive Committee. The Islands Trust Conservancy Board requests budget funding levels appropriate to support the goals in its Regional Conservation Plan and other fiscal initiatives. Directors review their respective Committee work programs, policy requirements and operational needs to ensure activities are appropriately funded. The finance team compiles the detailed budget for the year. The draft budget detail is reviewed by the Islands Trust management team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December of each year, or in the case of election years, the following January if timing of Trust Council regular meetings is amended.

Considerations for the 2027/28 Fiscal Year:

The following will have an impact on the FY28 budget:

- New Trustee remuneration framework
- New Trustee parental leave coverage (proposed Bill 17)
- New Trustee mental health benefit coverage
- Potential new lawsuits related to bylaw infractions
- Potential changes to any policies (i.e. reserve fund or municipal tax requisition calculation)
- New priority direction / resolutions from the newly elected TC
- Implications from revision to Policy Statement
- Implications from the Indigenous Relations Plan
- Implications from the internal Operational Review
- Implications from any public pre-budget surveys (if applicable)
- Standard annual increases outside of the control of the Islands Trust:
    - BCGEU annual wage increases
    - PSA annual travel rate increases
    - PSA annual employee chargeback rate increases (note: no change last year – 25.4%)
    - Inflationary factors (Annual Consumer Price Index - CPI)

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REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE(S)**
1	**Fees**	Budgeted application fees revenue is based on the following: - Estimated application volumes, by type and by LTA, based on historical volume trends. - Estimated application fees by type and by LTA, as determined by LTC fees bylaws. - Accounting standards dictate that fees be recorded as revenue as applications move through processing, not at the time of receipt of the fee. Consequently, estimating how quickly applications will be processed is an important component of estimating application fee revenue in any given year. Given Island's Trust bylaw enforcement policy to offer fee waiver for ultimate compliance, revenue from bylaw tickets is not budgeted for as it is not reliable Additionally, revenue from this activity is not material to the Trust's overall budget.	Historical application volume levels seen in non-pandemic- impacted fiscal years. Approved LTC Fees Bylaws. Recent historical ratios of fees received to earned.
2	**Provincial Grant Funding - Unrestricted**	Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received. Assume that unrestricted grant funding from the Province will be received, and that the value will remain consistent with prior years. Although there is a Trust Council resolution to request more funds from the Province, no work has progressed on this task and progress is unlikely in the short term. As such, no increase in funds is anticipated at this time.	Prior year funding levels (excluding any one-time unusual payments)
3	**Provincial Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. The planned spending in the fiscal year will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for.	Approved grant agreements from the Province of BC. Other grants as approved in the budget cycle.
4	**Federal Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred.	Signed grant agreement between ITCB/IT and Environment and Climate Change Canada, or other federal bodies.

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REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE(S)**
		These amounts are recognized as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.	
5	**Property Taxes - General**	Assume property tax revenue will be required to balance the Islands Trust budget. Assumed the full balance requisitioned will be received by Islands Trust under normal timelines.	Draft budget expenditures less amortization expense, less other revenue sources.
6	**Property Taxes - Non-Market Change (NMC) in Tax Base**	The property tax base within the Islands Trust Area will grow due to new development activity and changes in use. Assume that jurisdictions 763 and 764 remain an appropriate representation of the NMC within the total Trust Area.	Retains the previous budget's NMC values. BC Assessment report provided in December each year indicates non-market growth for the Trust Area and is updated in the draft budget at that time.
7	**Property Taxes – Special Requisitions**	Assume LTC's will request, by way of resolution, a special levy for specific local services as they deem necessary.	Trust Council Policy 6.3.2 Special Property Tax Requisitions
8	**Property Taxes – Bowen Island Municipality**	Islands Trust staff will be meeting with BIM staff during the summer of 2026 to review the BIM tax levy allocation model. Any proposed changes would be brought forward to the September TC meeting for tentative impacts on the FY28 budget.	Trust Council Policy 7.2.6 Municipal Tax Requisition Calculation
9	**Investment Income**	Assume interest income will drop slightly in line with anticipated interest rate reductions. Assume Islands Trust will continue to invest in conservative investments in line with legislation. Assume sustainable investment vehicles will be secured for a portion of invested funds to align with Trust values.	Islands Trust Act, Community Charter, current interest rate trends and investment advisor information.
10	**Other Grant Funding**	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source. Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same amount, to ensure appropriate conservatism in the budget.	Current grant programs available to Islands Trust.

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EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**
11	**Inflation**	Assumption that the cost of goods and services will rise in line with inflation. Application of this assumption is not applied in a direct manner whereby all expenses are increased by a percentage. Rather, where real spending trends are analyzed for purposes of generating a budget figure, historical averages are most frequently rounded upwards, with special considerations given to expenditure types experiencing higher than typical increases, including standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	Consumer Price Index (CPI) for Victoria, as reported for the month of April by BC Statistics (based on Statistics Canada data), to assess if current inflation accommodations are appropriate. Draft 1, Version 1 of the budget will include CPI rates available as at the date of this budget draft, with final update happening in December.
12	**Staffing Levels**	Assumed requested for any new staff positions will be presented via business case to FPC/TC. Decreased staffing levels may result in a reduced level of services, functions, or quality of work. New functions or services may require either additional staffing or the deletion of some existing functions or service levels. <u>*Suggested for 2026/27:*</u> *That Trust Council direct that new personnel requests will include with the business case, a draft job description for the new position, as well as a depiction of where the position will reside in the organisational chart.*	Current staffing levels, plus potential forthcoming new staff requests. Trust Council direction.

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13	**Staffing Salaries and Benefits**	Assumed that staff will continue to be appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*, in accordance with the *Islands Trust Act*. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements. *Prior Year Budget Guideline:* *That Trust Council establish a 2026/27 budget guideline that funding for salary and benefits costs arising from job descriptions changes must be provided within existing budgets.*	*Public Service Labour Relations Act* (all staff). *Public Service Act* and PSA Policy on salary administration for management employees (exempt staff). BCGEU union agreement Public Service Agency (benefits costs/rate, all staff) – based on prior year benefit rate in the absence of information from PSA whose timing is delayed due to provincial budget delays. Trust Council direction.
14	**Trustee Remuneration**	Assumed that no changes will be made to the guiding policy for Trustee Remuneration. Assumed that the number of meetings requiring payment to trustees for Trust Council Committees (FPC, TPC, RPC, GC, AC) will remain similar to prior year figures.	TC Policy 7.2.1 Trustee Remuneration. (census information 2021) stats Canada CPI information, Folio information from BC Assessment)
15	**Office Facilities**	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Islands Trust has signed office leases for these spaces which will guide budget amounts for the next fiscal year. It is assumed that Islands Trust will not give notice to the Victoria office property manager by March 31, 2026for a September 31, 2026 termination of lease, and as such will maintain the leased space until September 31, 2029. This assumption is based on a lack of staff capacity to undertake such a project at this time, as well as lacking alternate options for lease at this time. Assumption that the SSI office renovation is largely complete in the current year with some follow up cost requirements related to this move. Discussion regarding current leased space on Galiano will take place with Galiano trustees to determine if retaining the office space is of value. Trustees are responsible to put in a budget request for these spaces in alignment with policy.	TC Policy 7.4.4 On-Island Trustee Offices. Existing multi-year office leases.
EXPENSES			

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	ITEM	ASSUMPTION/PRINCIPLE/GUIDELINE	DATA SOURCE
16	**Planning Services**	Assumed that Islands Trust Council will continue to provide sufficient funding for LTCs to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the *Islands Trust Act.* OCP and LTC project budgets are distributed between LTCs as they seek funding for various projects. Smaller projects with estimated costs less than $5,000 continue to be funded by the lump sum budget for LTC project work, which LTCs can draw from throughout the year. The following principles will guide decisions on LTC projects in the budget cycle: • OCP and LTC projects with estimated costs greater than $5,000 will require a funding request from the LTC, for consideration by Trust Council. • Similar projects (e.g., OCPs) will be consolidated for efficiencies where feasible. • Proposed projects will not be funded unless there are sufficient staff resources to implement them.	Local Planning Services Review 2018 Trust Council Strategic Plan 2024-2028 TC Policy 5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees
17	**Planner Resource Allocation**	Assume planner resource allocation will be allocated in accordance with Trust Council policy 6.2.1 (Priority Setting/Review Guidelines) and Trust Council 6.7.1 (Work Program, FUAL, and Priorities Report)	LPS Review 2018 TC's Strategic Plan TC Policy 6.2.1 Priority Setting/Review Guidelines and TC Policy 6.7.1 Work Program, Follow-up Action List and Priorities Report

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18	**Strategic Plan Projects**	It is assumed Trust Council will adequately resource any work that is approved and prioritized in its 2024-2028 strategic plan, or will choose to forgo work in the plan to fit inside desired budget limits. It is assumed projects in the Strategic Plan noted as 'To be initiated in 2026/27' will be advanced into the budget cycle via their respective Council Committee/Board. Early drafts of the budget will assume strategic plan projects currently underway expected to be complete before next fiscal, will indeed be complete by next fiscal. Later budget versions will re-evaluate likelihood of full completion and if required, will carry funds from the current year into next year's budget. Prior Year Budget Guideline: That Trust Council establish a 2025/26 budget guideline that consider any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.	TC's Strategic Plan Trust Council direction.
19	**Elections**	Elections will take place in October 2026 which is within the current fiscal year. No election costs are anticipated in 2027/28. Any subsequent byelections would have an immaterial impact on budget.	
20	**First Nations Reconciliation**	Trust Council expects the principle of reconciliation to be embraced across all levels of work at Islands Trust. To facilitate this in the budget cycle, all business cases will include consideration of First Nation engagement needs and opportunities to advance reconciliation. *Prior Year Budget Guideline:* *That Trust Council establish a 2025/26 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan.*	Business cases submitted during the budget cycle. Trust Council direction. Reconciliation Action Plan update, once provided and approved.
21	**Community Communications and Engagement**	The principle of communication with community and public engagement are important to Islands Trust, as such, all business cases will include consideration of public engagement and communication needs. *Prior Year Budget Guideline:* *That Trust Council establish a 202c/27 budget guideline that considers resourcing needs to implement the Communications Strategy.*	Business cases submitted during the budget cycle. Trust Council direction. Communications Strategy 2024

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EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**
22	**Department Budget Submissions**	Department budgets are prepared by Directors each budget cycle that incorporate funds needed for operations and regular programming (such as stewardship education and secretariat functions). These budgets form a significant portion of the draft budget each year. Trust Council may wish to apply guidelines to the drafting of these budget submissions, as occurs in some other jurisdictions. The Operational Review being undertaken by the CAO considered the need to address critical resource issues that impact department budgets and provided recommendations for Trust Council consideration that were endorsed in December 2025. *Prior Year Budget Guideline:* *That Trust Council establish a 202c/27 budget guideline that resource requests for additional operating budgets (including one-time projects) will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings as outlined in a business case.*	Trust Council direction. Director/CAO department budget submissions.
23	**Significant Unusual Circumstances**	Assumed significant unusual circumstances identified in the budget development cycle will be addressed as required.	None identified.

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SURPLUS			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**
24	**General Surplus**	Assumed that general surplus balances above the policy minimum will be will be limited due to the use of the surplus in prior year's budgets. This reduces the ability for surplus monies to buffer the impact of rising costs, potentially resulting in higher tax increases.	*TC policy c.5.1 Reserves and Surplus*, section D.6, amended, recommends a minimum level of General Revenue Surplus as "*2.4 months (or 20%) of expenses net of 2.4 months of revenue, excluding revenue from property taxes or the provincial grant*
25	**LTC-Specific Reserve Fund**	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund and fund as many LTC projects from this fund as possible to buffer tax increases from rising costs.	Estimate from Director, Planning Services based on known and anticipated projects.
26	**Special Property Tax Surplus Fund**	Trust Council passed a resolution in December 2025 that states: • *Trust Council requests staff to retain all unspent special tax requisition funds in the special reserve until a project is brought forward to coordinate Actions 16-19 of the Salt Spring Island Watershed Protection Plan (2023-2032).*	LTC resolution, if requested, Trust Council approval.

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BRIEFING

To: **Financial Planning Committee** **For the Meeting of:** October 15, 2026

From: **Executive Committee** **Date Prepared:** October 6, 2026

SUBJECT: **Executive Committee 2026/27 Budget Submission**

PURPOSE: To provide background to Financial Planning Committee on the 2027/28 budget requests from Executive Committee.

BACKGROUND: Executive Committee is responsible for advancing budget requests for its areas of oversight, as part of the annual budget cycle. The committee also facilitates Islands Trust Council program and project budget requests.

On July 29, 2026, August 26, 2026, and September 9, 2026 meetings, Executive Committee considered budget needs for the 2027/28 fiscal year and resolved to forward the requests detailed below to Financial Planning Committee for inclusion in the draft budget

OPERATING BUDGETS			
Potential funding request	**Approved 2026/27 Budget**	**Proposed 2027/28 Budget**	**Notes**
1. Islands Trust Council Meetings	$101,250	$170,000	Assumes four in-person Trust Council meetings, two in the gulf islands and two on Vancouver Island, with full in-person attendance. The amount also includes a 3% CPI adjustment for inflation. Budget year 2026/27 figures represent three in-person meetings, which accounts for the significant difference from previous year spending. Prior year actual spending: FY2024: $127,245 FY2025: $127,906 FY2026: $120,794
2. Islands Trust Council Training and Conferences	$19,000	$40,000	This program is guided by Trust Council Policy 6.12.1 Trustee Training/Conference

			Attendance. See also, Trust Council Policy 7.2.3 Trustee Travel. The proposed 2027/28 budget contemplates potential ongoing investment in training for newly elected trustees, such as anti-racism and cultural safety training for all trustees, and attendance for multiple trustees at the Local Government Leadership Academy. An updated Continuous Learning Plan for Council will be prepared for the March 2027 meeting. Prior year actual spending: FY2024: $10,757 FY2025: $569 FY2026: $8,096
3. Trust Council Travel for Training	$4,000	$6,000	This program is guided by Trust Council Policy 7.2.3 Trustee Travel. The proposed 2027/28 budget is increased to align with the potential activities outlined in the Trust Council Training and Conferences budget. Prior year actual spending: FY2024: $6,021 FY2025: $381 FY2026: $662
4. Trust Council Chair Travel	$1,000	$1,000	This was a new item added in 2026/27 to support Chair travel to meet with staff as needed, outside of regular EC and TC business for which travel is funded elsewhere.
5. Executive Committee Meeting Expense	$3,500	$8,000	Assumes four in-person meetings. Based on recent in-person meetings costs plus an increase to account for inflation. It is also recommended that priority be given to an in-person meeting in early 2027

			between EC and Bowen Island Municipality Council. The previous year budget was reduced from an initial request of $6,500, with EC moving to virtual meetings to reduce costs. Prior year actual spending: FY2024: $4,096 FY2025: $7,300 FY2026: $4,354
6. EC on LTC (Travel Cost for LTC Chairs to attend in person meetings)	$31,000	$35,000	For fiscal year 2027/28, the election of a new EC may significantly impact costs depending on the necessary amount of travel. Proposed amount is based on 2026/27 1st quarter actuals plus 3% CPI. Prior year actual spending: FY2024: $25,965 FY2025: $27,334 FY2026: $21,500
7. Executive Committee Training and Conferences	$1,500	$1,500	This item is guided by Trust Council Policy 6.12.1 Trustee Training/Conference Attendance. See also Trust Council Policy 7.2.3 Trustee Travel The proposed 2027/28 is unchanged from the current year, retaining a modest amount to support new EC. Prior year actual spending: FY2024: $8,404 (includes AVICC/UBCM) FY2025: $5,681 (includes AVICC/UBCM) FY2026: $0 (does not include AVICC/UBCM)
8. Executive Committee Travel for Training	$1,000	$1,000	Prior year actual spending: FY2024: $9,776 (includes AVICC/UBCM) FY2025: $11,398 (includes AVICC/UBCM) FY2026: $0 (does not include AVICC/UBCM)

9. UBCM/AVICC Conventions	$8,000	$33,000	Attendance at UBCM and AVICC is guided by Trust Council Policy 6.12.2 UBCM/AVICC Membership and Resolutions The 2026/27 budget was lower to reflect AVICC being held in Victoria (which did not require staff travel expenses) and cancelling attendance at the 2026 UBCM. The 2027/28 amount is based on AVICC being held in Nanaimo and UBCM being held in Whistler, with attendance by all four members of EC and two staff. It also includes funding for a potential Trust-sponsored breakfast for Trust Area local government officials and MLAs. FY2026: $8,546
TRUST COUNCIL PROGRAMS			
Potential funding request	**Approved 2026/27 Budget**	**Proposed 2027/28 Budget**	**Notes**
10. Heritage Knowledge & Awareness Grant Program (Previously the History and Heritage Grants-in-Aid Program)	$0	$6,000	This program is guided by the new Trust Council Policy 2.1.17 (Grants Provided by Islands Trust Council), approved in September 2026. The previous History and Heritage Grants-in-Aid program was not funded in FY2024, FY2025 and FY2026 and, as such, there is no spending to report for these prior years.
11. Community-Benefit Land Use Application Grant Program (Previously the Planning Application Sponsorship Program)	$10,000	$10,000	This program is guided by the new Trust Council Policy 2.1.17 (Grants Provided by Islands Trust Council), approved in September 2026.

			Application fees increased in FY2023 when LTCs adopted new fees bylaws. LTC fees bylaws stipulate an automatic increase in fees of 2% annually. Prior year actual spending: FY2023: $5,950 FY2024: $16,136 FY2025: $8,115 FY2026: $4,882
12. NAPTEP Application Grant Program (Previously Natural Area Protection Tax Exemption Program (NAPTEP) Application Sponsorship)	$0	$275	This program is guided by the new Trust Council Policy 2.1.17 (Grants Provided by Islands Trust Council), approved in September 2026. Prior year actual spending: FY2024: $275 FY2025: $450 FY2026: $275
13. Secretariat Services	$7,125 (Trust Council subsequently allocated an additional $5,430) for a total of $12,555 allocated.	$15,000	This program is guided by Trust Council Policy 2.1.15 Secretariat Services Prior year actual spending: FY2022: $12,186 FY2023: $12,513 FY2024: $11,985 FY2025: $11,198 FY2026: $10,727 $15,000 would provide funding for Trust Council to support groups funded in 2027/28 at similar level of support, and provide additional support to the Baynes Sound Lambert Channel Ecosystem Forum if it requires it or support a new group that requests funding.
14. Communications	$47,600	$81,400	This budget request supports implementation of the Islands Trust Communications Strategy, an update of which was approved by Executive Committee in April 2026. In addition to supporting routine corporate

			communication functions (graphic design, signage, publication re-printing etc.) this budget request supports: • $4,400 - Annual report design, printing and mailing • $3,000 - Trust Area-wide advertising of public engagement period for proposed 2028/29 budget • $35,000 – purchase of custom 2025 Census data from Statistic Canada (local trust area/ Islands Trust Area-specific data needed to make infographics) ($10,000) and creation of Census infographic sheets by Statistics Canada ($25,000) (staff will be refining this estimate with Statistics Canada through the fall and will update Financial Planning Committee/Trust Council as new information received) • $14,000 - graphic design support in producing communication materials • $10,000 – implementation of public engagement strategy (public engagement strategy not yet drafted – this figure may be revised based on the final strategy deliverables) • $1,000 – Printing, signage,

			• $5,000- continued website improvements • $7,000 - Living in the Trust Area printing and mailing to new home purchasers The budget request also includes $3,000 as contingency communication funds available to be responsive to emerging issues. Prior year actual spending: FY2022: $15,104 FY2023: $29,931 FY2024: $50,852 FY2025: $30,113 FY2026: $48,552
15. Branded Clothing	$750	$1,000	This budget request supports provision of branded clothing items to eligible employees and trustees. Branded clothing program started in 26/27 so no prior actuals.
16. Legal – Code of Conduct Investigations	$0	$20,000	See business case for rationale. This is a proposed new budget line, so there are no prior actuals.
TRUST COUNCIL PROJECTS			
17. Policy Statement Amendment Project	$37,000	$66,000	See business case for rationale. Prior year actual spending: FY2022: $129,819 FY2023: $67,430 FY2024: $12,213 FY2025: $33,350 FY2026: $57,324
18. Indigenous Relations Action Plan implementation	$57,858	$143,500	See business case for rationale. Prior year actual spending: F2022 - $6,009.97 F2023 - $7,218.88

			F2024 - $17,925.29 F2025 - $20,757.73 F2026 - $36,150.44
PERSONNEL REQUESTS			
19. Auxiliary (temporary) Senior Policy Advisor, Trust Area Services	$117,563	$131,366 (updated in business case to $135,628 to correct calculation error)	See business case for rationale.
20. Planning Co-Op Student	$0	$28,732	See business case for rationale
FACILITIES REQUESTS			
21. Salt Spring Island Office Heating and Cooling	$0	$65,000	See business case for rationale

ATTACHMENT(S): None.

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: CAO/October 6, 2026

Funding Request Business Case

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by:

Executive Committee

Department:

Trust Service Area

Name of Request:

Indigenous Relations Action Plan Implementation

$ Value of Request:

1. Negotiation, completion, and celebration of relationship agreements with interested Indigenous Governing Bodies **=$15,000**
2. Co-development of a proposal to Trust Council for an Indigenous advisory function/structure =$**100,000**
3. Public learning events related to Indigenous history or cultural heritage and Indigenous Relations= $**3,000**
4. Leadership-to-leadership meetings and protocol events — **$5,500**
5. Engagement on updated Archeological Chance Find Protocol — **$20,000**

Total: $143,500

The $100,000 represents a one-time first year allocation for external facilitation, engagement, co-development and model design to Trust Council. It does not represent the annual operating cost of an established advisory/guidance function.

Budget Source (select all that apply):

■ **Specific Project Funding** (select all that apply)
- ■ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture & Tech. Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☐ **Other Funding Sources (i.e. grants) – please describe:** _____

Eligible external funding, including UBCM Community to Community funding and potential provincial funding, will be pursued where available. External funding is not a guarantee and should only be treated as a potential offset to the requested Islands Trust funding rather than as the sole funding source for implementation

Date of Submission to Finance:

August 27, 2026

Funding Required for (date range):

April 1, 2027 to March 31, 2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

1. Islands Trust Reconciliation Declaration: https://islandstrust.bc.ca/about-us/reconciliation/
2. Islands Trust Council Indigenous Relations Action Plan 2026 – 2028 https://islandstrust.bc.ca/document/indigenous-relations-action-plan/

ISSUE/OPPORTUNITY:

Background

Islands Trust Council approved the Indigenous Relations Action Plan 2026–2028 at the June 16–18, 2026 Trust Council meeting. The Indigenous Relations Action Plan is informed by previously received feedback, discussions, teachings, and guidance shared by Indigenous Governing Bodies, Indigenous knowledge holders, staff, and trustees. Implementation of the Plan is intended to support stronger relationship-building, increased understanding, improved coordination, and more respectful engagement processes with Indigenous Governing Bodies within the Islands Trust Area whose treaty lands, territories, and homelands overlap the Islands Trust Area.

Many of the Plan's administrative and foundational actions are being undertaken through existing staff time and approved departmental budgets. Learning activities for Trust Council are being budgeted as part of Trust Council's operating budget. Interest framework development is being budgeted through applicable OCP budgets. This business case is focused on the additional project and baseline funding required to implement identified actions during the 2027/28 fiscal year.

Issue/Opportunity

Approval of the Action Plan established the organizational direction and identified the actions to be undertaken; however, approval of the Plan did not, by itself, provide the additional financial resources required for full implementation. Several 2027/28 actions require funding beyond existing staff time and operational budgets.

Funding the 2027/28 Indigenous Relations Action Plan activities supports progress towards the following long-term outcomes:

1. Islands Trust bodies undertake meaningful engagement to inform decisions, policies and regulations in a manner that works towards understanding and addressing the interests of both Indigenous Governing Bodies and the Islands Trust.
2. Rich history, stewardship, and cultural heritage is honoured and protected.
3. Mutually respectful relationships between Indigenous and non-Indigenous peoples are established and maintained.
4. Opportunities for knowledge-sharing and understanding are created

PROJECTED RESULTS/DELIVERABLES:

Implementation of the funded 2027/28 activities will produce the following results and deliverables:

1. Agreements with Indigenous Governing Bodies — $15,000 (grant funding may be sought through the Union of BC Municipalities)

- Negotiation, completion, celebration and implementation of relationship agreements with interested Indigenous Governing Bodies.
- Clearer expectations regarding communication, referrals, meetings, information-sharing and areas of mutual interest.
- Regular processes for reviewing commitments and identifying follow-up actions.

- More consistent and efficient staff and leadership engagement with participating Indigenous Governing Bodies.

2. Engagement about potential establishment of an Indigenous advisory/guidance function — $100,000

- Procurement of an independent and appropriately qualified company to facilitate the project.
- A distinction-based engagement plan developed with consideration for the protocols, governance structures and preferred participation approaches of Indigenous Governing Bodies.
- Engagement with interested Indigenous Governing Bodies to determine whether there is interest in/support for establishment of an Indigenous advisory or guidance group that could support and inform future governance changes and requests for legislative change.
- Identification of the interests, expectations, concerns and conditions Indigenous Governing Bodies may have regarding an advisory function/structure.
- Review and assessment of potential advisory models
- Co-development of a proposal to Trust Council for an Indigenous advisory/guidance group/function with draft Terms of Reference or an implementation framework, if supported through the engagement process.
- A final report for participating Indigenous Governing Bodies and Trust Council identifying findings, recommendations, costs, implementation phases and required decisions.

3. Public Learning Events — $3,000

- On-island public learning events connected to Islands Trust project work, Indigenous history or cultural heritage on-island public learning events related to connected to project work, history or heritage, such as film screenings with panel presentations, in two local trust areas/Bowen Island.
- Collaboration with Indigenous Governing Bodies and Indigenous knowledge holders or subject-matter experts, where appropriate and supported.

4. Leadership-to-leadership meetings and protocol events — $5,500

- Provide travel funding for Islands Trust Council representative to attend ceremonial and memorial services (Pre-approval required from Executive Committee)
- Support staff-to-staff relationship strengthening with occasional in-person meetings with food.
- Sustain a supply of blankets and gifts for use at meetings and events, and develop a staff procedure to guide appropriate use
- Funding for honoraria/gifts

5. **Engagement on updated Archeological Chance Find Protocol — $20,000**

- Collaborative development of updated archeological chance find protocol with interested Indigenous Governing Bodies

Results

Together, these deliverables are expected to:

- strengthen respectful and predictable relationships with Indigenous Governing Bodies;
- provide Indigenous Governing Bodies with meaningful opportunities to inform relationship and governance processes;
- improve the quality, cultural safety and consistency of trustee and staff decision-making;

- support more coordinated and efficient organizational engagement;
- increase public understanding of Indigenous history, cultural heritage and continuing relationships with the Islands Trust Area;
- reduce the risk of fragmented engagement or commitments being made without appropriate follow-up; and
- provide Trust Council, local trust committees and Islands Trust Conservancy Board with evidence-based recommendations for future decisions.

These deliverables will support better-informed decisions by trustees and staff, strengthen organizational accountability and help Islands Trust implement the approved Indigenous Relations Action Plan through respectful and coordinated relationships with Indigenous Governing Bodies.

ALTERNATIVES CONSIDERED:

Option 1: Fund the coordinated 2027/28 implementation of Indigenous Relations Action Plan

Approve **$143,500** for five priority actions:

- Negotiation, completion, celebration and implementation of relationship agreements — $15,000
- Co-development of a proposal to Trust Council for an Indigenous advisory/guidance group/function— $100,000
- Public learning events — $3,000
- Leadership-to-leadership meetings and protocol events — $5,500
- Engagement on updated Archeological Chance Find Protocol — $20,000

Benefits

- Advances the priority actions identified in the approved Indigenous Relations Action Plan
- Provides a coordinated approach to relationship-building, governance, organizational learning and public education.
- Strengthens trustee and staff capacity to engage respectfully and make culturally informed decisions.
- Provides funding to support agreements, meetings and public learning alongside the larger advisory initiative.
- Allows all funded activities to be monitored and reported through one coordinated work program.

Risks

- The number and level of interest of Indigenous Governing Bodies cannot be known in advance.

Financial implications

- Requires $**143,500** in new funding for 2027/28.
- The $100,000 for co-development of a proposal for an Indigenous advisory/guidance structure/function to Trust Council does not include potential ongoing costs which would be identified through the process and brought forward in a separate business case.
- Eligible grants and provincial funding would be pursued as possible offsets, but are not guaranteed.

Resource requirements

- Implementation of the Indigenous Relations Action Plan will require some effort from nearly all trustees and staff. It will be important that there is a sufficient commitment of time from Director of Trust Area Services, Manager Indigenous Relations, and Senior Indigenous Relations Advisor, and the Regional Planning Team, as well as CAO and trustees and other staff as request.

Other implications

- The engagement on the advisory process must be distinction-based and must not replace direct government-to-government relationships with individual Indigenous Governing Bodies.
- Trust Council must remain open to different governance models or to a finding that another approach is preferred.

Option 2: Fund implementation of the plan without $100,000 in funding for engagement on work in 27/28 towards co-development of a proposal to Trust Council for an Indigenous advisory/guidance group/function.

Approve **$43,500** for the following four priority actions:

- Negotiation, completion, celebration and implementation of relationship agreements — $15,000
- Public learning events — $3,000
- Leadership-to-leadership meetings and protocol events — $5,500
- Engagement on updated Archeological Chance Find Protocol — $20,000

Benefits

- As per Option 1
- Reduces 2027/28 funding request

Risks

- As per Option 1
- Delays engagement with Indigenous Governing Bodies concerning a potential advisory structure/function.
- Separates interconnected governance, relationship-building and learning activities.
- May result in the approved IRAP being only partially implemented.
- Continued delay may affect organizational credibility and continuity with Indigenous Governing Bodies.
- Project costs may increase in a future year.

Financial implications

- Requires $**43,500** in new funding for 2027/28
- Future funding would still be required to undertake the advisory-structure engagement and co-development process.

Resource requirements

- Existing staff would implement the approved activities.
- Less contract-management capacity would be required in 2027/28.
- Staff would still need to undertake preparatory work for the deferred engagement on an advisory initiative.

Other implications

- The organization would need to communicate clearly that the advisory initiative remains an approved action but is not funded for 2027/28.
- Deferral should not be interpreted as a decision about whether Indigenous Governing Bodies support an advisory structure.

Option 3: Fund implementation of the plan without:

- **Funding for engaging with towards co-development of a proposal to Trust Council for an Indigenous advisory/guidance group/function — $100,000**
- **Agreements with interested Indigenous Governing Bodies —$15,000**
- **Engagement on updated Archeological Chance Find Protocol — $20,000**

Approve **$8,500** request for two priority actions:

- Public learning events — $3,000
- Leadership-to-leadership meetings and protocol events — $5,500

Benefits

- As per Option 2
- Reduces 2027/28 funding request

Risks

- As per Option 2
- Potential for relationship damage with Indigenous Governing Bodies that wish to have relationship agreements.

Financial implications

- Requires $**8,500** in new funding for 2027/28
- Future funding would still be required to undertake the advisory-structure engagement and co-development process and agreement negotiation

Resource requirements –

- As per Option 2
- Less time dedicated to agreement negotiation

Other implications –

- The organization would need to communicate clearly that the advisory initiative remains an approved action but is not funded for 2027/28.
- Deferral should not be interpreted as a decision about whether Indigenous Governing Bodies support an advisory structure.
- The organization would need to community clearly about why it is deferring work on agreements with Indigenous Government Bodies.

Option 4: Fund implementation of the plan without:

- **Funding for engaging with towards co-development of a proposal to Trust Council for an Indigenous advisory/guidance group/function — $100,000**
- **Agreements with interested Indigenous Governing Bodies —$15,000**
- **Engagement on updated Archeological Chance Find Protocol — $20,000**
- **Public learning activities — $3,000**

Approve **$5,500** for leadership-to-leadership meetings and protocol events

Benefits

- As per Option 3
- Reduces the immediate 2027/28 funding request

Risks

- As per Option 3
- Reduced opportunities to undertake public awareness, understanding and appreciation of Colonialism and Indigenous history and heritage, cultures and governance systems in the Islands Trust Area, leading to less support for reconciliation initiatives/policies.

Financial implications

- Requires $**5,500** in new funding for 2027/28
- Future funding would still be required to undertake the advisory-structure engagement and co-development process and agreement negotiation

Resource requirements

- As per Option 3
- Less staff time dedicated to public education events

Other implications

- Trust Council would need to identify which approved IRAP commitments are being deferred.
- The organization would need to communicate clearly that the advisory initiative remains an approved action but is not funded for 2027/28.
- Deferral should not be interpreted as a decision about whether Indigenous Governing Bodies support an advisory structure.

Option 5: No budget allocation

Indigenous Relations Action Plan IRAP implementation would only happen for activities that can be absorbed through existing staff time and approved operating budgets.

Benefits

- As per Option 4
- Reduces the immediate 2027/28 funding request

Risks

- As per Option 4

- Reputational damage associated with Trust Council approving an Action Plan without providing sufficient resources for implementation.
- Delay may affect relationships, organizational credibility and public confidence.

Financial implications

- No new direct expenditure.
- Indirect costs may arise through staff workload, delayed work, fragmented engagement, lost funding opportunities and the need to restart initiatives later.
- Future business cases would still be required if the actions remain organizational priorities.

Resource requirements –

- Work would be undertaken by existing staff as capacity permits.
- No dedicated external facilitation or additional participation support would be available.

Other implications –

- The IRAP implementation schedule would need to be revised.
- Trust Council and Indigenous Governing Bodies should be informed about which actions cannot proceed.
- The status quo would not provide a structured process for Indigenous Governing Bodies to help determine whether and how an advisory relationship with Trust Council should be developed.

RECOMMENDED OPTION RATIONALE:

Option 1: Fund the coordinated 2027/28 implementation of Indigenous Relations Action Plan

Full implementation of the Indigenous Relations Action Plan will maintain commitment to relationship-building, respectful engagement, organizational learning, and reconciliation. By providing **$143,500** for five priority actions:

- Negotiation, completion, celebration and implementation of relationship agreements — $15,000
- Co-development of a proposal to Trust Council for an Indigenous advisory/guidance group/function— $100,000
- Public learning events— $3,000
- Leadership-to-leadership meetings and protocol events — $5,500
- Engagement on updated Archeological Chance Find Protocol — $20,000

Trust Council can make strategic progress towards meaningfully implementing it Reconciliation Declaration and towards developing long-term approaches to working with Indigenous Governing Bodies.

The Interest Frameworks that will be worked on with a sub-set of First Nations through OCP projects will complement the proposed engagement on advisory function by providing practical guidance for official community plans, land use bylaws and Conservancy initiatives while larger conversations occur about governance. As part of the implementation of the interest frameworks, trustees and staff will receive guidance on the purpose, limitation and appropriate use of each Interest Framework. Each framework will be treated as Nation– specific information that supports, although does not replace, current engagement, consultation or direct government-to - government relationship.

Option 1 is recommended over partial implementation or the status quo because existing staff time and departmental budgets are not sufficient to deliver these priorities as intended, and delays may damage relationships.

RISK ASSESSMENT:

The following risks may affect implementation of the recommended 2027/28 program. Risks will be managed through phased implementation, clear project governance, distinction-based engagement, financial monitoring, and regular reporting.

Risk	Assessment	Mitigation
Indigenous Governing Bodies may have limited capacity or interest in participating.	Medium likelihood / High impact	Provide sufficient notice, flexible participation options and appropriate capacity funding. Follow each Indigenous Governing Body's preferred protocols and allow different levels of involvement. Participation will be voluntary.
The advisory initiative may be perceived as predetermined or as treating distinct Indigenous Governing Bodies as one group.	Medium likelihood / High impact	Begin by asking whether there is interest in an advisory relationship. Use a distinction-based engagement process and independent facilitation. Do not prescribe membership or structure before engagement.
An advisory structure/function could be interpreted as replacing direct government-to-government relationships.	Medium likelihood / High impact	Clearly state throughout the process that any advisory structure would supplement, not replace or direct relationships, agreements and engagement with individual Indigenous Governing Bodies.
The advisory engagement and co-development process may take longer than one fiscal year.	Medium likelihood / Medium impact	Establish a realistic project charter, milestones and phased deliverables. Allow the contractor to recommend an implementation schedule reflecting Indigenous Governing Body availability. Report delays early and carry forward unfinished work where authorized.
The $100,000 for engagement on advisory options may be insufficient for the number of Indigenous Governing Bodies or the preferred engagement approach.	Medium likelihood / High impact	Define mandatory and optional deliverables in the procurement process. Require a detailed work plan and budget. Use staged approvals and prioritize meaningful engagement. Staff will seek guidance from Trust Council if a material scope or budget change is required.
A qualified contractor may not be available within the proposed budget or schedule.	Low-to-medium likelihood / High impact	Use a competitive procurement process with clear qualification requirements. Conduct outreach to Indigenous-owned and Indigenous-led firms and teams. Confirm references and relevant experience in Indigenous governance, facilitation and local government.
The engagement process may determine that a single advisory structure is not supported or appropriate.	Medium likelihood / Medium impact	Treat this as a valid project outcome rather than a failure. Require the contractor to identify alternative relationship or governance approaches and provide recommendations to Trust Council.
Existing staff may not have sufficient capacity to coordinate all five funded activities.	High likelihood / High impact	Confirm staff roles and estimated hours before implementation. Establish priorities, identify work that may need to be deferred and use contractor support for defined tasks. Bring

		forward additional staff-resource requirements if necessary.
Cultural knowledge, confidential information or Nation-specific information may be mishandled.	Low likelihood / High impact	Establish consent, confidentiality, information-management and cultural-knowledge protocols before engagement. Confirm with each participating Indigenous Governing Body what may be recorded, shared or reported publicly.
Public learning events may unintentionally misrepresent Indigenous histories or place an unfair educational burden on Indigenous participants.	Low-to-medium likelihood / High impact	Develop events collaboratively with Indigenous Governing Bodies and knowledge holders. Compensate participants appropriately, confirm consent and content, and avoid presenting one Nation's perspectives as representative of all Indigenous Peoples.
Public or political opposition may arise regarding reconciliation initiatives or an Indigenous advisory structure.	Medium likelihood / High impact	Provide clear public information about the Trust's statutory object, approved Reconciliation Declaration and Action Plan. Use culturally safe meeting practices and respond consistently to Indigenous-specific racism or misinformation.
Training may be treated as a one-time exercise rather than applied to organizational practice.	Medium likelihood / Medium impact	Connect learning to trustee and staff roles, meeting procedures, engagement tools, performance expectations and follow-up activities. Evaluate participation and application of learning to guide future training.

Overall, the greatest risks arise from insufficient Indigenous Governing Body participation, predetermining the advisory model, limited staff capacity and inadequate project funding. These risks can be reduced through independent facilitation, distinction-based and voluntary engagement, appropriate participation support, clear project governance, component-level financial controls and regular reporting to Executive Committee and Trust Council.

COST/BENEFIT ANALYSIS:

The proposed 2027/28 funding request is $143,500. It supports five priority areas of the Indigenous Relations Action Plan:

Activity	2027/28 Cost
Negotiation, completion, celebration and implementation of relationship agreements	$15,000
Co-development of a proposal to Trust Council for an Indigenous advisory/guidance group/function	$100,000
Public learning events	$3,000
Leadership-to-leadership meetings and protocol events	$5,500
Engagement on updated Archeological Chance Find Protocol	$20,000
Total request	**$143,500**

Quantitative considerations

$100,000 will support a co-development of a proposal to Trust Council for an Indigenous advisory/guidance group/function as a first-year project cost. It will fund an appropriately-qualified independent company to plan and facilitate engagement with interested Indigenous Governing Bodies, assess potential models and prepare recommendations. It does not represent the future annual cost of operating an established advisory structure. Future establishment and operating costs will be identified through the co-development process and brought forward for separate consideration.

$23,500 will support development of agreements, public learning events and leadership to leadership meetings and protocol events. Administrative and foundational actions undertaken through existing staff time and approved departmental budgets are not included as new expenditures in this request.

$20,000 will support development on an updated Archaeological Chance Find Protocol that is developed in collaboration with Indigenous Governing Bodies and contains more specific information to guide contractors, staff and development professionals.

Eligible grants and provincial funding will be pursued where available.

Qualitative benefits

The proposed investment is expected to:

- strengthen respectful and sustained relationships with Indigenous Governing Bodies;
- provide interested Indigenous Governing Bodies with a meaningful role in determining whether and how an advisory relationship with Trust Council should be developed;
- produce evidence-based governance options rather than an internally designed or predetermined model;
- improve trustee and staff understanding of reconciliation, cultural safety, respectful engagement and cultural competency;
- support more consistent and culturally safe organizational decisions and practices;
- create clearer and more predictable processes through agreements;
- improve public understanding of Indigenous history, cultural heritage, stewardship and continuing relationships with the Islands Trust Area;
- strengthen coordination, accountability and continuity across Islands Trust; and
- provide clearer information about future governance and operating costs.

Costs and limitations

In addition to the $143,500 request, implementation will require staff time for procurement, contract management, engagement, meeting coordination, training administration, communications, financial monitoring and reporting. This staff time is expected to be provided mainly through existing positions and budgets, but may affect other work priorities.

The advisory process may determine that a single advisory structure is not supported or appropriate. This would still be a valuable result because it would prevent Islands Trust from investing in a governance structure that does not reflect the interests of Indigenous Governing Bodies and could identify more appropriate alternatives.

Future funding may be required to establish and operate any advisory structure or function supported through the process. Approval of this business case does not commit Trust Council to a particular model or its future operating costs.

Overall assessment

The anticipated relationship, governance, organizational-learning and public-education benefits justify the proposed $143,500 investment. The recommended approach provides greater value than partial implementation or reliance on existing resources because it supports independent facilitation, meaningful Indigenous Governing Body participation and coordinated delivery of the approved Action Plan priorities.

Although the benefits cannot all be expressed as direct financial savings, the investment is expected to improve decision-making, reduce organizational and relationship risks, and provide Trust Council with reliable information for future governance and funding decisions.

PROCUREMENT PROCEDURE:

The $100,000 Indigenous Advisory structure initiative will require Islands Trust to procure an independent and appropriately qualified company to facilitate engagement and co-development with interested Indigenous Governing Bodies.

In accordance with Islands Trust procurement policy, staff will prepare a Request for Proposals that would be posted to BC Bid to seek qualified professionals.

The procurement documents would generally request that bidders demonstrated experience in:

- Indigenous government relations and distinction-based engagement;
- Indigenous governance and advisory-body development;
- facilitation and co-development with multiple Indigenous Governing Bodies;
- local-government governance and decision-making;
- cultural safety and respectful engagement;
- organizational and governance design;
- financial and operational analysis; and
- preparing clear recommendations, implementation options and cost estimates.

The Director of Trust Area Services, in coordination with Finance and other relevant staff, will oversee procurement and contract management. Material changes to the approved scope or budget would be brought forward through the appropriate approval process.

The remaining funded activities may also require procurement of facilitators, trainers, knowledge holders, venues or related services. The appropriate purchasing or contracting process will be followed for each expenditure based on its value. Honoraria, participation funding, protocol gifts and travel expenses will be administered through the applicable approved policies and procedures.

PROPOSED IMPLEMENTATION STRATEGY:

Implementation will occur during the 2027/28 fiscal year, from April 1, 2027 to March 31, 2028. The funded activities will be coordinated through Trust Area Services, with oversight from Executive Committee. Detailed schedules will remain flexible to respect the availability, capacity and preferred processes of participating Indigenous Governing Bodies.

April–June 2027

- Confirm staff roles, reporting schedule and component-level budgets.
- Develop a project charter for the co-development of a proposal to Trust Council for an Indigenous advisory function, including objectives, scope, decision-making authority, engagement principles, risks and deliverables.
- Prepare and issue Request for Proposals
- Seek approvals for individual project components (agreements, events, meetings, etc.)

July–September 2027

- Finalize the contract, work plan, budget, schedule and reporting requirements for the co-development of a proposal to Trust Council for an Indigenous advisory function
- Provide the contractor with relevant background documents, including the Indigenous Relations Action Plan, Reconciliation Declaration, governance information and existing relationship agreements.
- Identify Indigenous Governing Bodies to be invited to participate, recognizing their distinct governance systems, territories, treaty lands, interests and preferred engagement approaches.
- Invite interested Indigenous Governing Bodies to help shape the engagement process.
- Negotiate needed contracts.
- Begin or continue discussions with interested Indigenous Governing Bodies regarding relationship or coordination agreements.
- Continue negotiating, implementing or reviewing relationship agreements with interested Indigenous Governing Bodies.

October 2027 – March 2028

- Undertake distinction-based engagement with interested Indigenous Governing Bodies to co-develop a proposal to Trust Council for an Indigenous advisory function and/or assess if an Indigenous Advisory function is desired.
- Continue negotiating, implementing or reviewing relationship agreements with interested Indigenous Governing Bodies.
- Collaboratively develop updated Archaeology Chance Find Protocol.
- Plan and deliver public learning activities related to Islands Trust project work, Indigenous history, cultural heritage and Indigenous Relations, in collaboration with Indigenous Governing Bodies, Indigenous Knowledge holders or subject matter experts where appropriate. , in collaboration with Indigenous Governing Bodies or Indigenous knowledge holders where appropriate.
- Provide progress and financial updates to Executive Committee and Trust Council.

January–March 2027

- Continue undertaking distinction-based engagement with interested Indigenous Governing Bodies to co.
- Analyse the information and guidance received to-date through the advisory engagement process.
- If substantive sufficient engagement has occurred develop advisory-structure options or alternative governance and relationship approaches.

- Share draft findings with participating Indigenous Governing Bodies for review and correction, without presenting participation as endorsement.
- Identify ongoing funding requirements for the 2028/29 budget process.

STAFF RESOURCING:

Staff Role	Estimated Hours	Main Responsibilities
CAO, Directors Trust Area Services/Planning Services	600	Oversight, reporting, budget management, attending meetings and protocol events, reviewing documents,
Indigenous Relations Manager	400	Project leadership, Nation relationships, procurement input, contractors' oversight, agreements
Senior Indigenous Relations Advisor	300	Nation relationships, coordination and reporting
Finance/Procurement	50	Procurement, Contracting, budget monitoring and payments
Communication	50	Engagement materials, public learning and communication, and coordination
Administrative support	100	Scheduling, correspondence, logistics, invoice and records
Program Coordinator	100	
Estimated Time	**1,050**	**Distributed across the organization**

Staff time will be refined when associated project charters, procurement approaches and implementation schedule are confirmed.

The contracted company will be expected to undertake the substantive facilitation, research, engagement design, analysis and preparation of advisory options. Islands Trust staff will retain responsibility for organizational oversight, relationships with Indigenous Governing Bodies, procurement and contract administration, internal coordination, decision-making processes and reporting.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Implementation of the 2027/28 funded activities will require coordination across Islands Trust and respectful collaboration with interested Indigenous Governing Bodies. The work may influence future governance relationships, organizational learning, engagement practices and public education. A coordinated change-management approach will help ensure that staff and trustees understand the purpose of the initiatives, their responsibilities and the limits of the decisions being considered.

The co-development of a proposal to Trust Council for an Indigenous advisory function/structure will be approached as a process of engagement and co-development rather than implementation of a predetermined structure/function. An independent contractor will facilitate discussions with interested Indigenous Governing Bodies to determine whether an advisory function/structure connected to Trust Council is supported and, if so, what form it could take. Indigenous Governing Bodies may participate at different levels according to their interests, capacity, governance processes and preferred protocols.

Any proposed advisory function/structure would supplement, not replace, direct government-to-government relationships, agreements and engagement with individual Indigenous Governing Bodies. Communications must clearly maintain this distinction to avoid creating uncertainty about representation, authority or Islands Trust's existing relationships.

Internal collaboration will include:

- establishing a staff project team led by Trust Area Services;

- confirming an executive sponsor, staff responsibilities, decision-making authority and reporting requirements;
- involving Finance, Communications, Legislative Services, Executive Office and other departments at appropriate stages;
- providing regular progress, financial and risk updates to the responsible Director and Executive Committee;
- briefing Trust Council quarterly;

External collaboration and communications will include:

- early and distinction-based communication with interested Indigenous Governing Bodies;
- clear explanations of the project's purpose, scope, funding and decision-making process;
- appropriate notice, participation support and flexible engagement methods;
- confirmation of consent, confidentiality, cultural-knowledge and information-sharing protocols;
- opportunities for participating Indigenous Governing Bodies to review and correct draft findings;
- clear acknowledgement that participation does not constitute endorsement of a proposed model; and
- follow-up explaining how input was considered and what decisions were made.

Communications with staff, trustees and the public will explain that the $100,000 allocation supports a first-year facilitated engagement and co-development process. It does not establish an advisory body or commit Trust Council to future operating costs. Public communication about a proposed function/structure should occur only after participating Indigenous Governing Bodies have had an opportunity to review the findings and Trust Council has considered the recommendations.

Public events will be developed collaboratively with Indigenous Governing Bodies, knowledge holders or subject-matter experts where appropriate. Indigenous participants will be appropriately supported and compensated, and content will be reviewed to avoid misrepresentation or treating one Nation's knowledge as representative of all Indigenous Peoples.

Potential concerns include staff capacity, engagement fatigue, trustee or leadership turnover, public opposition and uncertainty about the role of a future advisory structure. These concerns will be addressed through phased implementation, clear messaging, culturally safe meeting practices, orientation and transition materials, regular reporting and continued direct relationships with individual Indigenous Governing Bodies.

Overall, change management will emphasize transparency, relationship continuity, distinction-based engagement and shared learning. The process will remain flexible and responsive to guidance received from Indigenous Governing Bodies and to operational feedback from Islands Trust staff and trustees.

Requested by: Executive Committee

Prepared by date: Joe Elliott, Senior Indigenous Relations Advisor

Reviewed by Stefan Cermak, Director, Planning Services; Clare Frater, Director Trust Area Services

Funding Request Business Case

NOTE: to be used for <u>all</u> budget requests over $5,000

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by:
Executive Committee

Department:
Trust Area Services

Name of Request:
Policy Statement Amendment Project (PSAP)

$ Value of Request:

FY27/28 $66,000

Future years: To be determined based on decisions about implementation of the project. Over $300,000 has been spent since the project's inception in 2019 on public engagement, Indigenous Governing Bodies engagement, and other project-related expenses, in addition to considerable staff hours.

<u>Budget Source</u> (select all that apply):

■ **Specific Project Funding** (select all that apply)
- ■ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☐ **Other Funding Sources (i.e. grants) – please describe:**

Date of Submission to Finance:

August 27, 2026

Funding Required for (date range):

April 1, 2027 – March 31, 2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Policy Statement Amendment Policy (1.2.1): Trust Council will, within the first year of a term in office, seek early engagement with Indigenous Governing Bodies regarding potential Policy Statement topic review priorities and consider the need to amend the Policy Statement.

Strategic Plan 2025–2028: *Strategic Direction 1.1:* Update and adopt a new Policy Statement.

ISSUE/OPPORTUNITY:

<u>Background</u>
The current Policy Statement is more than 30 years old and does not adequately address reconciliation, climate change, and housing. This business case requests funding to support continued amendment of the draft Policy Statement and consideration of Second and Third readings.

The draft Islands Trust Policy Statement received First Reading on July 29, 2025, followed by a fourth round of public engagement that was completed in March 2026.

In June 2026, Trust Council endorsed an amended version of the project charter, which included a revised project timeline. The timeline projects second and third reading by Spring 2028. Trust Council will have an opportunity to re-endorse or revise the project charter at its March 2027 meeting. Detailed project information is available on the Islands 2050 webpage.

This multi-year project commenced in 2019 and has involved, to date:

- four phases of public engagement;
- four phases of early and meaningful engagement with Indigenous Governing Bodies;
- substantial review and analysis by Trust Programs Committee, Executive Committee, and Committee of the Whole; and
- periodic Trust Council discussion

The project will be complete when the new Policy Statement is given three readings by Trust Council; approved by the Minister of Municipal Affairs, and adopted by Trust Council.

Current Project Status:

With the support of a third-party firm specializing in public engagement and survey analysis, staff prepared a What We Heard report summarizing public engagement conducted between September 2025 and March 2026. The draft Policy Statement was referred to Indigenous Governing Bodies, regional districts, the Islands Trust Conservancy Board, local trust committees, Bowen Island Municipality, and others.

The June 2026 Trust Council agenda contains the draft Policy Statement Companion Handbook (page 285) and briefing about Policy Statement Implementation Planning (page 347). A draft agency response table with draft recommendations for revisions to the bylaw that respond to feedback is on page 10 of the July 22, 2026 Committee of the Whole agenda.

Staff continue to work on recommendations for amendments in response to agency and Indigenous Governing Body feedback and intend to have them compiled for Trust Council's consideration in March or June of 2027.

PROJECTED RESULTS/DELIVERABLES:

Continued amendment of the document with Trust Council and ongoing engagement with Indigenous Governing Bodies will result in a refined draft that Trust Council can consider for second and third reading of Policy Statement Bylaw No. 183.

It will also support the development of engagement records that will be provided to the Minister of Housing and Municipal Affairs with the bylaw to support assessment of fulfilment of the Minister's duty to consult with First Nations where established or asserted Aboriginal and Treaty rights protected under section 35 of the Constitution may be adversely affected. The funding requested will advance this through support for communications, engagement with Indigenous Governing Bodies, legal advice, and other activities directed via the revised project charter.

Option 1: $66,000

$ 1,000: Graphic design/communications
$15,000: Legal services
$50,000: Funding to support continued involvement by interested Indigenous Governing Bodies' and review of the document after second reading

- **Benefits:** Lower cost while supporting a legal review of the draft bylaw prior to second and third readings and modest legal support for questions of Trust Council.
- **Risks:** Insufficient budget for legal questions posed by post-election Trust Council; Capacity funding needs of First Nations are unclear at this time, so risk of under or over spending exists.
- **Financial implications:** $66,000
- **Resource requirements:** Majority of a full-time senior policy advisor position with assistance from communications specialist, senior Indigenous relations advisor, administrative support, and oversight from Director, Trust Area Services.

Option 2: $76,000

$ 1,000: Graphic design
$25,000: Legal services (Trust Council questions and review of the draft document prior to readings)
$50,000: Funding to support continued involvement of interested Indigenous Governing Bodies including their review of the document after second reading

- **Benefits:** Covers most contingencies.
- **Risks:** May result in underspending if limited amendments to the draft document are made. Capacity funding needs of First Nations are unclear at this time, so risk of under or over spending exists.
- **Financial implications:** $76,000
- **Resource requirements:** Majority of a full-time senior policy advisor position with assistance from communications specialist, senior Indigenous relations advisor, and administrative support, with oversight from Director, Trust Area Services.

Option 3: $36,000

$ 1,000: Graphic design/communications
$15,000: Legal services
$20,000: Funding to support continued involvement of interested Indigenous Governing Bodies, including their review of the document after second reading

- **Benefits:** Lower cost while supporting a legal review of the draft bylaw prior to second and third readings and modest legal support for questions of Trust Council.
- **Risks:** Insufficient budget for legal questions posed by post-election Trust Council. Capacity funding needs of First Nations are unclear at this time, so risk of under or over spending exists.
- **Financial implications:** $36,000
- **Resource requirements:** Majority of a full-time senior policy advisor position with assistance from communications specialist, senior Indigenous relations advisor, and administrative support, with oversight from Director, Trust Area Services.

Option 4: $10,000

$0: Graphic design/communications
$10,000: Legal services
$0: Funding to support continued involvement of interested Indigenous Governing Bodies including their review of the document after second reading

- **Benefits:** Lowest cost
- **Risks:** Risk of project overspending if there is insufficient budget for legal questions posed by post-election Trust Council and risks lack of funding to support resource needs of Indigenous Governing Bodies involved in the project.
- **Financial implications:** $10,000
- **Resource requirements:** Majority of a full-time senior policy advisor position with assistance from communications specialist, senior Indigenous relations advisor, and administrative support, with oversight from Director, Trust Area Services.

RECOMMENDED OPTION RATIONALE:

Option 1: $66,000

$ 1,000: Graphic design/communications
$10,000: Legal services
$50,000: Funding to support continued involvement of interested Indigenous Governing Bodies including their review of the document after second reading

This is the preferred option as it covers most contingencies that the project may encounter based on learnings from the project over the past few years, while minimizing the budget. While Indigenous Governing Bodies have had an opportunity to comment on the first reading draft, a number of responses are still outstanding and staff have yet to begin working collaboratively with Indigenous Governing Bodies on recommendations for amendments. As the extent of amendments to be considered and the desire of Trust Council to make amendments to the draft document are unknown at this time, budgeting to support ongoing Indigenous Governing Body engagement on outstanding or new issues may be beneficial. Staff will advise Committee of the Whole/ Trust Council in March 2027 of progress with Indigenous Governing Bodies and may refine the recommendation for capacity funding at that time.

While the draft Policy Statement was reviewed by Islands Trust legal counsel in July 2025, Trust Council may wish to seek legal advice on questions that arise and may need to send the document for review again prior to second reading, and again prior to third reading, if there are amendments.

Given the careful approach to communications and messaging that have characterized the recent stages of the Policy Statement Amendment Project, staff recommend that $1,000 be budgeted to assist with any communications needs that may arise.

RISK ASSESSMENT:

Risk	Mitigation
Trust Council struggles to direct revisions	This risk will be mitigated by staff: • aggregating feedback and presenting recommended revisions in a manner that is easy-to-understand • working with Executive Committee to develop a plan for efficient and effective Trust Council consideration of potential amendments • supporting Trust Council in identifying its key priorities for the document • being available to answer questions from individual trustees outside of public meetings
Trust Council struggles to address recommended revisions based on the referral responses.	This risk will be mitigated by staff: • encouraging Indigenous Governing Bodies/agencies to communicate the rationale for their recommendations to Trust Council where it could be unclear • working collaboratively with Indigenous Governing Bodies, and as appropriate with agencies, on recommendations for amendments that respond to their requests • communicating potential challenges to Trust Council at the earliest opportunity • supporting Trust Council in understanding previous legal advice and crafting effective requests for new legal advice • providing adequate resources to fund the participation of Indigenous Governing Bodies in the project so that there can be active dialogue.
Approval of the Policy Statement Bylaw by the Minister of Municipal Affairs is denied.	This risk will be mitigated by staff: • Providing the Minister with a complete and clear record of engagement with Indigenous Governing Bodies and other agencies that demonstrates that Trust Council has considered each request and provided a rationale for its decisions; and • Staying in regular contact with Ministry staff to keep them apprised of project developments.
Vacancy in key staff positions	This risk can be mitigated by Trust Council providing funding for continuation of the temporary Senior Policy Advisor position to support manageable workloads and sufficient focus on the project for project staff, or by reducing other work assigned to Trust Area Services and Conservancy Board adding additional budget for increased staff support for coordination of the 2028-2032

plan development project and Regional Conservation Plan development project which would otherwise fall to the Director of Trust Area Services to assist with.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
The recommended $66,000 will assist Trust Council to substantially complete the project. To date, the overall PSAP budget for the lifetime of the project is proportionate to similar projects in local governments.

Qualitative Analysis:
Amending the Islands Trust Policy Statement will enable Trust Council to more effectively carry out its mandate to preserve and protect the unique amenities and environment of the Trust Area. It will also help to fulfill Trust Council's commitments to address reconciliation, climate change, and housing.

PROCUREMENT PROCEDURE:

All expenditures will be in accordance with Procurement Policy 6.5.3.

PROPOSED IMPLEMENTATION STRATEGY: *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

Project will be carried out in accordance with Policy Statement Amendment Project Charter v13 endorsed at Trust Council June 2026 regular meeting, the project's workplan, and the project's communications plan.

STAFF RESOURCING:

The Preliminary estimates: in FY 2027-28, the project is estimated to require the following staff time:

- 0.2 FTE - TAS Director
- 0.9 FTE - Senior Policy Advisor
- 0.1 FTE - Senior Indigenous Relations Advisor
- 0.05 FTE - Communications Specialist
- 0.1 FTE - Legislative Services Clerk (or other clerks as available)

Some time will also be required from CAO, Director of Planning Services, and Director of Legislative and Information Services to attend meetings and advise the project.

NOTE: These rough staff time estimates may shift depending on the scope of amendments to be considered.

Without additional staff resources, Trust Area Service's (TAS) regular workload will need to be reduced. During critical periods, a certain amount of overtime is expected to fulfil project needs.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management will be undertaken via Trust Council updates to the approved project charter and workplan. The project charter calls for gaining Trust Council's endorsement and incorporating revisions to the charter in March 2027.

Communications are guided by a communications strategy. Trust Council has assigned coordination of the project to the Executive Committee.

Indigenous Governing Bodies received the draft document for comment in August 2025, following first reading. Staff have, through work with Indigenous Governing Bodies to date, heard an interest for

future Policy Statement amendment processes, including timelines, to be co-designed with participating Indigenous Governing Bodies, and that this multi-year project is not currently being delivered in a manner that reflects this. Staff have advised that, if there is a desire for fundamental change to the model of project delivery, this would need to be discussed between Islands Trust Council and Indigenous Governing Bodies' leadership. As engagement with Indigenous Governing Bodies continues through fall and winter of 2027 to seek feedback and amendment recommendations, staff will document potential improvements to processes, as well as content, and will advise Trust Council.

Requested by: Executive Committee

Prepared by: Clare Frater, Director Trust Area Services, August 19, 2026

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	October 15, 2026
From:	**Trust Programs Committee**	**Date Prepared:**	August 30, 2026

SUBJECT: **Funding request for mapping for ecosystem data/health reporting**

PURPOSE: To advise Financial Planning Committee of a resolution by Trust Programs Committee regarding a request for $100,000 in funding for projects related to mapping for updated ecosystem data sets, indicators, and maintaining ecosystem health reporting.

BACKGROUND: On July 23, 2026 Trust Programs Committee received a briefing on ecosystem health indicators, noting the importance of establishing measures to assess progress toward the Islands Trust preserve and protect mandate.

The Committee raised the following points and then passed the resolution below

- The importance of establishing ongoing ecosystem health indicators and maintaining updated ecosystem data to support decision-making and reporting on the Islands Trust preserve and protect mandate.
- The need for clearly defined scope, deliverables, and resource requirements when developing business cases for larger initiatives.
- The need for updated ecosystem mapping and data sets to support meaningful analysis, reporting, and future ecosystem health indicators.
- The recognition that additional scoping, costing, and business case development would be required for broader ecosystem health reporting work.

TPC-2026-019
It was MOVED and SECONDED,
that Trust Programs Committee request Trust Council to approve $100,000 for mapping for updated ecosystem data sets, indicators, and maintaining ecosystem health reporting, and that staff provide business cases later in the 2027/28 budget development cycle.

Trust Council's 2025-2028 Strategic Plan includes a focus on:

- acquiring and updating mapping layers,
- development of ecosystem health and other indicators,
- development of a growth management framework based on data,
- trend monitoring and reporting, and sharing of data and
- sharing of related information with partners and the public.

While these activities will be crucial to informed decision-making and to understanding effective implementation of the preserve and protect mandate, Trust Council has not selected any of these topics as a top priority for this term of Trust Council.

The following is noted as a priority (but not topic priority) - 3.2.4 Monitor progress of protection of ecosystem health in all land use planning decisions, and is being addressed by Regional Planning Committee.

ATTACHMENT(S): Examples of ecosystem measures

FOLLOW-UP: Staff will develop a cross-department working group to develop a business case for Trust Council consideration later in the business cycle.

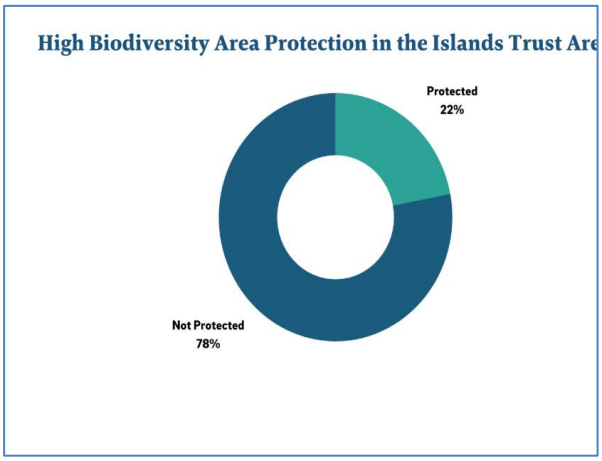
To inform development of the business case, staff will evaluate mapping acquisition needs, mapping analysis needs, and will assess potential partnerships with the Martin Conservation Decisions Lab at the University of British Columbia and the Palen Lab at Simon Fraser University.

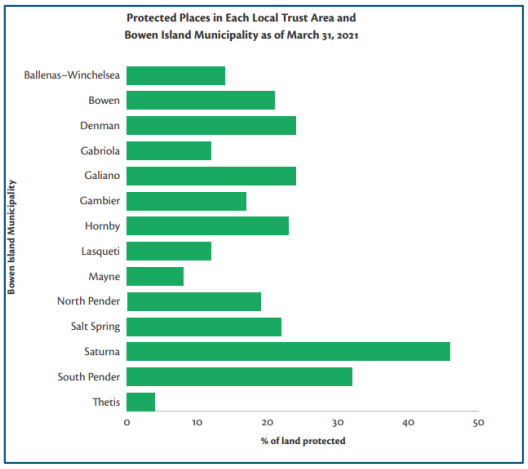
Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Tedd Drummond, Information Technology Manager/August 31, 2026
Rueben Bronee, CAO/September 1, 2026

Examples of ecosystem measures

1. Examples of measures previously used by Islands Trust





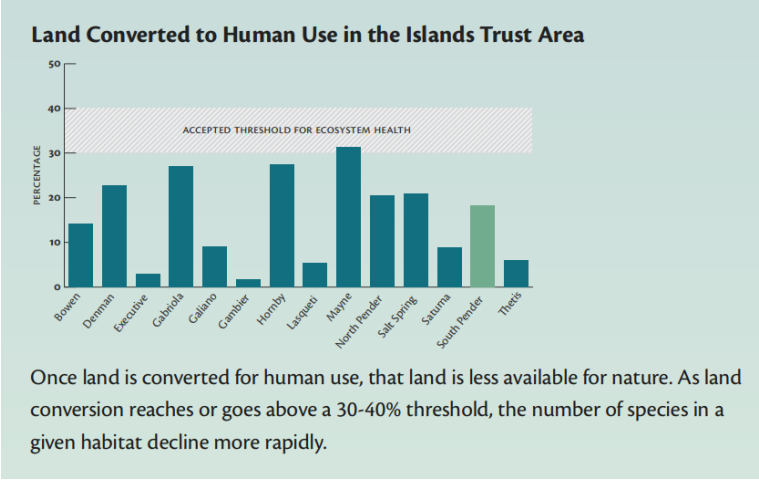


Table 2. Number of provincially and federally listed species at risk. (Numbers are determined by search criteria that isolate species by biogeoclimatic zone and regional district.) (B.C. C.D.C., 2017)

Provincially Listed Species		Federally Listed Species (COSEWIC/SARA)*		
Red List	Blue List	Endangered	Threatened	Special Concern
149	162	61/58	23/12	30/22

*COSEWIC: Committee on the Status of Endangered Wildlife in Canada, SARA: *Species at Risk Act* (Canada)

Table 4. Mapped converted land uses in the Islands Trust Area.

Note: reductions in converted land may be due to refinement of Terrestrial Ecosystem Mapping polygons which occurred in 2017 to better define sensitive ecosystems and agricultural areas and may not be indicative of an actual reduction in that land use. Source: Terrestrial Ecosystem Mapping and Islands Trust roads data.

Land Use	Area (ha)		Portion of Islands Trust Area (%)	
	2010	2017	2010	2017
Agriculture	3,719.2	3,712.3	4.7	4.7
Roads	2053.4	2053.4*	2.6	2.6*
Rural & Urban Development**	6,314.5	6,584.9	7.9	8.3
Other	105.4	101.2	0.1	0.1
TOTAL	12,192.5	12,451.8	15.3	15.7

* From 2010 Islands Trust road analysis used in the 2011-2017 Regional Conservation Plan. This analysis was not replicated in 2017 due to limited resources.

** Building Footprints account for 445.4 ha of rural and urban development. The remainder of the area is gardens, yards and general use areas around homes and other buildings. *Source: Islands Trust building footprint mapping.*

- 43% of known eelgrass meadows in the Islands Trust Area have some measure of protection through a marine or terrestrial protected area.

2. Examples of measures found in the Metro Vancouver Ecological Health Framework (2018).

Metro Vancouver uses a set of Regional Ecological Health Indicators (page 43) to help measure and track aspects of the region's ecological health. These indicators will form the basis for a regional state of the environment assessment every 6 years, to align with timelines for updates of key datasets including Sensitive Ecosystem Inventory and Land Cover Classification. Examples include:

- % tree canopy cover
- % impervious surfaces
- Hectares of land inventoried as a sensitive or modified ecosystem
- % inventoried sensitive and modified ecosystems rated high quality
- Hectares of protected lands and waters
- Hectares of unprotected sensitive or modified ecosystems
- Green space connectivity index
- Watershed and stream health index
- Water quality index
- Number of new invasive non-native species recorded and/or considered established

Metro Vancouver Climate 2050 Roadmap: Nature and Ecosystems (2023) also includes a set of indicators (page 57). Some examples are below:

- Hectares of unprotected sensitive or modified ecosystems
- Hectares of protected lands and waters
- Hectares of sensitive or modified ecosystems
- % of inventoried sensitive or modified ecosystems rated high quality

- Number of new invasive non-native species recorded and/or considered established
- Watershed and stream health index
- Ecosystem connectivity index
- % impervious surfaces (eg paved roads, buildings)
- Carbon stored in vegetation and soils
- % tree canopy cover
- Extent of coastal ecosystems
- Ecosystem vulnerability indicators (to be determined)

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by *(Committee or Operational Unit)*:

Governance Committee

GC-2026-017
that Governance Committee request $6,000 in the 2027/28 budget for Governance Committee to continue to work on policy review.

Department:

Legislative and Information Services

Name of Request:

Trust Council Policies Review (continuation)

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$6,000

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- X Third Party Contractors/Temp Staff
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☐ **Other – please describe:** _____

Date of Submission to Finance:

November 2026

Funding Required for (date range):

April 1, 2027 to March 31, 2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: *(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Approved by Governance Committee on November 3, 2025

This is a continuation of a project started in FY2025/26.

Trust Council's Object – no
Strategic Plan item – no
Policy Statement directive – no
Council bylaw – no

Work programs – no, however Trust Council has passed a resolution at its September 2023 meetings which lives on their FUAL:

2023-061
that Trust Council request staff to review, update and report back to Trust Council with recommendations for amendments to Trust Council policies, and where possible, combine similar policy documents to reduce redundancies.

ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Background:
Trust Council began developing policies in 1992 following the significant update to the *Islands trust Act.* Policies are intended to provide direction in various areas of the operations of the Islands Trust. There are currently 91 policies divided into the following areas:

- Islands Trust Policy Statement (2 policies)
- Trust Council and its Committees (23 policies)
- Local Trust Committee, Advisory Commissions and advisory Groups (12 policies)
- Land Use Planning, Bylaws and Mapping (14 policies)
- Operations, the Budget Process, Elections and Communications (19 policies)
- Administrative Activities such as finance and Freedom of Information (18 policies)
- Human Resources (2 policies)
- Islands Trust Conservancy Joint Policy (1 policy)

Most, but not all, of these policies have had updates as required over the years, but there has never been a systematic review of the policies. Trust Council has requested a review of its policies as per the resolution in the Guiding Documents section of this business case.

The Municipal Insurance Association of British Columbia (MIABC), to which the Islands Trust joined on January 1, 2024, recommends that local governments develop a plan to systematically review and update their policies at least every five years. This review is not only to ensure existing policies are relevant, but to ensure that policies cover the necessary areas of the organisation's operations to reduce risk to the organisation.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

This project would:

- establish a methodology that includes criteria for prioritisation of policies to be reviewed, criteria for new policies and, establishes a schedule for review and update of policies
- prioritise policies for review and update (given there are 91 policies to review) with the current policies relating to Trust Council and committees being given initial priority.
- undertake review of the prioritised policies, and recommend updates or deletions to Trust Council
- update prioritised policies by end of term (October 2026)
- identify gaps where policies should be in place but there are no policies covering the issue

RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

The risk is low in regards to whether or not this project is completed by end of term. The nature of the project is flexible and is intended to establish a framework for maintaining and updating Trust Council policies into the future.

Out of date or lack of policies around real estate management and maintenance could be a risk for the organisation. Mitigation would involve flagging these in the review process and prioritising them for update or development.

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

Option 1: Undertake the work by staff for Trust Council
Benefits – less expensive to undertaken
Risks – the project would need to be assigned to a committee and given priority
Financial implications – staff time including additional administrative staff support to provide capacity ($6,000)
Resource requirements – staff time could be significant given the volume of policies
Other implications – Other projects may be delayed

Option 2: Undertake the work by a consultant
Benefits – consultant can bring a different perspective, and will not impact largely on existing staff resources assuming consultant understands the unique structure of the Islands Trust.
Risks – need to find an appropriate consultant with understanding of the unique structure of the Islands Trust, and risk the consultant may misunderstand the needs of Islands Trust in relation to policies.
Financial implications – consultant ($20,000) – note that consultant fees could be substantially higher depending on scope – this estimate is to establish the policy and structure, and does not include systematic review of each policy.
Resource requirements – some staff time would be required to manage the contract, and substantial staff time could be consumed depending on how familiar the consultant is with the unique structure of the Islands Trust.
Other implications – No other implications identified.

Option 3: Not review Trust Council policies
Benefits – allow Trust Council to focus on other projects of importance
Risks – out-of-date policies could be a risk to the organisation, and lead to poor and out-of-date procedures
Financial implications – potential savings from changing policy direction could be lost.
Resource requirements – None
Other implications – None

CRITICAL SUCCESS FACTORS: (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Clear Trust Council policy and program for maintaining and updating Trust Council policies on a regular scheduled basis.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 1. This option is the most effective, given that the work would be undertaken by staff with working experience and familiarity with the policies, and the structure of the Islands Trust. The $6,000 earmarked for administrative support, will allow “as and when” administrative staff to be brought in as needed to help with the project, or to backfill to allow more experienced staff undertake the review work with the Governance Committee.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Savings would be mostly intangible. That is, completion of the project would result in lower risk to the organisation, and certainty around procedures. Removal of redundancies, or no longer appropriate policies may result in improved governance efficiencies.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

Legal review as per Trust Council policy.

PROPOSED IMPLEMENTATION STRATEGY: *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

Work would be largely administrative and undertake by administrative staff assigned to Governance committee, with funding for legal support.

STAFF RESOURCING: *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Undertaken by administrative staff assigned to Governance Committee. Prioritisation of this project would be required.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: (*Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

Recommendation would be forwarded to Trust Council for adoption.

Requested by Governance Committee

Prepared by David Marlor, Director, Legislative and Information Services.

Reviewed by

Funding Request Business Case

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by Trust Programs Committee

Department: Trust Area Services

Name of Request: Climate Action Education Plan Development and Implementation

$ Value of Request

$15,000

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ■ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

■ **Other Funding Sources (i.e. grants) – please describe:** speaker fees, communication expenses, contractor fees, honoraria

Date of Submission to Finance:
September 1, 2027

Funding Required for (date range):
Fiscal 2027-28

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

In March 2019, the Islands Trust Council declared a climate change emergency, committing to take urgent and fair climate action.

Islands Trust Council's Strategic Plan includes Key Initiative 4.2.1: Design and implement a climate action education plan in support of Strategic Direction 4.2: Improve community understanding about climate change mitigation and adaptation.

ISSUE/OPPORTUNITY:

Since 2017, Islands Trust Council has delivered a Stewardship Education Program through Trust Programs Committee. The Program included webinars, on-island workshops, and educational mailings.

The details of stewardship programming since 2020 are available on the Stewardship Education webpage. Trust Council did not continue the Stewardship Education Program in its 2025-2028 Strategic Plan, but it did include a key initiative to design and implement a climate action education plan.

The Policy Statement states, "*The assistance and cooperation of property owners, residents, and visitors is vital to the preservation and protection of the environment and amenities of the Trust Area and the implementation of the Policy Statement.*" and "*The task of protecting the Trust Area is particularly challenging because ecosystems do not stop at political boundaries. Cooperative management programs are required to coordinate the actions of all interest holders. Government, property owners, residents and visitors share responsibility for the preservation and protection of the Trust Area ecosystems*."

The recent Islands Trust Strategic Priorities Survey (completed in July 2026), found that 74% of respondents wanted Islands Trust Council to focus more on protecting the natural environment and revealed that there is considerable misunderstanding of what Islands Trust does and does not do. Twenty percent of survey respondents also recommended that Islands Trust improve its communication and engagement with island communities.[1]

The Climate Action Education Plan will be designed to:

- respond to community needs,
- collaborate with island-based agencies working on climate action education,
- provide newly elected trustees with opportunities to engage directly with their communities, and
- offer general information about Islands Trust powers and tools.

PROJECTED RESULTS/DELIVERABLES:

1. Development of a Climate Action Education Plan by staff with support from contractors

2. Development and provision of educational programming and related materials on climate action topics to be determined by Trust Council in FY 2027/28 (such as webinars, low-cost in-person events, mail outs, revision of existing publications)

Supports advancement of Trust Council's Strategic Plan through drafting of a multi-year education plan that will list tools and resources, and preliminary implementation of education resources in a cost-effective manner. This will enhance public education about how residents, landholders, visitors, realtors, and professional practitioners can prepare and respond to climate change, and empowers islanders to see themselves as partners in preserving and protecting the Islands Trust Area.

This initiative will help Islands Trust fulfil the vision set out in the Islands Trust Act that Islands Trust preserve and protect in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations, and the government of British Columbia.

Educational activities could align with some of the priority areas (e.g. freshwater, forest, and biodiversity protection) defined in concurrent island Official Community Plan amendments or in a potential Islands Trust Council's Strategic Advocacy Plan, should Trust Council decide to develop such a plan.

ALTERNATIVES CONSIDERED:

Option 1: Staff-developed 2027-2030 Climate Action Education Plan with $15,000 for implementation in 27/28
Benefits – Provides funding for virtual events and a variety of in-person events.

[1] Islands Trust Strategic Priorities Survey Report, August 8, 2026.

Risks –Vacancy in program coordinator position could impact delivery. Not involving consultant risks missing out on topics or information sources that staff may not consider.
Financial implications – $15,000 for implementation
Resource requirements – Staff hours partly depend on the type and number of activities in not-yet-drafted Climate Action Education Plan**.** A rough estimate is: program coordinator 200 hours, communications specialist 30 hours, Communications and Engagement Team Lead 30 hours, and Director of Trust Area Services 20 hours, with additional time for administrative services staff to manage financial elements. Staff time can be reduced by offering more virtual events and fewer on-island events.
Other implications – None.

Option 2: Staff-developed 2027-2030 Climate Action Education Plan with $20,000 for implementation in 27/28
Benefits – Provides funding for virtual events and in-person events (more than Option 1).
Risks – Vacancy in program coordinator position could impact delivery. Not involving consultant risks missing out on topics or information sources that staff may not consider.
Financial implications – $20,000 for implementation
Resource requirements – Staff hours partly depend on the type and number of activities in not-yet-drafted Climate Action Education Plan**.** A rough estimate is: program coordinator 250 hours, communications specialist 30 hours, Communications and Engagement Team Lead 30 hours, and Director of Trust Area Services 20 hours, with additional time for administrative services staff to manage financial elements. More funding for implementation in 27/28 could mean more on-island events.
Other implications – None.

Option 3: Consultant-developed Climate Action Education Plan with $10,000 for implementation
Benefits – Additional Trust Area Services staff time for other initiatives.
Risks – Difficulty in procuring consultant within the budget, in particular one who is familiar with the Islands Trust Area and the unique realities of island residents, ecologies, and communities, and Island Trust engagement/education methods and challenges. Limited implementation in 27/28.
Financial implications – $20,000: $10,000 for plan development and for $10,000 for implementation
Resource requirements – Staff hours are expected to be: program coordinator 150 hours (includes time to run procurement processes), communications specialist 30 hours, Communications and Engagement Team Lead 30 hours, and Director of Trust Area Services 50 hours, with additional time for administrative services staff to manage procurement and financial elements.
Other implications – None.

Option 4: Do not develop a Climate Action Education Plan
Benefits – No budget requested.
Risks – Lack of progress towards Strategic Plan Key Initiative 4.2.1: Design and implement a climate action education plan.
Financial implications – $0
Resource requirements – None.
Other implications – None.

RECOMMENDED OPTION RATIONALE:

Option 1: Staff-developed 2027-2030 Climate Action Education Plan with $15,000 for implementation in 27/28

RISK ASSESSMENT:

The risk exists that incorrect information will be inadvertently provided in the course of climate action education programming. Staff will mitigate this risk by engaging expert speakers where possible, checking sources for any information shared from outside of Islands Trust, and requesting expert review of staff-produced publications.

There is also a risk of the Plan being seen to duplicate the work of island-based organizations focused on climate change action education. Staff would mitigate this risk by engaging with trustees and island-based organizations in the design of the plan, as well as collaborating with island-based groups, where possible, to co-host events and cross-promote relevant educational content.

Vacancy in key staff positions: This risk can be mitigated by Trust Council supporting manageable workloads that would support sufficient focus on the project-by-project staff or would allow managers to have time to conduct hiring processes in a timely way.

COST/BENEFIT ANALYSIS:

Quantitative:

- $15,000 for the Climate Action Education Plan development and implementation for FY2027/28, with potential associated funding requests in future years.

Qualitative:

- A climate action education plan will assist community members, property holders, visitors, realtors and professional practitioners to better understand climate action activities relevant to the rural context of the Islands Trust Area, and will increase community understanding of potential climate impacts and associated adaptation measures;
- May result in reduced greenhouse gas emissions;
- May result in increased public support for Islands Trust; and,
- May result in increased collaborations with island-based organizations.

PROCUREMENT PROCEDURE:

Any purchases will comply with the Procurement Policy. The services/goods to be procured will depend on the selected option.

PROPOSED IMPLEMENTATION STRATEGY:

Once the requested budget is approved for 2027/28, staff will develop a climate action education plan for Trust Council's approval. After the plan is approved, staff will implement the plan and organize events, with oversight from Executive Committee/Trust Programs Committee as directed by Trust Council.

STAFF RESOURCING:

Staff resources required will depend on the activities selected to implement in 2027/28 with on-island events (if selected) requiring significantly more time commitment.

Staff hours partly depend on the type and number of activities in not-yet-drafted Climate Action Education Plan**.** A rough estimate is: program coordinator 200 hours, communications specialist 30 hours, Communications and Engagement Team Lead 30 hours, and Director of Trust Area Services 20 hours, with additional time for administrative services staff to manage financial elements. Staff time can be reduced by offering more virtual events and fewer on-island events.

The reasonableness of the staff hours in conjunction with other initiatives will somewhat depend on the scale and timing of the Policy Statement Amendment Project in 2027/28 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Implementation of a climate action education plan would be supported by creation and implementation of a communications plan for the project.

Ideally, components of the program would be delivered in collaboration with local agencies and/or First Nations.

Item 5.3.5

Requested by: Trust Programs Committee (business case reviewed by Chair only per request of TPC)

Prepared by: Program Coordinator, August 24, 2026

Reviewed with other Department Directors: N/A (reviewed by Trust Programs Committee Chair Kristina Evans)

_____

Approving Director's signature

_____

Date Director Approved

Funding Request Business Case

NOTE: to be used for <u>all</u> budget requests over $5,000

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by:

Islands Trust Conservancy Board

Department:
Islands Trust Conservancy

Name of Request:
Islands Trust Conservancy (ITC) 2028-2032 Plan Development Project:
– Year 3
$32,000

$ Value of Request*:*

Year 1: 2025/26 -$3,000 spent on capacity funding
Year 2: 2026/27 -$110,000 budgeted for capacity funding ($100k) and associated costs ($10k) budgeted

Year 3: 2027-28 - $32,000

- $10,000* for capacity funding for engagement with First Nations
- $11,000 for co-development and technical support
- $8,000 for associated meeting costs (e.g. venues, food, honoraria and project-related travel)
- $3,000 for professional graphic design and formatting of the final Five-Year Plan

*Note: $7,000 from the Provincial grant will partially offset this cost.

TOTAL 3-YEAR PROJECT AMOUNT: $162,000

<u>Budget Source</u> (select all that apply):

■ **Specific Project Funding** (select all that apply)
- ■ Third Party Contractors
- ■ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☐ **Other Funding Sources (i.e. grants) – please describe:** _____

Date of Submission to Finance:

September 14, 2026

Funding Required for (date range):

April 1, 2027-March 31, 2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

1. *Islands Trust Act:* **- statutory requirement**

44 (1)The Islands Trust Conservancy must prepare and submit to the minister, at least once every 5 years, a plan for the trust fund respecting

(a) policies on acquisition, management and disposal of property of the trust fund,

(b) policies on investment of money of the trust fund,

(c) goals for major acquisitions of property by the trust fund, and

(d) other matters as required by the minister.

(2) The Islands Trust Conservancy must not, without the prior approval of the minister, acquire, hold or dispose of land except in accordance with a trust fund plan under subsection (1) that has been approved by the minister

The Islands Trust Act requires the ITC Board to prepare and submit a plan to the Minister at least every five years. The Plan establishes policies for the acquisition, management and disposal of Trust Fund property, policies for investment of Trust Fund money, goals for major acquisitions, and other matters required by the Minister. Funding for First Nations engagement and co-development is required to support development of the next statutory Plan within the required timeline.

2. Ministerial Direction: In January 2024, the Minister directed ITC to take more time to adequately engage with First Nations that had expressed interest in deeper conversations about the philosophy and approaches of the Conservancy, and to continue to lead the development of a Conservancy Plan in cooperation with First Nations in the Trust Area that aligns with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). In July 2025, the Minister agreed to ITC's request to extend the timeline for submission of the next Five-Year Plan to mid-December 2027.

3. Regional Conservation Plan (RCP) This request directly supports Goal 2 of the Islands Trust Conservancy Board's RCP:
   - Strengthen relationships with First Nations to identify and collaborate on shared conservation goals.

   and RCP Objectives:
   - 2.1 Amend or redraft policies, procedures, plans, document templates and reports to include acknowledgement and consideration of First Nations
   - 2.4 In consultation with the Islands Trust, source funds and determine mechanisms to support First Nations collaboration (financial and capacity)

4. ITC Board Reconciliation Declaration: The relationship-building and engagement process is an implementation of ITC's Reconciliation Declaration, rather than an isolated engagement initiative.

5. ITC Board Policy 3.3.5 - Consulting Trust Council, Local Trust Committees, Island Municipalities, and Local Trustees on Islands Trust Conservancy Board Matters: The policy states that the Islands Trust Conservancy will refer the final draft of the Islands Trust Conservancy Plan, required by the Islands Trust Act, to all local trust committees, island municipalities and Trust Council and will take comments received into account prior to finalizing it for submission to the Minister for approval. The Islands Trust Conservancy may choose to make a presentation to Trust Council highlighting the significant aspects of the Plan.

ISSUE/OPPORTUNITY:

ITC Five-Year Plan First Nations Engagement and Co-development – Year 3

The ITC Plan is a requirement of the Islands Trust Act and must be prepared and submitted to the Minister at least every five years. It must include ITC Board policies on land acquisition and disposal, investment of Conservancy property and money, goals for major acquisitions, and other matters required by the Minister.

In response to the Minister's direction to cooperate with First Nations in developing a Conservancy Plan that aligns with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), ITC requires resources to continue building and maintaining relationships and trust and to support a fulsome engagement and co-development process. This business case supports Year 3 of the Five-Year Plan First Nations engagement process.

Years 1 and 2 of the engagement process established the initial foundation for this work, including outreach to all First Nations in the Islands Trust Area, an information session, and initial discussions with Nations interested in participating. Year 3 will move the process from initial engagement and relationship-building into substantive co-development of the 2028–2032 ITC Five-Year Plan.

ITC anticipates working with at least 10 First Nations who have expressed interest in participating more directly in developing the Plan. At the same time, ITC will provide all 27 First Nations in the Islands Trust Area with an opportunity to review and provide input on the draft Plan throughout the development and finalization of the Plan. This broader referral and review process will continue through 2027 as the Plan is refined and finalized.

This phased approach recognizes that First Nations have different levels of interest, capacity and governance processes, while providing meaningful opportunities for participation throughout the development of the Plan. Continuing to provide capacity funding is therefore an important component in Year 3, allowing interested Nations to participate in a manner that is appropriate to their own circumstances and processes.

ITC also anticipates engaging with island conservancies and other conservation partners and will refer the draft plan after presenting it to the ITC Board at their May 2027 meeting, to local trust committees, Bowen Island Municipality and Trust Council for comment.

Issues

Many First Nations in the Islands Trust Area have expressed frustration with being brought into Islands Trust engagement processes late in the development of an initiative, and not being provided with funding to support their meaningful participation.

Due to the statutory deadline to submit a new Plan in 2022, the Islands Trust Conservancy Board chose to submit a Three-Year Interim Plan to the Minister rather than a Five-Year Plan. In its submission, the Board explained that there was insufficient time to undertake extended, meaningful engagement with First Nations and requested additional time to undertake that engagement before developing the next Five-Year Plan.

In January 2024, the ITC Board received a response from the Minister of Housing and Municipal Affairs advising that the Minister was declining to approve the ITC's Interim Three-Year Plan. The Minister directed ITC to take "*more time to adequately engage with the First Nations that have expressed interest in deeper conversation about the philosophy of the Conservancy and what approaches the Conservancy is taking to preserve and protect the trust area*." The Minister also requested that ITC "*continue to lead the way, in cooperation with First Nations in the Trust Area, to develop a Conservancy Plan that aligns with the UN Declaration*."

In July 2025, the Minister agreed to the Conservancy Board's request to extend the timeline for submission of the next Five-Year Plan to mid-December 2027.

Due to vacancies and turnover in the ITC Manager position until February 2025, and the new ITC Manager and Trust Area Services Director's heavy workloads, the engagement process was once again delayed.

Following the hiring of the new Senior Policy Advisor in Trust Area Services whom has since supported the Director and ITC Manager with this project, the project charter was updated, a logic plan was developed and the work plan was updated. In December 2025, letters were sent to all of the First Nations in the Islands Trust Area inviting them to participate in the development of the next Five-year Plan. In February 2026, ITC hosted an information session for First Nations that had expressed interest in participating. Four Nations attended, and two additional Nations expressed interest, but were unable to attend. Additional meetings to begin building the new plan are scheduled for winter 2026, late spring 2026 and early summer 2027.

The ongoing absence of an approved Five-Year Plan necessitates continued ministerial approval for certain activities carried out by the Conservancy, including new acquisitions and dispositions (e.g. Rights of Way), covenants, management plans and fund management.

Opportunities
Providing funding to support First Nations participation in co-developing the 2028-2032 ITC Plan places the ITC Reconciliation Declaration into practice and provides capacity funding to interested First Nations' participation in the process, thereby laying the groundwork for positive relationship and trust building.

Improving First Nations engagement and working with First Nations in areas of mutual interest and in accordance with their inherent rights, is a part of ITC work programs and is a primary goal in the 2028-2032 Five-Year Plan and the Regional Conservation Plan.

Due to the delayed initiation of engagement, only $3,000 of the $20,000 budget in 2025/26 was spent. It is anticipated that a majority of the $100,000 budget for 2026-27 will be allocated to First Nations participating in Year 2 of the engagement process.

As the project moves into co-development and broader review of the draft Plan, ITC anticipates that additional First Nations may wish to participate in reviewing and providing feedback on the draft. The $10,000 requested for engaging First Nations in 2027/28 will support this participation, recognizing that Nations may have different levels of interest and capacity to engage at different stages of the Plan development process.

PROJECTED RESULTS/DELIVERABLES:

Year 3 of the engagement process will focus on working cooperatively with First Nations that have expressed interest in participating in the development of the ITC Five-Year Plan, while also providing opportunities for all 27 First Nations in the Islands Trust Area to review and provide input into the draft Plan. It will also include a focus on seeking input and feedback from conservation partners and the other Trust bodies.

Project deliverables in summary:

- meaningful co-development of the Plan with at least 10 interested Nations;
- initial draft of the 2028–2032 ITC Five-Year Plan completed, targeted for April 2027;
- draft 2028–2032 ITC Five-Year Plan presented to ITC Board at May 2027 meeting;
- Board-approved draft Plan referred to all 27 Nations for comment;
- draft Plan referred to local trust committees, Bowen Island Municipality and Trust Council;
- continued First Nations engagement through referral responses, revisions, and finalization;
- capacity funding provided to support participation of First Nations;

- final Plan presented to ITC Board at September 2027 meeting; and
- final Plan submitted to Minister by mid-December 2027.

Details of the anticipated results and deliverables for 2027/28 are:

1. **Co-development of the draft ITC Five-Year Plan:** ITC will work cooperatively with at least 10 First Nations that wish to participate in the development of the Plan. Co-development will focus on identifying shared conservation interests, priorities and approaches, and on incorporating Indigenous perspectives into the Plan's policies, goals and objectives.
2. **Draft Plan completed for broader First Nations review:** ITC will prepare a draft 2028–2032 Plan, informed by discussions from meetings with First Nations during the co-development process, with the goal of completing an initial draft by April 2027 to enable broader First Nations review, comment and further discussion during the remainder of the fiscal year.
3. **Board reviews first draft of Plan:** Staff will present a draft co-developed Plan to the Board at its May 2027 meeting and incorporate any amendments from the Board.
4. **Referral of plan:** ITC will refer to the plan to local trust committees, Bowen Island Municipality, Trust Council and local conservation organizations for comment which may involve presentations and will result in a report compiling results and associated recommendations to the Board for changes to the draft plan.
5. **Continued engagement with First Nations through referral and finalization:** Engagement with First Nations will continue throughout the referral and finalization of the Plan. ITC will provide opportunities for First Nations to identify concerns, suggest revisions and further discuss matters of interest before the Plan is finalized and submitted to the Minister.
6. **Capacity funding to support meaningful participation:** Capacity funding will be provided to participating First Nations to support their meaningful participation throughout the co-development and review of the Plan, recognizing that Nations have their own governance processes, priorities and capacity constraints.
7. **A stronger foundation for ongoing relationships:** The process is expected to strengthen relationships between ITC and First Nations and establish a foundation for continued collaboration on conservation priorities, protected area management, land acquisition and disposal, and other matters within ITC's mandate.
8. **Board reviews final draft of the Plan:** Staff will present the final draft of the Plan to the Board at its September 2027 meeting, incorporating any amendments from the Board. If required, staff will return to the Board with a penultimate draft at its November 2027 meeting for approval.
9. **Completion and submission of the statutory ITC Five-Year Plan:** The engagement and co-development process will inform the final 2028–2032 ITC Five-Year Plan, which must be submitted to the Minister by mid-December 2027 in accordance with the Islands Trust Act and the timeline approved by the Minister. The report will be graphically designed prior to submission.

This project is expected to result in stronger cooperative working relationships with First Nations, a Five-Year Plan that:

- better reflects Indigenous perspectives and interests,
- aligns with UNDRIP,
- incorporates feedback from Trust bodies, Bowen Island Municipality and local conservation partners,
- supports the ITC Reconciliation Declaration and Regional Conservation Plan, and
- provides clearer direction for ITC Board and staff decision-making regarding policies and practices regarding acquisitions, land management and disposal of lands and the management of Conservancy funds.

ALTERNATIVES CONSIDERED:

OPTION 1: Implementation of ITC Board approved 2028-2032 ITC Plan project charter

Benefits:
Provides the resources to complete the next stage of the Five-Year Plan process, including co-development of drafting the Plan with at least 10 interested First Nations, broader referral of the draft Plan to all 27 First Nations in the Islands Trust Area, local trust committees, Bowen Island Municipality, Trust Council and conservation partners, continued engagement with First Nations through review and finalization, and completion and submission of the Plan by mid-December 2027.

The capacity funding will support meaningful participation by interested First Nations. The co-development and technical support funding will provide additional capacity for facilitation, synthesis of engagement input, technical or policy writing, editing and other specialized assistance as required. Professional graphic design will support preparation of an accessible, clear and professional final Plan for First Nations, the Minister, Trustees, staff and the public.

Risks: Option 1 presents the lowest number of risks (see risk section below for full analysis). The primary risk of insufficient staff capacity or a vacancy in a key staff position was identified in the first business case and remains a relevant risk. However, the hiring of new Indigenous Relations Manager and a part-time Indigenous Relations Advisor, and ongoing support from the Senior Policy Analyst and Director of Trust Area Services, will provide the required capacity to carry this out and complete the project.

Financial implications: $32,000:

- $10,000 for capacity funding for participating First Nations
- $11,000 for contracted co-development and technical support
- $8,000 for associated meeting costs (e.g. venues, food, honoraria and project-related travel)
- $3,000 for professional graphic design and formatting of the final Five-Year Plan

Resource requirements: See staff resourcing section below.

Other: None

OPTION 2: Implementation of ITC Board approved 2028-2032 ITC Plan project charter without funding for contractor support with co-development and technical topics

Benefits: Provides capacity funding and meeting resources to support continued First Nations participation in co-development and review of the Five-Year Plan, while retaining funding for professional preparation (graphic design) of the final Plan.

Risks: ITC staff would need to undertake the co-development and technical work that would otherwise be supported through the $11,000 external technical support allocation. This would increase the staff resources required for synthesis of engagement input, drafting, editing and revision of the Plan, while staff are also continuing engagement with First Nations and completing other statutory and operational work.

There may also be less flexibility to respond to additional First Nations capacity funding needs if more Nations choose to participate in the review of the draft Plan than anticipated.

Financial implications: $20,000
$10,000 for capacity funding for participating First Nations
$8,000 for associated meeting costs (e.g. venues, food, honoraria and project-related staff travel)

$3,000 for professional graphic design and formatting of the final Five-Year Plan

Resource requirements: This option would allow ITC to continue the First Nations engagement and co-development process and complete the Five-Year Plan within the Minister-approved timeline, but would require greater reliance on existing ITC and Trust Area Services staff capacity.

Other: None.

OPTION 3: Existing Resources – No Additional Funding

Benefits: No additional funding required. ITC would proceed with development and finalization of the 2028–2032 Five-Year Plan using existing staff resources and existing budgets.

Risks: Existing ITC and Trust Area Services staff would be required to absorb all the work and costs associated with First Nations engagement, meeting expenses, capacity funding, drafting, synthesis and finalization of the Plan.

This approach would reduce or remove ITC's ability to undertake other work and may limit the number and type of engagement opportunities available to First Nations.

Financial implications: $0. Trust Council would need to re-direct $7,000 from the provincial grant for First Nations engagement for 27/28 that it allocated in September 2026.

Resource requirements: This option places additional demands on staff capacity during the period leading to the mid-December 2027 submission deadline, and would also require ITC staff to put other operational work duties on hold until the Plan is submitted.

Other: None.

RECOMMENDED OPTION RATIONALE:

Option 1 – Implementation of ITC Board approved 2028-2032 ITC Plan project charter is recommended because it provides the resources required to complete the final phase of the First Nations engagement and co-development process while maintaining reasonable staff capacity to meet the mid-December 2027 statutory deadline.

- Provides capacity funding to support meaningful participation by First Nations that wish to participate in co-development and review of the Plan.
- Provides dedicated technical and co-development support for synthesizing engagement input, drafting, editing and revising the Plan, reducing the additional workload that would otherwise fall to ITC and Trust Area Services staff.
- Provides sufficient resources for meetings and related costs throughout the co-development, referral and finalization process.
- Provides for professional design and formatting of the final Five-Year Plan as a clear and accessible document for First Nations, the Minister, Trustees, staff and the public.
- Provides greater flexibility to respond to the level of First Nations participation and feedback received during the broader review of the draft Plan.

Option 2 would provide capacity funding and meeting resources but would require ITC and Trust Area Services staff to absorb the technical and co-development work within existing resources. Option 3 would require the full cost of the engagement and Plan development process to be absorbed within existing resources and would provide less dedicated capacity to support First Nations participation. Option 1 therefore provides the most appropriate balance between the resources required to complete the work and legislated responsibility.

RISK ASSESSMENT:

Risk	Mitigation
ITC Board struggles to direct development of the new 2028-2032 ITC Plan	This risk will be mitigated by staff: • aggregating feedback and presenting recommended revisions in a manner that is easy-to-understand • working with Board to develop a plan for efficient and effective consideration of potential amendments • supporting Board in identifying its key priorities for the document • being available to answer questions from individual board members outside of public meetings
ITC Board struggles to address recommended revisions based on the First Nations and stakeholder referral responses.	This risk will be mitigated by staff: • encouraging Indigenous Governing Bodies/agencies to communicate the rationale for their recommendations to the Board where it could be unclear • working collaboratively with Indigenous Governing Bodies, and as appropriate with agencies, on recommendations for amendments that respond to their requests • communicating potential challenges to the Board at the earliest opportunity • supporting the Board in understanding previous legal advice and crafting effective requests for new legal advice • providing adequate resources to fund the participation of Indigenous Governing Bodies in the project so that there can be active dialogue.
Indigenous Governing Bodies may have limited capacity or interest in participating.	This risk will be mitigated by staff: • Providing sufficient notice, flexible participation options and appropriate capacity funding. • Follow each Indigenous Governing Body's preferred protocols and allow different levels of involvement. • Provision of capacity funding
Approval of the 2028-2032 ITC Plan by the Minister of Municipal Affairs is denied.	This risk will be mitigated by staff: • Providing the Minister with a complete and clear record of engagement with Indigenous Governing Bodies and other agencies that demonstrates that the Board has considered each request and provided a rationale for its decisions; and • Staying in regular contact with Ministry staff to keep them apprised of project developments.
Lack of staff capacity/vacancy in key staff position(s)	This risk can be mitigated by: • the Board being cautious about assigning new projects that require substantial time from the Manager and by Trust Council providing funding for continuation of the temporary Senior Policy Advisor position to support manageable workloads and sufficient focus on the project for project staff • by reducing other work assigned to ITC staff and Conservancy Board adding additional budget for increased staff support for coordination of the 2028-2032 ITC plan development project and Regional Conservation Plan development project which would otherwise fall to the Director of Trust Area Services to assist with.

COST/BENEFIT ANALYSIS:

Quantitative cost/benefit:
The recommended option will require $32,000

$10,000 – Capacity funding for participating First Nations and referral process fees
$11,000 – Co-development and technical support, including facilitation, synthesis, technical/policy writing and editing as required
$8,000 – Associated meeting costs (venues, food, honoraria and project-related travel)
$3,000 – Professional graphic design and formatting of final Plan

Once the Plan is approved there will be a significant reduction in the staff time required with seeking Ministerial approval on conservation proposals, dispositions and management plans that this Minister has required while there is no Plan in place.

Qualitative cost/benefit:

The recommended option will yield qualitative benefits in the development of relationships with First Nations in the Islands Trust Area. ITC hopes that this will lead to progress in Reconciliation, including improved policies on land acquisition/disposal and land management. Will also significantly contribute to a boost in staff morale, having the funding behind initiating meaningful engagement.

PROCUREMENT PROCEDURE:

All expenditures will be in accordance with Procurement Policy 6.5.3. Contractors will be procured for facilitation and/or technical support for co-development of Plan, and graphic design.

PROPOSED IMPLEMENTATION STRATEGY:

ITC will continue the phased engagement process in the approved project charter. The project was re-initiated in 2025/26, moving from initial relationship-building and information sharing into substantive co-development of the 2028–2032 ITC Plan. Engagement will remain flexible to accommodate the governance processes, interests and capacity of individual First Nations.

Engagement and relationship-building with First Nations will continue throughout the process, including during the referral and finalization stages, rather than ending when the initial draft is completed.

Timing	**Activity**
Spring 2027	1. Continue meetings with First Nations that have expressed interest in participating in co-development of the Plan 2. Work cooperatively with at least 10 First Nations to identify shared conservation interests, priorities and approaches to inform the Plan 3. Send communications to local conservation partners, local trust committees, Trust Council, and Bowen Islands Municipality to provide notice of development of Plan
April – May 2027	• Target completion date of an initial draft of the 2028–2032 ITC Plan • Submit draft Plan to ITC Board at its May 2027 meeting, make amendments as requested
Summer/Fall 2027	4. Circulate the draft Plan to all 27 First Nations in the Islands Trust Area and invite review and input 5. Circulate co-developed draft to local conservation partners, local trust committees, Trust Council, and Bowen Islands Municipality for review and feedback

	6. Continue meetings with participating Nations and with other Nations that wish to provide input on the draft 7. Incorporate feedback received through the broader referral and engagement process 8. Continue discussions with First Nations as appropriate and revise the Plan as required
Fall 2027	9. Prepare the final Plan for consideration 10. Finalize Plan and obtain ITC Board approval
By mid-December 2027	11. Submit the final 2028–2032 ITC Plan to the Minister, in accordance with the statutory requirement and the timeline approved by the Minister 12. Make changes to the Plan as requested by the Minister
By March 31, 2028 (if approved by the Minister	13. Circulate the final approved Plan to Indigenous Governing Bodies, local conservation partners, local trust committees, Trust Council, and Bowen Islands Municipality 14. Display the 2028–2032 ITC Plan on the website, and showcase on social media platforms 15. Send out news release 16. Implement Plan

STAFF RESOURCING:

The following are estimates:

Indigenous Relations Advisor (ITC) ~ 300 hrs – First Nations engagement lead
Manager, Islands Trust Conservancy ~ 300 hrs – project management/Board support
Senior Policy Analyst ~ 150 hrs (if position is extended) – project lead/implementation support/drafting
ITC Communications Specialist ~ 70 hrs for communications-related activities
Director, Trust Area Services ~ 40 hrs for project support
Manager of Indigenous Relations ~ 40 hrs for project support
GIS ~ minimal for a few maps

Time may also be needed from the ITC Team Lead, Ecosystem Protection Specialist, Property Management Specialist, and Covenant Management and Specialist depending on the interests of the participating First Nations.

ITC Manager will work with the Director of TAS to determine appropriate time allocation of Manager of Indigenous Relations and the Senior Policy Advisor.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
ITC intends to collaborate with First Nations, conservation partners, Islands Trust Conservancy staff, Ministry of Housing and Municipal Affairs staff to seek their expertise. Any changes in project scope or timeline will be brought to the ITC Board, keeping in mind the statutory deadline of mid-December 2027 to submit a final Five-Year Plan to the Minister. A communications plan will be developed for the project.

Requested by (Committee or Business unit): Islands Trust Conservancy

Prepared by (name, title)/date: Wendy Tyrrell, Manager / August 30, 2026

Reviewed with other Department Directors (if applicable):

_____

Approving Director's signature

_____

Date Director Approved

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, Financial Planning Committee (FPC), and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by *(Committee or Operational Unit):*
GABRIOLA LTC

Department:
LPS-Planning Services

Name of Request:

Phase 3 - Gabriola OCP and LUB Review - Major Project
(Year 3 of project)

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

2027-2028 - $22,000

Total to-date: $160,000
2023-24 -/2024 = $18,000
2024-25-/2025 = $77,000
2025-26 = $30,000
2026- 27 = $35,000

Budget Source (select all that apply):

■ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ■ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☐ **Other – please describe:**

Date of Submission to Finance: September 2026

Funding Required for (date range):
April 1, 2027-March 31, 2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

Trust Council *Strategic Plan 2025-2028* contains objectives to:

- Preserve, protect and advocate for forest and terrestrial ecosystems
- To preserve and protect marine ecosystems
- Mitigate and adapt to climate change impacts
- Strengthen Housing Affordability Throughout the Islands Trust Area
- Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change

ISSUE/OPPORTUNITY:

The Gabriola Island OCP and LUB has not been substantially updated since 1997 and 1999 respectively. The review is introducing a new OCP format and substantially update the bylaws addressing a number of Islands Trust Strategic objectives and emerging issues. As the first substantial OCP/LUB review undertaken by the regional planning team, the project and resulting bylaw amendments will serve as a model for other LTC OCP/LUB reviews.

With this business case the LTC is seeking the funds to support the completion of Phase 4 of the Gabriola OCP Review Project. While originally anticipated to be complete by the end of the 2026/27 fiscal year, the need for additional time for the Architectural Overview Assessment (AOA) which will inform OCP implementation, as well as, communications and engagement to report on OCP review implications requires an additional round of funding.

It is anticipated that by September 2026 the draft OCP will be through first reading. This business case is based on the possibility that the OCP may not be granted second reading by the end of the 2026/27 fiscal year and more time will be needed to complete the AOA.

With this business case the LTC is seeking the funds to support Phase 4 – Project Completion in 2027/28.

PROJECTED RESULTS/DELIVERABLES for 2027/28: /

Phase 4
Fiscal 2027/28 $22,000:

- AOA Part 2
- Communications and Engagement
- Legal contingency

The Gabriola OCP process will provide model policies and process for other LTCs and a model process to demonstrate the successive process of updating the LUB to ensure OCP consistency.

Project Phases:

Phase 4 (Part 1) Fiscal 2026/2027 ($35,000)
Achieved:

- Focussed public engagement
- Focussed legal review
- OCP Policy Drafting
- Development Approval Information Bylaw drafting

On going and to come:

- Public engagement between readings
- Continuing First Nations engagement
- LUB drafting
- Development Approval Information Bylaw - second reading*
- OCP- second reading*
- LUB update for consistency – second reading*
- AOA Phase 1 – data gathering and analysis
- Additional focused legal review

*First reading is planned for September 2026. Timing of second and third reading will depend on timing of first reading.

Phase 3 Fiscal 2025/2026 ($35,000):

- Public Engagement on growth management
- OCP Drafting including integrating freshwater footprint analysis
- DPA prioritization (analysis and discussion)
- Focussed legal review
- AOA Part 1

Phase 2 Fiscal 2024/2025 ($77,000) - Data Collection and Discussion

- First Nations consultation
- Compiling baseline/technical information
- Suitable Land Analysis
- Freshwater Footprint Analysis
- Engagement on key topics
- Initiation of bylaw drafting

Phase 1 Fiscal 2023/2024 $18,000 – Gabriola Visioning 2050

- Initial FN consultation
- APC/HAPC/Community Engagement
- Public Education

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables:

- The LTC requiring more community engagement prior to first reading
- Staff requiring more time to integrate the feedback from the community, referral agencies and First Nations prior to first reading
- More time required to complete the AOA (procurement process has not yet begun)
- First Nation capacity to engage may not align with project timelines

Financial implications:

- Cost may exceed the budget due to additional consultation needs or other factors.

Resource requirements:

- RPT has allocated time to the continuation of this project in anticipation of budget approval.
- Overall staff resourcing from the RPT to complete all major projects is limited and may not be able to accommodate any extensions to project timeline and work scope.
- Overtime hours have not been estimated at this time, however it is reasonable to expect based on a project of this kind.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. Staff time and funding are not allocated to the project. Under this alternative the project does not complete proceed through bylaw readings.

Option 2: Reduced funding. In this case retaining the amount for legal contingency is recommended. This will primarily impact public engagement opportunities and the ability to complete the AOA.

CRITICAL SUCCESS FACTORS:

- Allocation of planning services staff time (Regional Planning Team and staff support)
- First Nations engagement
- The project would be considered successfully completed if the amendments to the OCP and LUB are adopted.
- Success could be measured over the longer term through measurables such as improved relations with First Nations and updated policy and regulatory bylaws to address their interests.
- Success can also be measured by evaluating how many LTCs are able to use the model policies and model process of updating their LUBs for OCP consistency.

RECOMMENDED OPTION:

The present funding request is for $22,000 for fiscal 2027/28 to allow the Gabriola Island OCP-LUB project to progress through the completion of this Project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$22,000 for fiscal 2027/28:

- $15,000 – AOA Phase 2
- $3,000 – legal contingency
- $4,000 – Communications and Engagement

Qualitative Analysis:

- The completion of the Gabriola Island OCP Review will provide a balanced approach to protecting the environment and cultural heritage while addressing housing need.
- The project provides a template policies and process for other LTCs
- The trust that has been building between Snuneymuxw First Nation and the Islands Trust will be challenged and the process of engagement will be undermined is the project is not successfully completed.

PURCHASING PROCEDURE:

Appropriate procurement procedure will be followed when soliciting legal advice and hiring the consultant to do the AOA. Snuneymuxw First Nation will participate in the hiring and oversight of the AOA consultant.

PROPOSED IMPLEMENTATION STRATEGY:

Deliverable/Milestone	Date
Phase 1 AOA Completion	March 31, 2027
Phase 2 AOA Completion	September 2027
Community Information Meeting	April 2027
Public Hearing/ Third Reading	May 2027
Post Approval Communications and Engagement	May – September 2027

STAFF RESOURCING:

- (0.40 FTE) Regional Planning Team Project Manager
- (0.20 FTE) Island Planner Support
- (0.20 FTE) Communication Support
- Limited support needed from Planning Team Assistant and GIS staff

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Significant engagement with the Snuneymuxw First Nation has strengthen this project and provided insight into how to work with First Nations governments on major projects.
- The Freshwater footprint work has played a significant role in informing OCP policy providing a methodology for future OCP reviews and major housing projects.
- Public engagement has been done in a focussed way supported by a number of supportive materials providing a template process for future engagement throughout the Trust Area.

Requested by: Gabriola Island Local Trust Committee

Prepared by: Narissa Chadwick, Island Planner / June 29, 2026

Reviewed by: Mary Storzer, Regional Planning Manager / June 30, 2026

Item 5.5.2

Funding Request Business Case

TO BE COMPLETED BY INITIATOR

Requested by:
Galiano Island Local Trust Committee

Department:
Planning Services

Name of Request:
Galiano Island OCP-LUB Update Project

$ Value of Request:

Fiscal Year 2027-28: $60,000
Fiscal Year 2028-29: ~$107,000
Fiscal Year 2029-30: ~$15,000
TOTAL: $182,000

Budget Source (select all that apply):

☒ **Specific Project Costs** (select all that apply)
- ☒ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration:

_____

☐ **Other Funding Sources (i.e. grants) – please describe:**

Date of Submission to Finance:
September 4, 2026

Funding Required for (date range):
$60,000 (FY 2027-28)

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

1) Reconciliation Declaration & Indigenous Relations Action Plan (IRAP): applicable actions include:

- engaging with staff from Indigenous Governing Bodies to develop a baseline engagement framework document that records expressed guiding principles, interests of the Indigenous Governing Body, and the tools available to Islands Trust to address interests.

2) Trust Policy Statement: the update will ensure consistency with the existing Policy Statement, noting that staff will reference the draft Policy Statement (Bylaw No. 183, first reading July 29, 2025) including:

- reconciliation (3.1.1, and Goals 1–2),
- housing (3.4.11–3.4.16),
- climate and hazards (3.4.5, 3.4.6, 3.5.10, 3.5.20),
- freshwater (3.5.1–3.5.4),
- forest ecosystems (3.2.2) and forests (4.2), and
- ecosystem integrity (3.3).

3) Trust Council *Strategic Plan 2025-2028:* contains applicable objectives and numbered policies to:

- Preserve, protect and advocate for forest and terrestrial ecosystems
- Preserve and protect marine ecosystems
- Mitigate and adapt to climate change impacts
- Strengthen Housing Affordability Throughout the Islands Trust Area
- Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change

2.2.1: Improve processes for prioritizing funding for ongoing OCP reviews
2.2.2: Update OCPs and LUBs to incorporate new Policy Statement Policies
4.2.3: Update OCPs and LUBs to foster climate change resilience (considering topics such as Coastal Douglas-fir protection, foreshore and nearshore environments, and groundwater)
5.2.1: Develop innovative frameworks or decision-making and involve pilot LTCs/BIM with Indigenous Governing Bodies.

3) Trust Council Policy 5.9.1.: applicable policies goals include:
3.1 LTC planning projects are well-defined and planned;
3.2 LTC projects reflect community and First Nations expectations;
3.3 Staff, trustees, the public, and partners have certainty and clarity around how projects get allocated, resourced, and carried out, leading to realistic expectations;
3.4 Resource allocation is efficient, fair and equitable;
3.5 OCPs and LUBs are systematically updated on a regular basis;
3.6 Planning is both proactive and adaptive;
3.7 Local Planning implements Trust-wide planning initiatives and tools (eg. strategies, model bylaws)

4) Islands Trust Freshwater Sustainability Strategy (FWSS): applicable goals include:
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

5) Legislative requirements

- Islands Trust Act: this update delivers an updated planning framework that preserve and protects the Trust Area and its unique amenities and environment, in cooperation with the community, First Nations, and other governments (Islands Trust Act, s. 3)
- Local Government Act: will bring the OCP into compliance with the Local Government Act as amended, including 20-year housing statements informed by the Housing Needs Report (ss. 473(1)(a), 473.1), housing policies for all classes of need (s. 473.1(4)), and current greenhouse gas reduction targets, policies and actions (s. 473(3)).

ISSUE/OPPORTUNITY: Official Community Plans (OCPs) and Land Use Bylaws (LUBs) are important documents which establish policies and rules that guide decision making in the Islands Trust including helping to achieve its preserve and protect mandate. In line with Trust Council policies, staff are aiming to update all OCPs and LUBs across the Islands Trust Area over the next 10-15 years, and ongoingly. Prioritization of these updates is based on several criteria including OCP health (age & population growth), priority from a conservancy perspective, and strategic alignment.

The Galiano Island OCP and LUB have not been substantially updated since 2012 and 2014, respectively. Building off of work done to date, including by the Galiano Island Advisory Planning Commission, the documents will be updated to ensure that they consider and reflect current legislative requirements, previous court cases and case law, best practices in planning and First Nations and community interests. This is a comprehensive review and will include but not be limited:

- First Nations Engagement: working to integrate their interests. Staff are working to build off an engagement “interests” framework approach piloted with the Squamish, K’omoks and Snuneymuxw First Nations during the OCP and LUB work for Gambier, Denman and Gabriola. Note: as First Nations traditional territories overlap and cross Local Trust Area (LTA) boundaries, work with the First Nations in one LTA will lay the foundational understanding for the subsequent OCP and LUB work in other LTAs (and work of the Islands

Trust Conservancy). In addition, once the interests are understood, maintaining this understanding and relationship with the First Nations is anticipated to require much less funding in future years.

- Housing: reviewing and updating policies to support housing diversity and future housing needs
- Development permit areas: reviewing effectiveness, e.g. of DPA for protection of the natural environment, and consider amendments based on model DPAs.
- Forest: reviewing policies, specifically based on recent applications for F1 rezonings involving land transfers.
- Transportation: reviewing policies generally and transportation network plan policies specifically
- Freshwater: implementing the freshwater footprint planning-scale methodology for measuring the sustainability of island freshwater (per the Freshwater Sustainability Strategy)
- Environmental protection, e.g. ecosystem: including implementing the Regional Conservation plan and Species at Risk and State of the Islands report
- Climate and hazards: including reviewing OCP greenhouse gas targets and monitoring plan, and policies to address climate change mitigation and resiliency, e.g. coastal flooding

PROJECTED RESULTS/DELIVERABLES: Include:

- An updated Galiano Island OCP, including a monitoring plan, that addresses current legislative requirements (including 20-year housing policy direction, refreshed greenhouse gas targets, and new hazard provisions (including interface wildfire and coastal hazard direction)), and reflects best practices in planning (including Trust Area best practices), and First Nations and community interests.
- An updated Galiano Island LUB that implements the revised OCP policies and resolves OCP–LUB inconsistencies.
- Updated relevant administrative bylaws (specifically, Galiano Island DAI Bylaw No. 148)
- “Interest” frameworks for First Nations in the LTA, which will support both the OCP and LUB and also other planning, policy, stewardship, and conservation projects undertaken by the Islands Trust

These deliverables will give trustees and staff clear, current, legally compliant policy direction; support transparent and consistent land-use decisions; reduce interpretation disputes and enforcement difficulty; and strengthen relationships with First Nations, the community, and partner agencies.

ALTERNATIVES CONSIDERED:

Option 1: Undertake a comprehensive review of the Galiano OCP and LUB
Benefits – updated policies and regulations to guide decision-making; relationship building with First Nations; updated understanding of freshwater and ecosystems (and for more benefits see recommended option rationale section)
Risks – see risk assessment section
Financial implications – see cost/analysis section
Resource requirements – see staff resourcing section
Other implications- n/a

Option 2: Undertake a targeted review of the OCP and LUB (Status Quo)
Benefits – reduced funding may be required
Risks – OCP and LUB remain out of date, with only the targeted topics being updated. Targeted reviews have proven to be as costly in the Trust Area due to the systems nature of OCPs and LUBs leading to an inevitable but unplanned comprehensive review. This would be out of sync with Trust Council policies, particularly 5.9.1 referenced above. This is not in line with interests we have heard from First Nations. This could risk legal challenges. This conflicts with best practices.
Financial implications – if the targeted review cannot be contained, and a comprehensive review occurs, this can lead to more costs than a planned comprehensive review as no efficiencies can be planned into the work. This could put financial burden on future years.
Resource requirements – staffing resources may be reduced
Other implications- n/a

Option 3: Do nothing - Staff time and funding are not allocated to the project and the work does not proceed this fiscal year.

Benefits – No funding is required. Staff time can be allocated to creating best practices or other projects
Risks – OCP and LUB remain out of date. This would be out of sync with Trust Council policies, particularly 5.9.1 referenced above. This is not in line with interests we have heard from First Nations. This could risk legal challenges. This conflicts with best practices.
Financial implications – could risk fiscal implications from legal challenges. This could put financial burden on future years.
Resource requirements – n/a
Other implications- n/a

RECOMMENDED OPTION RATIONALE:

Option 1 is recommended as it enables the Islands Trust to meet its policy goals, especially Trust Council policy 5.9.1. which both establishes the goal that OCPs and LUBs are systematically updated on a regular basis and gives the Regional Planning Team responsibility for doing so. This Option provides sufficient funding to undertake comprehensive reviews that efficiently delivers a legally compliant, contemporary planning framework on a reasonable timeline.

RISK ASSESSMENT:

- **Scope / timeline /costs creep:** Project needs may change as project/engagement proceeds. Mitigation tactics include a phased budget, the effective assignment of work, and project management including change-management processes.
- **Policy Statement timing:** The draft Policy Statement may be adopted prior to the completion of this project or just after, making consistency challenging. Mitigation tactics include drafting while noting the content in the draft Policy Statement and its evolution.
- **Technical dependencies:** Data and analysis work by outside contractors is subject to some uncertainty**.** Mitigation tactics include careful contractor selection and managing contractors closely.
- **First Nations engagement:** Meaningful, collaborative engagement is undertaken within the context of all parties involved and as such project timelines may need adjustments based on circumstances. Mitigation tactics include early, continuous, and adequately resourced engagement (including First Nations capacity funding).
- **Community engagement:** Polarization on topics may exist. Mitigation tactics include equity-based, transparent engagement.
- **LTC:** LTC may choose to not proceed with amendments. Mitigation tactics include ensuring the LTC's interests are addressed throughout the process.
- **Staff resources:** Unforeseen staffing changes can occur. Mitigation tactics include building staffing contingencies into the project plan and effective management of the work.

COST/BENEFIT ANALYSIS:

Costs:

Total Project Cost: $157,000
Fiscal Year 2027-28: $60,000

- $35,000 - First Nations capacity funding (efficiencies for this work as part of work also being undertaken as part of the Salt Spring and Lasqueti OCP and LUB review)
- $25,000 - Freshwater footprint – technical analysis

Benefits:

- Running the OCP and LUB updates concurrently captures efficiencies including merged engagement, technical review, and project tasks, and ensures consistency between the two documents, avoiding the cost of sequential or duplicated processes.
- Project will benefit from efficiencies associated with similar projects in other LTA and build on those experiences, in particular the First Nations work being undertaken as part of the Salt Spring OCP work, for example where work with one First Nation will serve to support the work in numerous LTAs. It will also build off of the work of the Gabriola OCP including in relation to the freshwater footprint analysis. Where possible, efficiencies can be gained re data gathering and analysis, e.g., by gathering data across a region rather than for just one LTA.
- Additional benefits include improved legislative compliance and reduced legal exposure; clearer, more enforceable, more accessible policy; strengthened relationships with First Nations, community, and partner agencies; and a plan capable of responding to climate, hazard, and housing pressures.

PROCUREMENT PROCEDURE:
We will follow procurement policies and anticipate RFPs will be required. Technical consultants will be retained via typical RFP processes.

PROPOSED IMPLEMENTATION STRATEGY:
The project is proposed to be completed over three fiscal years:

- Fiscal year 2027-28: Groundwork (First Nations Relations, Data/Analysis)
  - First Nations Interests framework ($10,000 capacity funding for 1 Nation)
  - Freshwater Footprint Yr 1 – Technical Assessment ($25,000)
- Fiscal year 2028-29: OCP Visioning and Drafting
  - Community Engagement and Communications includes: Project Launch and Awareness; targeted public engagement; draft policy engagement (~$12,000)
  - Data/Analysis to support policy drafting (~$40,000)
  - Drafting of policies and legal review (~$5,000)
  - Freshwater Footprint Yr 2 – User Survey (~$10,000)
  - Archaeological Overview Assessment (~$40.000)
- Fiscal Year 2029-30: OCP Finalizing and LUB
  - Community Engagement and Communications includes: bylaw public review; public hearing and adoption (~$10,000)
  - Drafting of bylaws and legal review (~$5,000)

Anticipated completion date: March 31, 2030.

STAFF RESOURCING: Estimated to be required for the fiscal year 2027-28 for this project:

- Regional Planning Team Island Planners: 0.2 FTE (~360 hours)
- Regional Planning Team Manager: 0.05 FTE (~90 hours)
- Island Planner (Galiano): 0.025 FTE (~45 hours)
- Senior Indigenous Relations Advisor: 0.05 FTE (~90 hours)
- Senior Freshwater Specialist: 0.1 FTE (~180 hours)
- GIS Technician: 0.025 FTE (~45 hours)
- Administrative Support: 0.05 FTE (~90 hours)

Note: Total FTE allocation to developing ‘interest’ framework across three (Salt Spring, Galiano, and Lasqueti) OCP and LUB Updates is estimated as - ~1.4 FTEs from the Regional Planning Team; ~0.2 FTE of Senior Indigenous Relations Advisor, and ~0.2 FTE administrative support

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
This is a collaborative project that requires work across departments. The project manager (an Island Planner from the Regional Planning Team) will ensure regular communication and collaboration with affected departments and external agencies. Project planning documents, i.e. project charter and workplan, will be used to explicitly state roles and responsibilities within the Islands Trust, as well as identify timelines for external collaboration. A community communication and engagement plan will be used as part of the project.

Requested by: Galiano Island Local Trust Committee

Prepared by: Mary Storzer, Regional Planning Manager, July 27, 2026

Reviewed: Stefan Cermak, Director of Planning Services

_____
Approving Director’s signature

_____
Date Director Approved

Item 5.5.3

Funding Request Business Case

Last updated: July 24/2026

TO BE COMPLETED BY INITIATOR

Requested by:
Lasqueti Island Local Trust Committee

Department:
Planning Services

Name of Request:
Lasqueti Island OCP-LUB Update Project

$ Value of Request:

Fiscal Year 2027-28: $50,000
Fiscal Year 2028-29: ~$117,000
Fiscal Year 2029-30: ~$15,000
TOTAL: $182,000

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration:
_____

☐ **Other Funding Sources (i.e. grants) – please describe:**

Date of Submission to Finance:
September 4, 2026

Funding Required for (date range):
$50,000 (FY 2027-28)

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

1) Reconciliation Declaration & Indigenous Relations Action Plan (IRAP): applicable actions include:

- engaging with staff from Indigenous Governing Bodies to develop a baseline engagement framework document that records expressed guiding principles, interests of the Indigenous Governing Body, and the tools available to Islands Trust to address interests.

2) Trust Policy Statement: the update will ensure consistency with the existing Policy Statement, noting that staff will reference the draft Policy Statement (Bylaw No. 183, first reading July 29, 2025) including:

- reconciliation (3.1.1, and Goals 1–2),
- housing (3.4.11–3.4.16),
- climate and hazards (3.4.5, 3.4.6, 3.5.10, 3.5.20),
- freshwater (3.5.1–3.5.4),
- forest ecosystems (3.2.2) and forests (4.2), and
- ecosystem integrity (3.3).

3) Trust Council *Strategic Plan 2025-2028:* contains applicable objectives and numbered policies to:

- Preserve, protect and advocate for forest and terrestrial ecosystems
- Preserve and protect marine ecosystems
- Mitigate and adapt to climate change impacts
- Strengthen Housing Affordability Throughout the Islands Trust Area
- Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change

2.2.1: Improve processes for prioritizing funding for ongoing OCP reviews
2.2.2: Update OCPs and LUBs to incorporate new Policy Statement Policies
4.2.3: Update OCPs and LUBs to foster climate change resilience (considering topics such as Coastal Douglas-fir protection, foreshore and nearshore environments, and groundwater)
5.2.1: Develop innovative frameworks or decision-making and involve pilot LTCs/BIM with Indigenous Governing Bodies.

3) Trust Council Policy 5.9.1.: applicable policies goals include:
3.1 LTC planning projects are well-defined and planned;
3.2 LTC projects reflect community and First Nations expectations;
3.3 Staff, trustees, the public, and partners have certainty and clarity around how projects get allocated, resourced, and carried out, leading to realistic expectations;
3.4 Resource allocation is efficient, fair and equitable;
3.5 OCPs and LUBs are systematically updated on a regular basis;
3.6 Planning is both proactive and adaptive;
3.7 Local Planning implements Trust-wide planning initiatives and tools (eg. strategies, model bylaws)

4) Islands Trust Freshwater Sustainability Strategy (FWSS): applicable goals include:
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

5) Legislative requirements

- Islands Trust Act: this update delivers an updated planning framework that preserve and protects the Trust Area and its unique amenities and environment, in cooperation with the community, First Nations, and other governments (Islands Trust Act, s. 3)
- Local Government Act: will bring the OCP into compliance with the Local Government Act as amended, including 20-year housing statements informed by the Housing Needs Report (ss. 473(1)(a), 473.1), housing policies for all classes of need (s. 473.1(4)), and current greenhouse gas reduction targets, policies and actions (s. 473(3)).

ISSUE/OPPORTUNITY: Official Community Plans (OCPs) and Land Use Bylaws (LUBs) are important documents which establish policies and rules that guide decision making in the Islands Trust including helping to achieve its preserve and protect mandate. The Lasqueti Island OCP and LUB were adopted in 2005 with minor updates since. In line with Trust Council policies, staff are aiming to update all OCPs and LUBs across the Islands Trust Area over the next 10-15 years, and ongoingly. Prioritization of these updates is based on several criteria including OCP health (age & population growth), priority from a conservancy perspective, and strategic alignment.

While funding was allocated to this work for 2026-27, no work occurred during that time due to staff resources. Building off of minor project work done to date, the documents will be updated to ensure that they consider and reflect current legislative requirements, best practices in planning and First Nations and community interests. This is a comprehensive review and will include but is not limited to:

- First Nations Engagement: working to integrate their interests. Staff are working to build off an engagement “interests” framework approach piloted with the Squamish, K’omoks and Snuneymuxw First Nations during the OCP and LUB work for Gambier, Denman and Gabriola. Note: as First Nations traditional territories overlap and cross Local Trust Area (LTA) boundaries, work with the First Nations in one LTA will lay the foundational understanding for the subsequent OCP and LUB work in other LTAs (and work of the Islands Trust

Conservancy). In addition, once the interests are understood, maintaining this understanding and relationship with the First Nations is anticipated to require much less funding in future years.

- Housing: reviewing and updating policies to support housing diversity and future housing needs
- Freshwater: implementing the freshwater footprint planning-scale methodology for measuring the sustainability of island freshwater (per the Freshwater Sustainability Strategy)
- Environmental protection, e.g. ecosystem: including implementing the Regional Conservation plan and Species at Risk and State of the Islands report
- Climate and hazards: including reviewing OCP greenhouse gas targets and monitoring plan, and policies to address climate change mitigation and resiliency, e.g. coastal flooding
- Marine protection: review policies including managing of mooring buoys

PROJECTED RESULTS/DELIVERABLES: Include:

- An updated Lasqueti Island OCP, including a monitoring plan, that addresses current legislative requirements (including 20-year housing policy direction, refreshed greenhouse gas targets, and new hazard provisions (including interface wildfire and coastal hazard direction)), and reflects best practices in planning (including Trust Area best practices), and First Nations and community interests.
- An updated Lasqueti Island LUB that implements the revised OCP policies and resolves OCP–LUB inconsistencies.
- Updated relevant administrative bylaws
- "Interest" frameworks for First Nations in the LTA, which will support both the OCP and LUB and also other planning, policy, stewardship, and conservation projects undertaken by the Islands Trust

These deliverables will give trustees and staff clear, current, legally compliant policy direction; support transparent and consistent land-use decisions; reduce interpretation disputes and enforcement difficulty; and strengthen relationships with First Nations, the community, and partner agencies.

ALTERNATIVES CONSIDERED:

Option 1: Undertake a comprehensive review of the Lasqueti OCP and LUB
Benefits – updated policies and regulations to guide decision-making; relationship building with First Nations through engagement; updated understanding of freshwater and ecosystems (and for more benefits see recommended option rationale section)
Risks – see risk assessment section
Financial implications – see cost/analysis section
Resource requirements – see staff resourcing section
Other implications- n/a

Option 2: Undertake a targeted review of the OCP and LUB (Status Quo)
Benefits – reduced funding may be required
Risks – OCP and LUB remain out of date, with only the targeted topics being updated. Targeted reviews have proven to be as costly (as comprehensive reviews) in the Trust Area due to the systems nature of OCPs and LUBs leading to an inevitable but unplanned comprehensive review. Targeted reviews are out of sync with Trust Council policies, particularly 5.9.1 referenced above. This is not in line with interests we have heard from First Nations. This could risk legal challenges. This conflicts with best practices.
Financial implications – if the targeted review cannot be contained, and a comprehensive review occurs, this can lead to more costs than a planned comprehensive review as no efficiencies can be planned into the work. This could put financial burden on future years.
Resource requirements – staffing resources may be reduced
Other implications- n/a

Option 3: Do nothing - Staff time and funding are not allocated to the project and the work does not proceed this fiscal year.
Benefits – No funding is required. Staff time can be allocated to creating best practices or other projects
Risks – OCP and LUB remain out of date. This would be out of sync with Trust Council policies, particularly 5.9.1 referenced above. This is not in line with interests we have heard from First Nations. This could risk legal challenges. This conflicts with best practices.
Financial implications – could risk fiscal implications from legal challenges. This could put financial burden on future years.
Resource requirements – n/a
Other implications- n/a

RECOMMENDED OPTION RATIONALE:
Option 1 is recommended as it enables the Islands Trust to meet its policy goals, especially Trust Council policy 5.9.1. which both establishes the goal that OCPs and LUBs are systematically updated on a regular basis and gives the Regional Planning Team responsibility for doing so. This Option provides sufficient funding to undertake comprehensive reviews that efficiently delivers a legally compliant, contemporary planning framework on a reasonable timeline.

RISK ASSESSMENT:

- **Scope / timeline /costs creep:** Project needs may change as project/engagement proceeds. Mitigation tactics include a phased budget, the effective assignment of work, and project management including change-management processes.
- **Policy Statement timing:** The draft Policy Statement may be adopted prior to the completion of this project or just after, making consistency challenging. Mitigation tactics include drafting while noting the content in the draft Policy Statement and its evolution.
- **Technical dependencies:** Data and analysis work by outside contractors is subject to some uncertainty**.** Mitigation tactics include careful contractor selection and managing contractors closely.
- **First Nations engagement:** Meaningful, collaborative engagement is undertaken within the context of all parties involved and as such project timelines may need adjustments based on circumstances. Mitigation tactics include early, continuous, and adequately resourced engagement (including First Nations capacity funding).
- **Community engagement and safety:** Engagement on Lasqueti Island presents a number of unique challenges for the OCP and LUB review. Previous planning processes have involved highly polarized discussions and, in some instances, interactions with members of the public that have included verbal abuse or harassment directed toward staff and elected officials. These experiences have affected the willingness and ability of staff and elected officials to participate in some in-person meetings on the island and create a risk that contentious issues could impede the delivery of the planning process. For example, polarization associated with the Lasqueti shoreline Development Permit Area work contributed to political reluctance to proceed with the project.

  There are also practical and logistical considerations associated with engaging on Lasqueti. Travel to and from the island requires additional time and coordination, with ferry schedules and limited transportation options constraining the timing and format of meetings. In-person engagement therefore requires greater advance planning and can create challenges for staff availability, meeting scheduling, and responding flexibly to emerging issues. These constraints are particularly significant where multiple engagement sessions or attendance by senior staff, elected officials, or technical specialists may be required.

  The review will need to balance meaningful, accessible community participation with a safe and sustainable approach for staff and elected officials. Mitigation measures could include establishing clear expectations for respectful participation, using transparent and equity-based engagement practices, providing multiple opportunities and formats for participation (including virtual options where appropriate), and clearly communicating how community input will inform decisions. Meeting protocols, appropriate staff and elected-official attendance, and contingency arrangements for situations where interactions become unsafe or unproductive should also be established in advance. Where appropriate, neutral facilitation or other third-party engagement support could help manage contentious discussions and create a more constructive environment for dialogue.
- **LTC:** LTC may choose to not proceed with amendments. Mitigation tactics include ensuring the LTC's interests are addressed throughout the process.
- **Staff resources:** Unforeseen staffing changes can occur. Mitigation tactics include building staffing contingencies into the project plan and effective management of the work.

COST/BENEFIT ANALYSIS:

Costs:
Total Project Cost: $182,000
Fiscal Year 2027-28: $50,000

- $50,000 - First Nations capacity funding (efficiencies for this work as part of work also being undertaken as part of the Salt Spring and Galiano OCP and LUB review)

Benefits:

- Running the OCP and LUB updates concurrently captures efficiencies including merged engagement, technical review, and project tasks, and ensures consistency between the two documents, avoiding the cost of sequential or duplicated processes.
- Project will benefit from efficiencies associated with similar projects in other LTAs and build on those experiences, in particular the First Nations work being undertaken as part of the Salt Spring and Galiano OCP work, for example where work with one First Nation will serve to support the work in numerous LTAs. It will also build off of the work of the Gabriola OCP including in relation to the freshwater footprint analysis. Where possible, efficiencies can be gained re data gathering and analysis, e.g., by gathering data across a region rather than for just one LTA.
- Additional benefits include: improved legislative compliance and reduced legal exposure; clearer, more enforceable, more accessible policy; strengthened relationships with First Nations, community, and partner agencies; and a plan capable of responding to climate, hazard, and housing pressures.

PROCUREMENT PROCEDURE:

We will follow procurement policies and anticipate RFPs will be required for technical consultants.

PROPOSED IMPLEMENTATION STRATEGY: The project is proposed to be completed over three fiscal years:

Fiscal year 2027-28: Groundwork (First Nations Engagement)

- First Nations Interests framework ($50,000=$10,000 capacity funding for each of 5 Nations)

Fiscal year 2028-29: OCP Visioning and Drafting (including Data/Analysis)

- Community engagement and communications includes: Project Launch and Awareness; targeted public engagement; draft policy engagement (~$12,000)
- Data/Analysis to support policy drafting (~$100,000)
- Drafting of policies and legal review (~$5,000)

Fiscal Year 2029-30: OCP Finalizing and LUB

- Community Engagement and Communications includes: bylaw public review; public hearing and adoption (~$10,000)
- Drafting of bylaws and legal review (~$5,000)

Anticipated completion date: March 31, 2030.

STAFF RESOURCING: Estimated to be required for the fiscal year 2027-28 for this project:

- Regional Planning Team Island Planners: 0.3 FTE (~540 hours)
- Regional Planning Team Manager: 0.05 FTE (~90 hours)
- Island Planner (Lasqueti): 0.025 (~45 hours)
- Senior Indigenous Relations Advisor: 0.05 FTE (~90 hours)
- Administrative Support: 0.05 FTE (~90 hours)

Note: Total FTE allocation to developing 'interest' framework across three (Salt Spring, Galiano, and Lasqueti) OCP and LUB Updates is estimated as - ~1.4 FTEs from the Regional Planning Team; ~0.2 FTE of Senior Indigenous Relations Advisor, and ~0.2 FTE administrative support

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

This is a collaborative project that requires work across departments. The project manager (an Island Planner from the Regional Planning Team) will ensure regular communication and collaboration with affected departments and external agencies. Project planning documents, i.e. project charter and workplan, will be used to explicitly state roles and responsibilities within the Islands Trust, as well as identify timelines for external collaboration. A community communication and engagement plan will be used as part of the project.

Requested by: Lasqueti Island Local Trust Committee

Prepared by: Mary Storzer, Regional Planning Manager, July 27, 2026

Item 5.5.3

Reviewed: Stefan Cermak, Director of Planning Services

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Approving Director's signature

_____

Date Director Approved

Funding Request Business Case

Last updated: August 6, 2026

TO BE COMPLETED BY INITIATOR

Requested by:

Salt Spring Island Local Trust Committee (SSI LTC)

Department:

Planning Services

Name of Request:

SSI OCP-LUB Update Project

$ Value of Request:

2026-27: $147,000
2027-28: $159,000 ($24,000 carryover from 2026-27 budget)
2028-29: $5,500
Total: $311,500

Budget Source (select all that apply):

☒ **Specific Project Funding** (select all that apply)
- ☒ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☐ **Other Funding Sources (i.e. grants) – please describe:**

Date of Submission to Finance:
September 4, 2026

Funding Required for (date range):
April 1, 2027 – March 31, 2028: $159,000

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

1) Reconciliation Declaration & Indigenous Relations Action Plan (IRAP): applicable actions include:
- engaging with staff from Indigenous Governing Bodies to develop a baseline engagement framework document that records expressed guiding principles, interests of the Indigenous Governing Body, and the tools available to Islands Trust to address interests.

2) Trust Policy Statement: the update will ensure consistency with the existing Policy Statement, noting that staff will reference the draft Policy Statement (Bylaw No. 183, first reading July 29, 2025) including:
- reconciliation (3.1.1, and Goals 1–2),
- housing (3.4.11–3.4.16),
- climate and hazards (3.4.5, 3.4.6, 3.5.10, 3.5.20),
- freshwater (3.5.1–3.5.4),
- forest ecosystems (3.2.2) and forests (4.2), and
- ecosystem integrity (3.3).

3) Trust Council *Strategic Plan 2025-2028:* contains applicable objectives and numbered policies to:

- Preserve, protect and advocate for forest and terrestrial ecosystems
- Preserve and protect marine ecosystems
- Mitigate and adapt to climate change impacts
- Strengthen Housing Affordability Throughout the Islands Trust Area
- Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change

2.2.1: Improve processes for prioritizing funding for ongoing OCP reviews
2.2.2: Update OCPs and LUBs to incorporate new Policy Statement Policies
4.2.3: Update OCPs and LUBs to foster climate change resilience (considering topics such as Coastal Douglas-fir protection, foreshore and nearshore environments, and groundwater)
5.2.1: Develop innovative frameworks or decision-making and involve pilot LTCs/BIM with Indigenous Governing Bodies.

3) Trust Council Policy 5.9.1.: applicable policies goals include:

3.1 LTC planning projects are well-defined and planned;
3.2 LTC projects reflect community and First Nations expectations;
3.3 Staff, trustees, the public, and partners have certainty and clarity around how projects get allocated, resourced, and carried out, leading to realistic expectations;
3.4 Resource allocation is efficient, fair and equitable;
3.5 OCPs and LUBs are systematically updated on a regular basis;
3.6 Planning is both proactive and adaptive;
3.7 Local Planning implements Trust-wide planning initiatives and tools (eg. strategies, model bylaws)

4) Islands Trust Freshwater Sustainability Strategy (FWSS): applicable goals include:

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

5) Legislative requirements

Islands Trust Act: this update delivers an updated planning framework that preserve and protects the Trust Area and its unique amenities and environment, in cooperation with the community, First Nations, and other governments (Islands Trust Act, s. 3)

Local Government Act: will bring the OCP into compliance with the Local Government Act as amended, including 20-year housing statements informed by the Housing Needs Report (ss. 473(1)(a), 473.1), housing policies for all classes of need (s. 473.1(4)), and current greenhouse gas reduction targets, policies and actions (s. 473(3)).

ISSUE/OPPORTUNITY:

Official Community Plans (OCPs) and Land Use Bylaws (LUBs) are important documents which establish policies and rules that guide decision making in the Islands Trust including helping to achieve its preserve and protect mandate. In line with Trust Council policies, staff are aiming to update all OCPs and LUBs across the Islands Trust Area over the next 10-15 years. Prioritization of these updates is based on several criteria including OCP health (age & population growth), priority from a conservancy perspective, and strategic alignment.

Building off of work done to date, the documents will be updated to ensure that they consider and reflect current legislative requirements, best practices in planning and First Nations and community interests, as well as, updating them for consistency and useability. This is a comprehensive review and will include but not be limited:

- First Nations Engagement: working to integrate their interests. Staff are working to build off an engagement "interests" framework approach piloted with the Squamish, K'omoks and Snuneymuxw First Nations during the OCP and LUB work for Gambier, Denman and Gabriola. Note: as First Nations traditional territories overlap and cross Local Trust Area (LTA) boundaries, work with the First Nations in one LTA will lay the foundational understanding for the subsequent OCP and LUB work in other LTAs (and work of the Islands Trust Conservancy). In addition, once the interests are understood, maintaining this understanding and relationship with the First Nations is anticipated to require much less funding in future years.
- Housing: reviewing and updating policies to support housing diversity and future housing needs
- Freshwater: implementing the freshwater footprint planning-scale methodology for measuring the sustainability of island freshwater (per the Freshwater Sustainability Strategy)
- Environmental protection, e.g. ecosystem: including implementing the Regional Conservation plan and Species at Risk and State of the Islands report
- Climate and hazards: including reviewing OCP greenhouse gas targets and monitoring plan, and policies to address climate change mitigation and resiliency, e.g. coastal flooding

PROJECTED RESULTS/DELIVERABLES:

- An updated Salt Spring Island Official Community Plan, including monitoring plan, that addresses current legislative requirements (including 20-year housing policy direction, refreshed greenhouse gas targets, and new hazard provisions (including interface wildfire and coastal hazard direction), and reflects best practices in planning (including Trust Area best practices), and First Nations and community interests.
- An updated Salt Spring Island Land Use Bylaw that implements the revised OCP policies and resolves OCP–LUB inconsistencies.
- Updated relevant administrative bylaws
- "Interest" frameworks for First Nations in the LTA, which will support both the OCP and LUB and also other planning, policy, stewardship, and conservation projects undertaken by the Islands Trust

These deliverables will give trustees and staff clear, current, legally compliant policy direction; support transparent and consistent land-use decisions; reduce interpretation disputes and enforcement difficulty; and strengthen relationships with First Nations, the community, and partner agencies.

ALTERNATIVES CONSIDERED:

Option 1: Continue comprehensive review of the Salt Spring Island OCP and LUB
Benefits – Keeps the multi-year project on schedule through draft policy, LUB drafting, and first/second readings; delivers a legally compliant, contemporary framework; secures specialist expertise (engagement, freshwater, Indigenous relations) that in-house staff cannot supply at the required depth; maintains community and First Nations momentum built in Phase 1.
Risks – Cost and timeline pressures typical of large multi-year policy projects, challenges in estimating timelines for appropriate First Nations engagement.
Financial implications – $159,000 in FY2027–28 (including $24,000 carryover from 2026–27)
Resource requirements – Continued Extraordinary-Project staff commitment (see Staff Resourcing) plus contracted technical consultant services.
Other implications- Positions the OCP for consistency with the new Policy Statement, provincial legislation, and the upcoming Housing Needs Report estimated for 2028.

Option 2: Undertake a targeted review (was Status Quo).
Benefits – Potentially lower cost, potentially faster project timeline.
Risks – OCP and LUB remain out of date, with only the targeted topics being updated. Targeted reviews have proven to be as costly in the Trust Area due to the systems nature of OCPs and LUBs leading to an inevitable but unplanned comprehensive review. This would be out of sync with Trust Council policies, particularly 5.9.1 referenced above. This is not in line with interests we have heard from First Nations or other community members. This could risk legal challenges. This conflicts with best practices.

Financial implications – if the targeted review cannot be contained, and a comprehensive review occurs, this can lead to more costs than a planned comprehensive review as no efficiencies can be planned into the work. This could put financial burden on future years.
Resource requirements – staffing resources may be reduced

Option 3: Do nothing; retain the 2008 OCP and 1999 LUB.
Benefits – No further costs this fiscal year, staff time is freed up for other LTC priorities.
Risks – The OCP remains misaligned with legislative requirements and the directions in the draft Policy Statement, urgent aspects of housing, climate, hazards, and reconciliation go unaddressed, trust within the community, partner agencies, and First Nations is eroded.
Financial implications – Avoids FY2027-28 costs but only defers unavoidable future costs. Could risk fiscal implications from legal challenges.
Resource requirements – None
Other implications – Continued use of outdated policy and regulatory documents, potential legal exposure.

RECOMMENDED OPTION RATIONALE:

Option 1 is recommended as it enables the Islands Trust to meet its policy goals, especially Trust Council policy 5.9.1. (which both establishes the goal that OCPs and LUBs are systematically updated on a regular basis and gives the Regional Planning Team responsibility for doing so). This recommended option provides sufficient funding to undertake a comprehensive review that efficiently delivers a legally compliant, contemporary planning framework on a reasonable timeline. It intends to increase housing options and equity on the island, integrate the interests of First Nations, protect ecosystem integrity and connectivity, and enhance climate change resilience.

RISK ASSESSMENT:

- **Scope / timeline /costs creep:** Project needs may change as project/engagement proceeds. Mitigation tactics include a phased budget, the effective assignment of work, and project management including change-management processes.
- **Policy Statement timing:** The draft Policy Statement may be adopted prior to the completion of this project or just after, making consistency challenging. Mitigation tactics include drafting while noting the content in the draft Policy Statement and its evolution.
- **Technical dependencies:** Data and analysis work by outside contractors is subject to some uncertainty. Mitigation tactics include careful contractor selection and managing contractors closely.
- **First Nations engagement:** Meaningful, collaborative engagement is undertaken within the context of all parties involved and as such project timelines may need adjustments based on circumstances. Mitigation tactics include early, continuous, and adequately resourced engagement (including First Nations capacity funding).
- **Community engagement:** Polarization on topics may exist. Mitigation tactics include equity-based, transparent engagement.
- **LTC:** LTC may choose to not proceed with amendments. Mitigation tactics include ensuring the LTC's interests are addressed throughout the process.
- **Staff resources:** Unforeseen staffing changes can occur. Mitigation tactics include building staffing contingencies into the project plan and effective management of the work.

COST/BENEFIT ANALYSIS:

Costs:
Total Project Cost:
Fiscal Year 2027–28: $159,000 (including $24,000 carryover):

- $65,000 - specialist technical studies (freshwater user survey, wildfire and coastal flooding/tsunami inundation studies) and
- First Nations capacity funding ($70,000) (efficiencies for this work as part of work also being undertaken as part of the Galiano OCP and LUB review)
- Community Engagement Activities ($24,000).

Benefits:

- Running the OCP and LUB updates concurrently captures efficiencies including merged engagement, technical review, and project tasks and ensures consistency between the two documents, avoiding the cost of sequential or duplicated processes.
- Project will benefit from efficiencies associated with similar projects in other LTA and build on those experiences, in particular the First Nations work being undertaken as part of the Galiano OCP work, for example where work with one First Nation will serve to support the work in numerous LTAs. It will also build off of the work of the Gabriola OCP including in relation to the freshwater footprint analysis. Where possible, efficiencies can be gained re data gathering and analysis, e.g., by gathering data across a region rather than for just one LTA.
- Additional benefits include improved legislative compliance and reduced legal exposure; clearer, more enforceable, more accessible policy; strengthened relationships with First Nations, community, and partner agencies; and a plan capable of responding to climate, hazard, and housing pressures.

PROCUREMENT PROCEDURE:

We will follow procurement policies and anticipate RFPs will be required. Technical consultants will be retained via typical RFP processes.

PROPOSED IMPLEMENTATION STRATEGY: Work is already underway on this project. The project is proposed to be completed over the next two fiscal years:

- Fiscal year 2027-28: Groundwork and Drafting (First Nations Relations, Data/Analysis, OCP Drafting)
  - First Nations Interests framework ($70,000=10,000 capacity funding for each of 7 Nations)
  - Data and technical analysis ($65,000)
  - Community Engagement and Communications includes targeted engagement ($24,000)
- Fiscal year 2028-29: OCP Finalizing and LUB
  - Community Engagement and Communications includes public hearing and adoption (~$500)
  - Drafting of bylaws and legal review (~$5,000)

Anticipated completion date including implementation: March 31, 2029.

STAFF RESOURCING: Estimated for Fiscal Year 2027-28 at:

Regional Planning Team Island Planners: 2.9* FTE (~4320 hours)
Regional Planning Team Manager: 0.2 FTE (~364 hours)
Senior Indigenous Relations Advisor: 0.1 FTE (~180 hours)
Senior Freshwater Specialist: 0.2 FTE (~364 hours)
Communications and Engagement Support: 0.2 FTE (~364 hours)
GIS Services: 0.1 FTE (~182 hours)
Administrative Support: 0.3 FTE (~545 hours)

Note: Total FTE allocation to developing ‘interest’ framework across three (Salt Spring, Galiano, and Lasqueti) OCP and LUB Updates is estimated as - 1.4 FTEs from the Regional Planning Team; 0.25 FTE of Senior Indigenous Relations Advisor, and 0.2 FTE administrative support

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
This is a collaborative project that requires work across departments. The project manager (an Island Planner from the Regional Planning Team) will ensure regular communication and collaboration with affected departments and external agencies. Project planning documents, i.e. project charter and workplan, will be used to explicitly state roles and responsibilities within the Islands Trust, as well as identify timelines for external collaboration. A community communication and engagement plan will be used as part of the project.

Requested by: Salt Spring Island Local Trust Committee

Prepared by: Peter Thicke, Island Planner

Reviewed with other Department Directors (if applicable):

_____

Approving Director's signature

_____

Date Director Approved

Funding Request Business Case

Last updated: July 24/2026

NOTE: to be used for all budget requests over $5,000

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by *(Committee or Operational Unit)*:
Trust Council & Financial Planning Committee

Department:
Financial and Employee Services

Name of Request:
Elections Reserve Fund

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*
FY28 = $ 75,000
FY29 = $ 75,000
FY30 = $ 75,000
Total = $225,000

In FY31, an additional $75,000 will be expensed to create a total budget of $300,000 to cover the expected costs for the election in October 2030.

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**
  Temp Duration: _____

☐ **Other Funding Sources (i.e. grants) – please describe:** _____

Date of Submission to Finance:
September 1, 2026

Funding Required for (date range):
Every three years, starting in FY28.

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

As required by the Islands Trust Act, Trustee elections are held every four years. The four-year election cycle is non-negotiable, but there is flexibility in how we budget for these mandatory events. The following policies guide the budget process: 6.3.1 (budget process), 6.3.2 (reserves and surpluses), and 6.5.2 (budget control).

ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? Include background information that decision makers will need to properly assess this request.)*

As part of the standing local government elections which happen every four years, the Islands Trust wishes to smoothen out its expense recognition. The current practice has been to expense the full cost of an election in the year of the election. Under policy, Islands Trust can establish reserve funds for specific purposes to help save for anticipated longer-term costs. The estimated budget for the October 2026 election is $300,000. The bulk of this is flow through costs from Regional Districts who allow Islands Trust to use their polling stations. These costs are beyond the control of Islands Trust, and increase substantially every four years.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

The new practice will be to recognize an estimate of one quarter of the election cost in each year heading into the election. As a result, the use of a reserve fund will reduce the single-year significant budget increase in election years by setting aside funding over three years to cover the majority of election costs, and smoothing out the cost over the four year term.

ALTERNATIVES CONSIDERED: (*What options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. The **first** option should represent your recommended choice. Another option should reflect the status quo - i.e. do nothing.*)

Option 1: Create an "Elections Reserve Fund"
Benefits – smooths out the financial recognition of the costs, thereby stabilizing annual tax rates
Risks – change management required to notify tax payers of the implications of the change in recognition timing; adds to the taxpayer funded budget as a regular and ongoing expense, requiring a budget increase or diversion of funding from other programs or projects.
Financial implications – no impact on the total election costs
Resource requirements – requires a minor amount of additional staff time
Other implications- none

Option 2: Status Quo
Benefits – no change to expectations of tax payers
Risks – recognizes the full impact of election costs in the year of an election, creating a significant impact on tax rates every four years or requiring s significant reduction in other budget areas to offset the expense
Financial implications – no impact on the total election costs
Resource requirements – none
Other implications- none

Option 3: n/a
Benefits –
Risks –
Financial implications –
Resource requirements –
Other implications-

RECOMMENDED OPTION RATIONALE: *(State your recommendation and summarise why you chose it over others.)*

Option #1 – create an "elections reserve fund".

RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work. Also consider factors that are outside of your control. List and discuss the options that exist to mitigate identified risks.)*

None, as this is merely an accounting exercise to smoothen the recognition timing of election costs.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs, as well as benefits/savings. Qualitative considerations include non-quantifiable costs and benefits.)*

None, as this is merely an accounting exercise to smoothen the recognition timing of election costs.

PROCUREMENT PROCEDURE: *(Describe any procurement processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

The majority of election related costs (over 90%) are amounts paid to other Regional Districts who manage the polling stations on our behalf. The procurement policy includes a direct award approval for dealing with other levels of government.

PROPOSED IMPLEMENTATION STRATEGY: *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

The Financial and Employee Services team will be solely responsible for the treatment for this accounting exercise.

STAFF RESOURCING: *(List and estimate how many hours of each staff members time will be required, by staff level/role. For new positions, include a copy of the job profile. If you require support of staff from other departments, reach out to their director.)*

No additional staffing required.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

This request came from Financial Planning Committee and Trust Council.
This new accounting approach will need to be built into our external communications regarding the budget process.

Requested by (Committee or Business unit): Financial Planning Committee & Trust Council

Prepared by (name, title)/date: Derek Cockburn, Director Financial and Employee Services

Reviewed with other Department Directors (if applicable): Rueben Bronee, CAO / September 1, 2026



Approving Director's signature

September 1, 2026
Date Director Approved

Funding Request Business Case

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by *(Committee or Operational Unit):*

Executive Office

Department:
Trust Council

Name of Request:
Legal - Code of Conduct Investigations

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$20,000 as a proposed new ongoing annual operating expense

Budget Source (select all that apply):

- ■ **Specific Project Funding** (select all that apply)
  - ■ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software
- ☐ **Furniture & Tech. Equipment**
- ☐ **Computer Hardware/Software/Supplies**
- ☐ **New Staff Resources** (see Staff Costing Tool)
  - ☐ **Permanent**
  - ☐ **Temporary**
    Temp Duration: _____
- ☐ **Other Funding Sources (i.e. grants) – please describe:** _____

Date of Submission to Finance:

August 27, 2026

Funding Required for (date range):

April 1, 2027 – March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

Strategic Plan: while not a specific commitment in the strategic plan, the creation of a dedicated funding line to support necessary investigations into complaints about trustee conduct aligns with the priority of improving governance and organizational excellence.

Trust Council Policy 2.1.1 Standards of Conduct: the policy sets out the provision for engaging an external third party to facilitate informal resolutions to conduct complaints and/or undertake formal investigations.

Provincial legislation: In 2026, the Province introduced legislative changes to the *Local Government Act*, the *Community Charter* and the *Islands Trust Act* to establish a new mandatory provincial code of conduct for local government officials. Expected to be brought into force following the 2026 election, the legislation includes a requirement to refer conduct complaints to an independent investigator.

ISSUE/OPPORTUNITY:

Under existing Trust Council policy, formal complaints regarding the conduct of a trustee can be brought by a trustee or an employee of Islands Trust. The policy requires that complaints be assessed and addressed either through an informal facilitation process or through a formal investigation.

While policy does not require contracted expertise to seek an informal resolution to a complaint, engaging an independent third party is the strongly recommended best practice rather than putting Executive Committee or the CAO in the difficult position of facilitating a resolution. Policy does require contracting an external party if a complaint proceeds to a formal investigation. However, the expected enactment of a new provincially legislated code of conduct will require Islands Trust to refer all complaints to an independent external party, meaning any complaint will require contracted expertise to resolve. The Province has recommended that local governments establish a budget to support investigations.

Within the past two years there have been two formal complaints submitted and resolved. This experience has demonstrated that the cost of resolving complaints is approximately $15,000 whether it is addressed by engaging a third-party to pursue an informal resolution or through a formal investigation.

Currently, legal and contracting costs to address conduct complaints are managed through Trust Council's general legal expense budget, which is often already stretched. For comparison, the general legal budget line for fiscal 2026/27 is $25,000. This is intended to support legal opinions to inform Trust Council decisions and general advice for staff to support legislated operations. A single conduct investigation would consumer more than half of this budget or more, creating a risk of overspending on legal or limiting the ability to get essential legal advice when needed.

PROJECTED RESULTS/DELIVERABLES

Recent experience with conduct complaints shows that establishing a regular budget line dedicated to support conduct complaint investigations is a prudent contingency that ensures Islands Trust is able to uphold its obligations when needed without impeding other critical work. This will allow for an appropriate response to complaints while protecting general legal funding for its intended purpose.

ALTERNATIVES CONSIDERED:

Option 1: $20,000 in dedicated legal funding for code of conduct investigations as a new ongoing operating expense

Benefits – supports appropriate management of conduct complaints without impact to other operations; ensures Islands Trust can meet its soon-to-be legislated obligations; if unused, funds can be applied to general surplus or to offset other legal expense pressures; provides for transparency on expenditures related to conduct investigations

Risks – amount of funding may be insufficient if there is more than one complaint per year; may create the public perception that trustee conduct is an ongoing issue

Financial implications – new ongoing annual operating expense; if unspent, the funding is applied to general surplus

Resource requirements – each conduct complaint requires an estimated 10 hours of the CAOs time to consult with the investigator and prepare a report to Council.

Option 2: establish a specific reserve fund of $30,000 for code of conduct investigations

Benefits – provides dedicated funding to support up to two conduct complaint investigations; ensures Islands Trust can meet its soon-to-be legislated obligations; use is limited solely for the prescribed purpose; can be carried over year-to-year; provides for transparency on expenditures related to conduct investigations

Risks – funds can only be used for conduct investigations; may create the public perception that trustee conduct is an ongoing issue

Financial implications – upfront investment that may still need to replenished on an annual basis, but can be carried forward year-to-year if unspent

Resource requirements – each conduct complaint requires an estimated 10 hours of the CAOs time to consult with the investigator and prepare a report to Council.

Option 3: Do not provide any dedicated funding for code of conduct investigations

Benefits – no budgetary impact as long as there are no complaints submitted

Risks – may impede Islands Trust's ability to appropriately address conduct complaints; the cost of investigations

will need to be covered from the general legal expense budget, impeding its use for its intended purpose or creating a risk of overspending
Financial implications – creates a risk of overspending on the general legal budget
Resource requirements – regardless of funding, the workload associated with complaints remains the same as above

RECOMMENDED OPTION RATIONALE: *(State your recommendation and summarise why you chose it over others.)*

Recommended: Option 1: $20,000 in dedicated legal funding for code of conduct investigations as a new ongoing operating expense

This option ensures Islands Trust has some funding set aside to support investigations and aligns with the recommendation from the Province to establish a dedicated funding mechanism for that purpose. However, unlike the option to establish a specific reserve fund, it retains flexibility to reallocate that annual funding amount if it goes unused in a given fiscal year.

RISK ASSESSMENT:

- Risk that the $20,000 will be insufficient if there is more than one complaint per year. The best mitigation is for trustees to ensure their conduct is appropriate, and staff will make orientation to the code of conduct a priority in trustee onboarding.
- Risk the $20,000 will be insufficient for a complex complaint investigation. The amount is based on the cost of recent investigations. However, if costs exceed the allocated amount then funding could be drawn from general legal expenses as in past cases.
- Risk of public perception that dedicated funding is an indication Islands Trust anticipated conduct issues. Mitigation will include prepared messaging to explain that the funding is contingency created in response to a recommendation from the Province to set aside dedicated funding, and that unused funds can be applied to general surplus.

COST/BENEFIT ANALYSIS:

Costs:

- Annual operating budget increase of $20,000
- Reputational cost to the organization if investigations are not appropriately resourced

Quantitative benefits:

- Ensures general legal funds are not needed to offset the cost of conduct investigations, which mitigates the risk of overspending in general legal.

Qualitative benefits:

- Ensures Islands Trust is able to fulfil its legislative and policy requirements to appropriately address conduct complaints, and demonstrates that Islands Trust takes these obligations seriously.
- Provides for greater transparency on expenditures related to conduct investigations than if expenses are managed under the general legal budget.

PROCUREMENT PROCEDURE

The Province is expected to provide further guidance on the qualifications required of conduct investigators under its new legislated code of conduct. Once that is confirmed, Islands Trust will undertake a Request for Qualifications process to produce a list of qualified contractors from which it can select to undertake an investigation.

PROPOSED IMPLEMENTATION STRATEGY:

Onboarding of trustees will include orientation to appropriate conduct, including the new provincial code once that is in place. This will take place initially in fall 2026.
Following the RFQ process, staff will prepare a pre-qualified vendor list of investigators to be used in the event of complaints. Subject to implementation of the provincial requirements, the RFQ process should be complete by April 2027.
If a complaint is submitted, the CAO will initiate the investigation process in accordance with the legislation, and draw from the pre-qualified list as needed.
Requirements for reporting on the outcome of investigations will also be set out in the legislation and related regulations, and the CAO will ensure those are followed.
There is no completion date for this initiative as it is intended to be a new and ongoing budget line item.

STAFF RESOURCING:

- CAO/Director of Financial and Employee Services: anticipated 10 hours each to undertake the RFQ process.
- CAO: estimated average of 10 hours work to support each conduct complaint and investigation.
- CAO: estimated 10 hours annually to prepare required reporting, subject to confirmation of the provincial requirements

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management will be focused on the orientation of trustees to the code of conduct and their obligations to uphold appropriate and responsible conduct in their work. The CAO will also ensure staff are aware of any changes under the provincial code of conduct related to their avenues for submitting complaints.
Communications would be managed by the CAO for individual investigations and related to the annual reporting requirements.
There is no anticipated need to involve parties other than those involved in complaints and investigations, and there are no external stakeholders given that conduct complaints can only be submitted by staff or trustees. This remains true under the provincial legislation.

Requested by: Executive Office

Prepared by: Rueben Bronee, CAO

Reviewed with other Department Directors: Derek Cockburn, Director of Financial and Employee Services

Funding Request Business Case

Last updated: July 24/2026

NOTE: to be used for all budget requests over $5,000

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by *(Committee or Operational Unit)*:
Trust Council & CAO Performance Evaluation Committee (CAOPEC)

Department:
Financial and Employee Services

Name of Request:
Annual CAO Performance Evaluation

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*
FY28 = $15,000
future years may require incrementally increased budget

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**
  Temp Duration: _____

☐ **Other Funding Sources (i.e. grants) – please describe:** _____

Date of Submission to Finance:
September 1, 2026

Funding Required for (date range):
Annual funding required

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: *(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

As required by policy 2.5.1 (CAO Performance Evaluation), the Chief Administrative Officer (CAO) must go through an annual performance evaluation process, to be completed by an independent, external consultant.

ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? Include background information that decision makers will need to properly assess this request.)*

Due to the sensitivity involved, an independent, external consultant must be procured to perform this annual review. The CAOPEC held its' inaugural meetings in FY27, which led to the first CAO evaluation for the current CAO. Policy 6.5.3 (Procurement) provides guidance on how to access such a consultant. The inaugural evaluation process was completed for a flat fee of $5,000. The latest market research indicated that a proper evaluation would cost in the range of $15,000 to $20,000.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

The results from the annual external review will be shared with the CAOPEC for endorsement, then forwarded to Trust Council for approval. The outcome of this evaluation process will impact the CAO's remuneration package. The final report was a consolidation of feedback from a survey that was issued to trustees and staff, as well as a self-assessment from the CAO.

ALTERNATIVES CONSIDERED: (*What options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. The **first** option should represent your recommended choice. Another option should reflect the status quo - i.e. do nothing.*)

Option 1: Approve a budget of $15,000 (based on market research) to procure an external consultant to perform the annual CAO evaluation
Benefits – More vendors are likely to bid on the opportunity, thereby resulting in the Islands Trust obtaining more proposals to choose from, and a final report based on a more wholesome approach.
Risks – If funding is not increased annually, may result in no interest in the work.
Financial implications – Budget request of $15,000.
Resource requirements – The Director Financial and Employee Services will be the liaison and administrative support for the CAOPEC.
Other implications- none.

Option 2: Approve a budget of $5,000 (status quo) to procure an external consultant to perform the annual CAO evaluation
Benefits – Less of a financial impact on the Islands Trust budget.
Risks – Insufficient, or no consultants may bid on the work, rendering the Islands Trust in noncompliance with policy 2.5.1.
Financial implications – Budget request of $5,000.
Resource requirements – The Director Financial and Employee Services will be the liaison and administrative support for the CAOPEC.
Other implications- none.

Option 3: amend the policy to allow the survey to be performed internally, thereby not requiring any additional funding
Benefits – No additional financial impact on the Islands Trust budget.
Risks – This option would rend the assigned staff into a potential conflict of interest situation, and the final report may be deemed to be unacceptable due to the lack of independence of the drafter of the report.
Financial implications – none
Resource requirements – The Director Financial and Employee Services will be the liaison and administrative support for the CAOPEC.
Other implications- none.

RECOMMENDED OPTION RATIONALE: *(State your recommendation and summarise why you chose it over others.)*

Option #1 – approve a budget of $15,000.

RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work. Also consider factors that are outside of your control. List and discuss the options that exist to mitigate identified risks.)*

If this option is not selected, then the Islands Trust would not be in compliance with policy requirements.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs, as well as benefits/savings. Qualitative considerations include non-quantifiable costs and benefits.)*

The cost to perform this evaluation is totally dependent on the marketplace. The amount flagged for FY28 is based on recent market research. It is very likely that this rate will increase in future years.

PROCUREMENT PROCEDURE: *(Describe any procurement processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

Due to the tight timelines, the FY27 external contractor selection was done as an informal outreach to three vendors. In FY28, a formal Request for Proposals (RFP) process will be used to allow us to create a multi-year contract for these services.

PROPOSED IMPLEMENTATION STRATEGY: *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

The Financial and Employee Services team will be solely involved in this process.

STAFF RESOURCING: *(List and estimate how many hours of each staff members time will be required, by staff level/role. For new positions, include a copy of the job profile. If you require support of staff from other departments, reach out to their director.)*

No additional staffing required.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

No change management effort required.

Requested by (Committee or Business unit): CAOPEC & Trust Council

Prepared by (name, title)/date: Derek Cockburn, Director Financial and Employee Services

Reviewed with other Department Directors (if applicable): Rueben Bronee, CAO / September 1, 2026



Approving Director's signature

September 1, 2026
Date Director Approved

Funding Request Business Case

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by*):*

Islands Trust Conservancy Board

Department:

Trust Area Services

Name of Request:

Protected Areas Management (PAM) Operations Budget Increase

$ Value of Request:

$73,348 increase to the protected areas management operations budget

- $48,348 increase to the base budget, and
- $25,000 to implement overdue priority management activities in 2027-28.

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☐ **Other Funding Sources (i.e. grants) – please describe:**

Date of Submission to Finance:

September 14, 2026

Funding Required for (date range):

April 1, 2027- March 31, 2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

The Islands Trust Act states that *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*. For the purpose of carrying out the object, one of the responsibilities of the Islands Trust Conservancy under the Act is to manage the property it holds.

While the Islands Trust Conservancy is working to develop a Ministerially-approved Five-year Plan, the Minister has authorized the Conservancy to continue holding and managing its land. Any new land acquisitions or dispositions require ministerial approval. The Islands Trust Conservancy Board will

potentially acquire a total of three new NATEP covenants (84 covenants total) and two new nature reserves (36 total) by the end of fiscal year 2027-28.

The ITC Board has developed a number of policies, guiding documents, and plans pertaining to protected area management operations, including:

- Regional Conservation Plan (2018-2029) which includes Goal 7: *Monitor and manage existing conservation areas to maintain and enhance existing biodiversity and cultural features, with the understanding that ecosystems are continuously in a state of change.*
- Land Securement Strategy (2017-2027) which sets out in the property management section (8.7) that *The Islands Trust Conservancy will only secure land if an adequate property management budget is available. When properties are secured they will be incorporated into the Islands Trust Conservancy's overall land management strategy. The Islands Trust Conservancy will work to build a Property Management Fund to buffer potential budget shortfalls for property management.*
- Property Management Strategy (2017) sets out how ITC records information and uses it to guide decision making, supporting prioritization of management operations actions and related budgeting.
- Policy 3.2.3 Acquisition and Management of Land emphasizes the preservation of the ecological integrity of the Nature Reserve and requires that Nature Reserves be monitored annually to assess for potential management problems, taking action to address any problems identified, within budget constraints.
- The *Occupiers Liability Act* may impose a duty of care to the public when Islands Trust Conservancy invites members of the public onto a nature reserve. At minimum, this may require that the Conservancy mitigate against serious risks which the ITC knows has caused or could cause serious injuries to visitors.
- Protected areas management operations are also guided by covenant holder responsibilities. There are currently 81 conservation covenant agreements held by the ITC Board, each with a general intent to protect, preserve, conserve, maintain, enhance and, if applicable, from time to time restore, the natural state of the Covenant Area and the Amenities. Moreover, Policy 3.2.4 Conservation Covenants requires that each property covenanted by the Islands Trust Conservancy Board will be visited and monitored annually by either Islands Trust Conservancy staff or an Islands Trust Conservancy contractor.

ISSUE/OPPORTUNITY:

Based on securements in progress, ITC is anticipated to acquire two new nature reserves and three new conservation covenants in 2027-2028.

This business case is a request to Trust Council for an increase to the base budget amount for the Protected Areas Management Operations budget, to account for initial (first-year) and long-term operational costs, including annual monitoring, for five new protected areas, as well as an additional increase to the base budget to address priority management activities. The tables below provide estimated costs for the activities.

Table 1. Protected Area Management Operations base budget increase for initial, long-term, and monitoring costs associated with five new protected areas (see References tables on page 12-13).

Long-term management operations costs (averaged over 10 years) for two new nature reserves and three new covenants	$7,620
Initial (first-year) management operations costs for two new nature reserves and three new covenants *	$5,140
Annual monitoring costs for two new nature reserves and three new covenants	$2,650
TOTAL	**$15,410**

Table 2. Protected Area Management Operations general base budget increase for raising the base budget to support additional priority management activities.

General base budget increase for: o Nature reserve infrastructure maintenance o Restoration activities o Species at risk surveys, monitoring, and habitat conservation	$22, 638
General base budget increase for: Species at risk surveys/monitoring	$10,300
TOTAL	**$32,938**

Table 3: Additional One-Time Priority Management Activity Increase to conduct overdue water quality monitoring on three protected areas.

Water quality & quantity monitoring for management of climate change.	**$25,000**

ISSUE

Historically, the property management budget (now split into the Protected Areas Management *Operations* and *Planning* budgets) has not adequately supported protected area management needs and responsibilities, requiring staff to operate over-capacity to meet monitoring requirements and provide for basic maintenance of nature reserves, without having the funds or capacity to proactively address species at risk, ecosystem health, or even invasive species management in some nature reserves and most conservation covenants. The previous budget (FY 26-27) sought to address staff capacity constraints by introducing a contract monitor to conduct 50% of annual monitoring, and another 14% of annual monitoring was added to island conservancy's service contracts.

While this change has been highly effective for increasing staff capacity, it has drawn down the operating budget such that the increased staff capacity for improved decision-making and increased focus on planning and prioritizing management activities cannot be translated into on-the land management actions due to insufficient funding for *implementation* of priority and outstanding management activities.

Another issue is that the Board has not previously budgeted for the initial costs associated with taking on new protected areas. In 2021, the Board endorsed a formula to be used by staff when developing the base budget to account for long-term/ongoing costs associated with new protected areas. Unfortunately, the formula used did not account for the first-year operational costs associated with new protected areas such as: installing new signage, hazard abatement, infrastructure repair/creation (e.g. trails, fencing), and management of provincial priority invasive species.

OPPORTUNITY

Increasing the base budget for protected areas management operations will provide a necessary increase to account for annual monitoring costs, first-year costs and long-term costs of five new protected areas to, in addition to providing ITC Board with an operations budget capable of implementing general and outstanding priority management activities moving forward.

Breakdown of funding increase request:

$7,620: Estimated annual average long-term costs associated with five new protected areas.

Operational management costs such as: infrastructure construction/replacement/repair (e.g. signs, boardwalks, stairs, handrails), and invasive species management, are examples of operational activities that require regular funding. In 2021, the Board endorsed a formula to be used by staff when developing the base budget to account for long-term/ongoing costs associated with new protected areas. For this FY28 budget request, the formula was revised to separate out the long-term costs for management operations and management planning and account for inflation. The formula, used to calculate the increase needed for anticipated two new nature reserves and three new covenants being onboarded in FY28, is $7,620 which represents the annual of costs averaged over 10 years.

Please see Reference Table 1 on page 12 for the long-term management operations cost formula.

$2,650: Increase to base budget for annual monitoring associated with five new protected areas.

Each new protected area acquired requires annual monitoring, according to Islands Trust Conservancy policy. This amount is based on the estimated costs for monitoring two additional nature reserves and three additional covenants.

Please see Reference Table 3 on page 13 for the annual monitoring costs formula.

$22,638 – Increase to base budget for implementation of priority management operational activities.

More than 25% of the base Management Operations budget is dedicated to the basic maintenance of nature reserves and, in a few cases, conservation covenants, delivered primarily by local island conservancies under management contracts, in addition to annual monitoring.

There is also the necessity each year to budget for implementation of management activities identified as priority actions in management plans that are beyond basic maintenance, but the base budget is insufficient to support these activities. In addition, would provide some funding to activities that respond to emerging issues that are identified during annual monitoring, with priority given to mitigating hazards, threats and/or covenant violations (see annual monitoring reports for covenants and nature reserves).

With a contractor in place (2026-27) to monitor 50% of ITC's protected areas, and vacant positions filled on ITC's Protected Areas Management (PAM) Team, there is now capacity to take on some of these overdue management projects identified in management plans, and those that arise during annual monitoring.

These include initiatives such as the following:

- Undertaking repairs on existing restoration exclosure fencing (for deer/browsing exclusion), boundary fencing and trails.
- Implementing forest understory and meadow restoration to provide habitat for species at risk (e.g. safe fledging habitat for Western Screech-Owl) and/or mitigate wildfire risk (e.g. fine fuel clearing and soil moisture enhancement).
- Identifying, mapping and managing invasive species.
- Installing native plants in areas where invasive species are being managed and to enhance ecosystem health and functioning.

$10,300: Increase to base budget to implement Species at Risk (SAR) surveys (in identified habitat) and SAR monitoring of known populations.

Request is to increase the amount of funds ITC has in the base operations budget to be able to increase species at risk work that has been identified in management plans and annual monitoring reports as a priority.

- Surveying ITC protected areas for multiple species at risk where suitable habitat has been identified but species have yet to be confirmed.
- Implement initiatives identified as a priority to monitor, conserve, and/or enhance populations of federally and provincially listed species in the Islands Trust Area, such as Western Screech-Owl, coastal Scouler's catchfly, yellow montane violet, Sharp-tailed Snake and multiple pollinator species-at-risk associated with Garry oak ecosystems within Islands Trust Conservancy's protected areas.

$5,140: One-time budget request for initial (first-year) management operational costs for five new protected areas.

The initial (first-year) management operational costs for new nature reserves are generally higher than for conservation covenants due to owner responsibilities, infrastructure assessment and maintenance and liability considerations. A budget that supports these initial costs will allow the ITC Board to address operational priorities of public safety and ecosystem health in a timely manner while the management planning process unfolds.

Initial costs for a new protected area in regards to operational management activities includes:

- Hazard abatement for new protected areas that are open to the public.
- Installation of basic signage.
- Identifying and addressing provincial priority invasive species.

Please see Reference Table 2 on page 12 for the initial (first-year) management operations cost formula.

$25,000: One-time budget request to monitor and address water quality concerns/threats to water quality on three protected areas.

Increase request for undertaking overdue water quality testing in wetlands in three protected areas, for the purposes of:

- assessing the downstream impacts from livestock on an adjacent property.
- assessing if an aggressive invasive species is impacting oxygen levels below critical thresholds for known Northern Red-legged Frog populations (a species at risk) and other amphibians known to breed in a protected wetland.
- Monitoring water quality and flow rates in a nature reserve to measure the impacts of erosion, siltation, and nutrient loading from the broader watershed to a brackish marsh, which is an ecologically valuable, geographically-rare ecosystem that provides habitat for species at risk such as Henderson's checker-mallow.
- Managing aquatic invasive species, such as Bull Frog to reduce threats to native species.

For many of these types of initiatives, results will determine whether management intervention is needed to protect ecosystem health and species-at-risk habitat, and inform adaptive management.

PROJECTED RESULTS/DELIVERABLES:

The proposed increases will bring staff capacity and financial resources for implementation closer into balance, for the purpose of meeting a higher, more efficient and strategic management standard. Specifically, the proposed increases will allow the Board to:

- Demonstrate respect for, and avoid unintentional harm to, ecological and cultural values and species at risk, as new nature reserves come into ITC's care.
- Address urgent public safety hazards and ecosystem threats more promptly as new nature reserves come into ITC's care.

- More effectively investigate and address compliance, climate change impacts and/or ecological concerns in new ITC protected areas.
- Mitigate wildfire risk in priority protected areas.
- Survey for new species-at-risk populations where habitat exists, but presence has not been confirmed.
- Restore/enhance known species-at-risk habitat where threats/impacts have been identified.

ALTERNATIVES CONSIDERED:

Option 1: $73,348 increase to Trust Council funding for the Protected Areas Management Operations budget

Benefits – The Protected Areas Management Team will have the financial resources to implement priority management actions that address the declining ecological health of ITC's protected areas (due to climate change, invasive species, recreational use pressures, impacts of surrounding land use, etc.); mitigate risks of litigation associated with delayed hazard abatement; mitigate risks and threats due to covenant violations; and, minimize costs by addressing ecological hazards and covenant violations effectively as soon as they are detected.

Risks – None. Provided a contractor continues to provide significant support for the annual monitoring program, thereby relieving staff capacity constraints, budget increases for implementation can be fully allocated and effectively administered.

Financial implications – $73,348
In addition, the Conservancy travel budget will see an associated increase for staff to lead ecological restoration activities.

Resource requirements – The Protected Areas Management Team (Team Lead, Property Management Specialist, and Covenant Management Specialist) will be needed for: procurement of contractors, materials, and supplies; design and coordination of in-house restoration projects. The Manager and Director of Trust Area Services will be needed to support the Protected Areas Management Team. Additional support from Finance and GIS teams may be required from time to time.

Other implications - Strengthened relationships with conservation partners, improved public perception.

Option 2: $40,410 increase to Trust Council funding for the Protected Areas Management Operations budget. Includes all of the activities in Option 1, with the exclusion of $32,937 for management activities, including species at risk work identified in Table 2.

Benefits – Supports an increase in PAM Operations base budget incorporating the costs associated with long-term and first-year activities and annual monitoring for five new protected areas to meet basic operational needs on new acquisitions; allows the Protected Areas Management Team to respond to water quality and aquatic invasive species concerns, but not other identified priority management actions.

Risks – Habitat for species at risk is not restored or enhanced; populations go unmonitored and may continue to decline. Lack of progress on wildfire risk mitigation or some work left to non-profit conservation partners, who generally have fewer resources. Infrastructure maintenance is deferred, potentially increasing future costs. Reputational damage, and loss of confidence in Islands Trust to manage the lands they have protected under the mandate.

Financial implications – $40,410

Financial costs will be deferred to future years, when they are expected to increase as more drastic measures are required to restore habitat or reverse species-at-risk population declines.

Resource requirements – The Protected Areas Management Team (Team Lead, Property Management Specialist, and Covenant Management Specialist) will be needed for procurement of contractors. The Manager and Director of Trust Area Services will be needed to support the Protected Areas Management Team. Additional support from Finance and GIS teams may be required from time to time.

Other implications - Greater dependency on local volunteers, straining the resources of island organizations. Declining public perception with the failure to act to protect species at risk or address wildfire risks. Infrastructure deterioration.

Option 3: No budget increase for Protected Areas Management Operations

Benefits – No increase in cost to Trust Council.

Risks – ITC will be challenged to address the declining ecological health of ITC's protected areas (due to climate change, invasive species, recreational use pressures, impacts of surrounding land use, etc.); mitigate risks of litigation associated with delayed hazard abatement and infrastructure deterioration; and address ecological hazards effectively as soon as they are detected.

Finally, as resources are spread increasingly thin across a growing number of protected areas, and as the Board's budget does not keep pace with growth of new properties or the costs of inflation, the ITC Board will likely be faced with a difficult decision regarding securement of additional conservation lands.

Financial implications – None. However, there will be an increase of management costs over time, delaying management activities and associated management costs (e.g. spread of invasive species).

Note: The Board has allocated ITC Funds (donations) to this budget. Until the Board adopts a fund management policy, best practice is to use the interest earned only, leaving the fund's principal untouched to preserve the capital.

Resource requirements – None in FY 2027-28. Resources requirements are deferred to future years.

Other implications - Greater dependency on local volunteers, straining the resources of island organizations; weakened relationships and reduced confidence of the Islands Trust from islands communities, conservation partners and First Nations due to not addressing management needs to protect species and ecosystems; declining public perception. Potentially weakened relationships with conservation partners, including the Government of Canada with whom ITC holds a Section 11 agreement under the Species at Risk Act.

RECOMMENDED OPTION RATIONALE:
Option 1: Increase Trust Council funding for the Protected Areas Management Operations budget by $73,348
Key benefits of this option include:

- **Improved Protected Areas Management Program efficacy:** The proposed increase will allow staff to apply their recently-restored working capacity to address conservation priorities and complex ecological challenges, attend to a backlog of management tasks, and deliver high-quality services to support the Islands Trust mandate.
- **Enhanced relations with donors, funders, conservation partners and First Nations:** Taking a proactive approach to species at risk conservation, habitat restoration and wildfire risk mitigation will build confidence among current and potential funders/donors, strengthen

relationships with covenant landholders, improve public perceptions, and support and inspire conservation partners and collaboration with First Nations.
- **Heightened job satisfaction and staff retention:** Providing the ITC team with resources needed to better manage protected areas will lead to enhance job satisfaction. This leads to higher levels of staff engagement, motivation, and loyalty, contributing to a positive work environment, and retention potential is enhanced.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Lack of capacity for ITC Protected Areas Team Inability for the ITC PAM Team to implement the work described in this business case.	Low	• ITC staff vacancies have been filled • Addition of Team Lead, Protected Areas Management resulting in increased capacity • External monitoring contracts providing additional capacity for ITC protected areas team • Concurrent development of new ITC data management system will improve management efficiency • ITC Manager will work with the team to ensure work loads are manageable, and support establishing priorities

COST/BENEFIT ANALYSIS:

Quantitative costs/benefits: $73,348 increase.

The Conservancy Board has approved contribution of $34,000 in donated funds to the 2027-28 protected area operations budget from the following sources: McFadden Creek Nature Reserve Fund ($2,000), Ruby Alton Nature Fund ($20,000), Property Management Fund ($7,000), and the Covenant Management & Defence Fund ($5,000).

Qualitative costs/benefits:
Increasing the Protected Area Management Operations base budget will support:
- Funding initial, long-term management operational and annual monitoring costs for new protected areas.
- The ability to realize the benefits of increased capacity for improved decision-making for more effective management of protected areas and species at risk.
- Strengthened relationships with conservation partners.
- Improved public perception.
- Improved job satisfaction for ITC staff.

Without this increase, the Board expects to see additional costs for property management in future years that could result from delayed management activities (e.g. invasive species spread, fire risk mitigation, infrastructure deterioration).

As noted above, the Board has a Property Management Fund and Covenant Management and Defence Fund available for general management use, but, until the Board adopts a fund management policy, best practice is to use the interest earned only, leaving the principal in the fund untouched to preserve the capital.

PROCUREMENT PROCEDURE:
Procurement for goods and services related to protected area management operations will take place early in the 2027-28 fiscal year (or prior to it, subject to budget approval), and will be undertaken in accordance with the Procurement Policy which provides for purchase orders, direct awards, invitations to quote, and requests for proposals, depending on the estimated value of the goods or services and

the specific nature of the services required.

PROPOSED IMPLEMENTATION STRATEGY:
No new strategy is required; implementation strategy is consistent with ongoing operations:

- Jan-March 2026: Receive and review contractor reports. Finalize annual management operations plan and schedule taking into account approved management plans and emerging needs identified through monitoring in FY 2026-27; renew ongoing monitoring and management contracts (if satisfactory; subject to budget approval); begin procurement processes for qualified professionals for water quality, invasive species, and species-at-risk work.
- April -June 2027: Finalize contracts. Begin implementation of annual compliance monitoring program (in house delivery and contractor coordination) and management operations.
- July-September 2027: Continue implementation of monitoring and management operations.
- October -December 2027: Receive and review monitoring reports. Analyse management needs in light of results from monitoring reports. Share monitoring reports and resulting management recommendations with the ITC Board. Adapt management operations as needed.
- January -March 2028: Receive and review contractor reports. Finalize annual management operations plan and schedule taking into account approved management plans and emerging needs identified through monitoring in FY 2027-28; renew ongoing monitoring and management contracts (if satisfactory; subject to budget approval); begin procurement processes for qualified professionals as required.

STAFF RESOURCING:
The management of ITC's Nature Reserves is led by the Property Management Specialist, and a majority of this positions full-time work hours are dedicated to the coordination and implementation of management projects, contract development and administration and monitoring of nature reserves.
The management of ITC's Conservation Covenants is led by the Covenant Management Specialist, and a majority of their full-time work hours are dedicated to coordinating and implementing covenant monitoring, contract administration and project management.
The Team Lead, Protected Areas Management (Team Lead) is projected to spend at least 30% of their time supervising, supporting and contributing to protected area management operations and protected area management team.

The ITC Manager is projected to spend approximately 100 hours (6%) supporting protected area management operations.

Consistent with the delivery model approved by Trust Council for FY 2026-27, the following resourcing will be applied:

- Continue to strategically combine contract and in-house annual monitoring hybrid delivery: contract out approximately 60% of monitoring work, while select protected areas continue to be monitored by staff. This frees up an estimated 150 hours (equivalent to over one month of work time) for the Property Management Specialist and 310 hours (equivalent to over two months of work time) for the Covenant Management Specialist.
- The Property Management Specialist develops annual management operations work plans; leads procurement for nature reserve management; implements management plans for nature reserves; undertakes monitoring of a small number of protected areas as needed; responds to issues identified during nature reserve monitoring; and develops/updates management plans (including coordinating with interested First Nations and engaging in the referral process, and administering contracts for archaeological assessments).
- The Covenant Management Specialist develops annual management operations work plans; leads procurement for conservation covenant management; implement prioritized management

initiatives for conservation covenants, undertakes monitoring of a subset of conservation covenants, and responds to issues identified during compliance monitoring, adapting management operations work plans as needed.

- The Team Lead supervises the Property Management Specialist and Covenant Management Specialist ; coordinates monitoring contractors; reviews and oversees implementation of the protected area management program; reviews and develops policies, procedures, strategies, and plans; works with GIS and Information Systems staff to improve tools and technologies for protected area management program; assists the ITC Manager with development of department workplans and budgets and conducts Performance Reviews for the protected area management team.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management: The proposed activities are consistent with expectations of staff, external conservation partners and other collaborators, and the public; therefore, no change management requirements are anticipated.

Communications: The Islands Trust Conservancy Communications Specialist will continue to feature protected area management activities in social media and the Heron newsletter, and as needed, highlighting local community participation and support from local island conservancies. Significant program activities or accomplishments will be supported by a communications plan(s).

Collaboration: The Protected Areas Management Program will continue to be delivered in a collaborative manner in partnership with island conservancy partners. Staff will increase focus on better collaboration with Indigenous Governing Bodies and Indigenous Knowledge Holders in 2027/28. Conservancy staff will work closely with GIS staff regarding improvements to GIS systems for managing and applying information about ITC protected areas.

Requested by: Islands Trust Conservancy Board

Prepared by: ITC Staff and Manager

Reviewed by: Clare Frater, Director, Trust Areas Services / September 14, 2026

Reviewed with other Department Directors (if applicable):

_____

Approving Director's signature

_____

Date Director Approved

Reference Table 1:
Formula for estimated LONG-TERM OPERATIONAL costs per new protected area (averaged over 10-year period).

Long-term Management Operations Formula (estimated costs averaged over 10 years) - per new protected area	**Nature Reserve/each**	**Covenant/each**
Infrastructure Management (trails, fences, etc.)	$500	n/a
Ecosystem Enhancement and Restoration	$1,200	$500
Signage (new/repairs/replacement)	$120	$60
Species Surveys and Monitoring (known populations)	$400	$200

First Nations engagement and cultural site stewardship	$300	$100
TOTAL ESTIMATED LONG-TERM OPERATIONAL COSTS PER NEW PROTECTED AREA	**$2,520**	**$860**

Long-term Management Operations costs for five new protected areas anticipated in FY28:

2 NEW Nature Reserves	$5,040
3 NEW Covenants	$2,580
Total base-budget increase for Long-term operations costs for Ops FY28	**$7,620**

Reference Table 2:

Formula for estimated INITIAL OPERATIONAL (one-time) costs per new protected area (first year costs).

Initial (First-year) Management Operations Formula - per new protected area	**Nature Reserves**	**Covenants**
Hazard mitigation or abatement	$500	n/a
Basic signage	$700	$300
Provincial priority invasive species management	$560	$240
TOTAL ESTIMATED INIITAL OPERATIONAL COSTS PER NEW PROTECTED AREA	**$1,760**	**$540**

Initial Management Operations costs for five new protected areas anticipated in FY28:

2 NEW Nature Reserves	$3,520
3 NEW Covenants	$1,620
Total base-budget increase for Initial Operations Cost for FY28	**$5,140**

Reference Table 3:

Estimated annual monitoring costs per new protected area.

	Nature Reserves	Covenants
Annual Monitoring cost increase per new protected area*	$350	$650

Annual monitoring costs for five new protected areas anticipated in FY28:

2 NEW Nature Reserves	$700
3 NEW Covenants	$1,950
Total base budget increase for annual monitoring	**$2,650**

*Contractor monitors ~ 50 sites in 2026-27 for $50,000 in 2026 (average $1,000 per site).

Funding Request Business Case

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by:

Islands Trust Conservancy Board

Department:

Trust Area Services

Name of Request:

Protected Areas Management Planning Budget Increase

$ Value of Request:

$82,940 increase to the base-budget of the Protected Areas Management Planning budget

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☐ **Other Funding Sources (i.e. grants) – please describe:** _____

Date of Submission to Finance:

September 14, 2026

Funding Required for (date range):

April 1, 2027- March 31, 2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

The Islands Trust Act states that *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*. For the purpose of carrying out the object, one of the responsibilities of the Islands Trust Conservancy under the Act is to manage the property it holds.

While the Islands Trust Conservancy is working to develop a Ministerially-approved Five-year Plan, the Minister has authorized the Conservancy to continue holding and managing its land. Any new land acquisitions or dispositions require Ministerial approval. The Islands Trust Conservancy Board will potentially acquire a total of three new NAPTEP covenants (84 covenants total) and two new nature reserves (36 total) by the end of fiscal year 2027-28.

The ITC Board has developed a number of policies, guiding documents, and plans pertaining to protected area management planning, including:

- Regional Conservation Plan (2018-2029) which includes Goal 7: *Monitor and manage existing conservation areas to maintain and enhance existing biodiversity and cultural features, with the understanding that ecosystems are continuously in a state of change.*
- Land Securement Strategy (2017-2027) which sets out in the property management section (8.7) that *The Islands Trust Conservancy will only secure land if an adequate property management budget is available. When properties are secured they will be incorporated into the Islands Trust Conservancy's overall land management strategy. The Islands Trust Conservancy will work to build a Property Management Fund to buffer potential budget shortfalls for property management.*
- Property Management Strategy (2017) sets out how ITC records information and uses it to guide decision making for the preparation of management plans.
- Policy 3.2.3 Acquisition and Management of Land requires development and implementation of a management plan for each new property within one year of acquisition, and that each management plan will be updated approximately every 10 years.
- ITC Reconciliation Declaration (2019) states that ITC *will strive to create opportunities for knowledge-sharing, understanding and collaboration*, and that ITC 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*.

ISSUE/OPPORTUNITY:

Based on securements in progress, ITC is anticipated to acquire two new nature reserves and three new conservation covenants in 2027-2028.

This business case is a request to Trust Council for an increase of $82,940 to last fiscal's base-budget of $54,000 for protected areas management planning to support the following:

1. Long-term costs associated with onboarding five new protected area in fiscal year 2027-28 (averaged out over 10-years) *
2. Two archaeological assessments on nature reserves per fiscal, moving forward
3. Three nature reserve management plans per fiscal, moving forward

TOTAL BASE-BUDGET INCREASE REQUEST FOR THIS BUSINESS CASE: $82,940

Table 1. Protected Areas Management Planning Base-budget Cost Increase Summary (amounts are estimates).

Long-term management planning costs for two new nature reserves and three new covenants (averaged over 10 years) *	$2,440
Two archaeological assessments annually	$64,000

Three management plans annually: • Ecological inventories and drafting of plan $15,000/each • Cultural monitor and/or Knowledge Holder $1,000/each • Hazard assessment - $500/each • First Nations engagement referral fees - $7,000/each	$70,500
Total Budget Required	**$136,940**
Less current base budget for PAM Planning	**- $54,000**
Total Base-budget Increase Request for PAM Planning	**$82,940**

* Formula to be applied annually based on number of protected areas anticipated for that budget year

ISSUE

Historically, the property management budget (which was split into the Protected Areas Management (PAM) Operations and Protected Areas Management (PAM) Planning budget lines beginning in FY 2026-27) has not adequately supported protected area management planning and operational needs and responsibilities, requiring staff to operate over capacity to meet monitoring requirements, fall behind in updating management plans on existing nature reserves, and provide only basic maintenance of nature reserves, without having the funds or capacity to proactively address species at risk, ecosystem health, or even invasive species management in some nature reserves and most conservation covenants.

The previous budget (FY 26-27) sought to address staff capacity constraints by introducing a contract monitor to conduct 50% of annual monitoring, and another 14% of annual monitoring was added to island conservancy's service contracts.

While this change was highly effective for increasing staff capacity, it drew down the operating budget such that the increased staff capacity for improved decision-making and increased focus on planning and prioritizing management activities could not be translated into on-the-land management actions; the remaining operating budget was insufficient for funding implementation of identified priority/outstanding management activities.

Another issue is that initial costs for taking on new protected areas has never been factored into the operations or planning budgets. In 2021, the ITC Board endorsed a formula to be used by staff when developing the base budget to account for long-term/ongoing costs associated with new protected areas. Unfortunately, the formula used did not account for the significant initial (primarily first-year) costs associated with new nature reserves, such as: engaging with First Nations and conservation partners; conducting ecological inventories, archaeological assessments, and hazard assessments; identifying infrastructure needs; and preparing the initial management plan.

The 2026-27 protected areas planning budget of $54,000 would be sufficient to cover the cost of preparing one initial management plan, conducting one archaeological assessment, and engaging with First Nations and conservation partners for one new nature reserve. However, in addition to the onboarding of two new nature reserves and three new covenants anticipated in 2027-28, ITC currently has a backlog of:

- four nature reserves awaiting initial management plans;
- 11 nature reserves overdue for management plan updates (over 10 years old); and
- 32 of 34 ITC nature reserves have not had archaeological assessments

Rather than incorporating a formula to account for these initial costs that is dependent upon how many new protected areas are anticipated each fiscal year (as done for the Protected Areas Management Operations base-budget increase) for Protected Areas Management Planning, it is more logical to increase the base-budget to support a consistent number of management plans and archaeological assessments each fiscal year.

OPPORTUNITY
Increasing the base-budget for protected areas management planning aims to establish a base-budget that:

- accounts for the long-term planning costs associated with onboarding five new protected areas anticipated in fiscal year 2027-28
- provides funds to complete three nature reserve management plans annually
- provides funds to conduct archaeological assessments for two nature reserves annually
- provides funds to cover the backlog of priority planning activities

With this increase to base-budget it is anticipated that staff will complete new management plans for the two new nature reserves and will make modest progress (dependant on number of new securements each fiscal) on developing overdue management plans and updating existing management plans.

Breakdown of base-budget increase request:

$2,440: Estimated long-term planning costs associated with five new protected areas.

With each new property acquired there comes a need for development of an initial management plan that is updated every ten years (as per policy). Updating a nature reserve management plan involves most of the same steps and costs associated with developing a new management plan, and can include ecosystem and species inventories on conservation covenants, and site visits from First Nations Cultural Monitors and Knowledge Holders.

In 2021, the ITC Board endorsed a formula for incorporating the estimated costs of new protected areas into the base-budget that averaged costs over a ten-year period. For this 2027-28 budget request, the formula was revised to separate out the long-term costs for management operations and management planning. Estimated costs per activity were increased to reflect current needs, and to take inflation into account.

See Reference Table 1 on page 12 for details on the long-term (ongoing) planning costs associated with new nature reserves and covenants.

$32,000: Increase to base-budget for protected area management planning to provide funds to support conducting one additional archaeological assessment annually, moving forward.

Providing an increase to the base-budget to support two archaeological assessments annually, will support the Board to implement its Land Securement Strategy, which states: *'As part of its current practice, the Islands Trust Conservancy invites comment from First Nations in management planning processes and refers public conservation proposals to First Nations where archaeological sites are identified.'*

In the same strategy, section 8.5 states: '*Where the Islands Trust Conservancy engages in land securement on lands with known archaeological sites, the Islands Trust Conservancy will:*

- *refer public conservation proposals to the appropriate First Nations,*
- *seek permission from applicants of confidential conservation proposals to refer the proposals to the appropriate First Nations, and*
- *identify the needs and the means to carry out archaeological assessments as needed.*

To ensure that the full extent of archaeological sites on conservation properties are known, the Islands Trust Conservancy will assist applicants to locate areas that need further archaeological assessment or study and work with applicants to identify resources to undertake the required work.'

$70,500: Increase to base-budget for protected area management planning for three management plans annually moving forward.

At the time of writing, ITC has 115 protected areas, and averages three new protected areas per year. The Board anticipates five new protected areas completing the securement process in 2027-28, bringing the total number of protected areas to 120 (36 fee-simple lands (nature reserve/sanctuary) and 84 conservation covenants).

According to the Board's Property Management Strategy: *'The ecological inventories and management recommendations highlighted in the conservation covenants and management plans are critical to property management.'*

Policy 3.2.3 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. The management plan will provide details on the scope and extent of the threats found on the protected area and provide recommendations for how best to address them. The Board will approve a management plan for its properties within one year of acquisition, and will update each management plan approximately every 10 years.'*

Providing a base-budget for management planning every year that supports the development of three management plans annually, will allow ITC Board to keep up with developing management plans for new nature reserves, and address the back-log of management plans that are overdue for an update.

This work is scheduled to be implemented during the first year after securement.

In a year when there are no new nature reserves being onboarded, the Board will allocate the base budget to outstanding new management plans, management plan updates, and, if identified or requested by First Nations, archaeological assessments on existing nature reserves.

PROJECTED RESULTS/DELIVERABLES:

The proposed base-budget increase for protected areas management planning will provide a practical base-budget that supports:

- Developing and/or updating three management plans for nature reserves annually
- Conducting two archaeological assessments annually
- Supporting Cultural Knowledge Holder and Cultural Monitor site visits
- Conducting hazard assessments
- Referral fees for three Management Plan engagement processes

The proposed base budget will support the ITC Board in responsibly managing new and established nature reserves and covenants; specifically, to:

- Uphold Policy 3.2.3, Acquisition and Management of Land, which requires development and implementation of a management plan for each new property within one year of acquisition, and that each management plan will be updated approximately every 10 years;
- Uphold ITC Board's Land Securement Strategy;
- Manage nature reserves in a manner that reflects ITC Board priorities and input from First Nations and island communities, which is gathered through engagement phases in the management planning process;
- Gradually reduce the backlog of nature reserves without management plans, and of nature reserves that are overdue for a 10-year management plan update;

- Undertake archaeological assessments where First Nations engagements have identified a need, to prevent accidental damage to cultural features during land management operations, and to support respectful, collaborative stewardship of cultural values in alignment with the ITC Board's Reconciliation Declaration and Land Securement Strategy; and
- Gather the information needed to address immediate public safety hazards in new nature reserves that are accessible to the public. (Even if a nature reserve is designated by ITC as temporarily or permanently "closed to the public" upon acquisition, lands that have a history of public use may continue to see unauthorized use by the public, particularly initially.)

ALTERNATIVES CONSIDERED:

Option 1: – $82,940 increase to the protected areas management planning base-budget to support costs associated with:

- **Developing three nature reserve management plans annually**
- **Conducting two archaeological assessments annually**
- **Long-term, ongoing costs associated with onboarding five new protected areas**

Benefits – This option allows the protected areas management team to:

- responsibly manage lands entering ITC's care in a consistent manner that reflects community, partner, and First Nations engagement and the ITC Board's guidance;
- begin to address the backlog of newer nature reserves awaiting their first management plan and of established nature reserves with management plans that are out of date,
- support informed decision-making that is reflective of cultural values, and of growing challenges such as climate change, development impacts, invasive species, and declining species-at-risk populations;
- support a higher standard of engagement with Indigenous Governing Bodies and Cultural Knowledge Holders,
- lays a foundation for potential future co-management opportunities;
- work towards collaborative stewardship of cultural features and values on the land; and
- mitigate risks of litigation associated with delayed hazard abatement.

Risks – None. Provided a contractor continues to provide significant support for the annual monitoring program, thereby relieving staff capacity constraints, budget increases for management planning can be fully allocated and effectively administered.

Financial implications – $82,940.
In addition, the ITC communications budget will see an associated increase for associated community engagement and the travel budget will see an associated increase of $500/per new protected area.

Resource requirements

- The Property Management Specialist:
  - Lead preparation and implementation of management plan processes, and
  - Procurement and oversight of contractors, preparation of referrals, coordination of archaeological assessments, review reports and agreements, conduct public open houses, and participate in engagement with First Nations
- The Team Lead, Protected Area Management:
  - Supervise and support the Property Management Specialist, and
  - Collaborate with the ITC Manager to oversee engagement with First Nations and public engagement processes
- The Indigenous Relations Advisor:
  - Provide guidance on relationship building with Indigenous Governing Bodies, Indigenous groups, Knowledge Holders and Indigenous community members
- The ITC Manager
  - Support the protected areas management team

    - Support and participate in engagement with First Nations, island conservancies, and other conservation partners
- ITC's Communications Specialist and Administrative Assistant will support public and First Nations engagement and open houses
- Finance staff will be required for routine activities such as contract preparation and invoice management
- Support from the GIS team will be required to incorporate new spatial information into organizational information systems

Other implications- This request aligns with policies, organizational strategies, conservation covenant agreements, and the ITC Reconciliation Declaration; an opportunity for collaboration and relationship-building with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.

Option 2: $59,440 increase to the protected areas management planning base-budget to support costs associated with:

- **Developing two nature reserve management plans annually**
- **Conducting two archaeological assessments on nature reserves annually**
- **Long-term costs associated with onboarding of five new protected areas this fiscal year**

Benefits – Reduced base-budget increase. This option provides support for protected areas management team to:

- responsibly develop planning to manage lands entering ITC's care in a consistent manner that reflects community, partner, and First Nations engagement and the ITC Board's guidance;
- support informed decision-making on new protected areas that is reflective of cultural values, and of growing challenges such as climate change, development impacts, invasive species, and declining species-at-risk populations; and
- mitigate risks of litigation associated with delayed hazard assessment and abatement on two new nature reserves

Risks – The Board will be unable to address the backlog of 11 management plans that are older than 10 years, and the four nature reserves that do not have management plans yet. The Board will also be unable to complete archaeology assessments. Outdated management plans can lead to inefficient or ineffective management operations risking reputational damage and potentially liability risks. Without this increase, the Board expects to see additional costs for property management that could result from:

- delayed management activities (e.g. invasive species spread)
- an increasing backlog of management activities (e.g. sign updating)
- inefficient or ineffective management activities that results from guidelines set out in outdated management plans.

Financial implications – $59,440

Long-term management planning costs for two new nature reserves and three new covenants (averaged over 10 years) *	$2,440
Two archaeological assessments annually	$64,000
Two management plans annually: • Ecological inventories and drafting of plan $15,000/each • Cultural monitor and/or Knowledge Holder $1,000/each • Hazard assessment - $500/each	$47,000

• First Nations engagement referral fees - $7,000/each	
Total Budget Required	**$113,440**
Less current base budget for PAM Planning (adjusted for inflation)	**- $54,000**
Total Base-budget Increase Request for PAM Planning	**$59,440**

Resource requirements –

- Property Management Specialist:
  - Lead preparation and implementation of management plan processes, and
  - Procurement and oversight of contractors, preparation of referrals, coordination of archaeological assessments, review reports and agreements, conduct public open houses, and participate in engagement with First Nations
- Team Lead, Protected Area Management:
  - Supervise and support the Property Management Specialist, and
  - Collaborate with the ITC Manager to oversee engagement with First Nations and public engagement processes
- Indigenous Relations Advisor:
  - Provide guidance on relationship building with Indigenous Governing Bodies, Indigenous groups, Knowledge Holders and Indigenous community members
- The ITC Manager
  - Support the protected areas management team
  - Support and participate in engagement with First Nations, island conservancies, and other conservation partners
- ITC's Communications Specialist and Administrative Assistant will support public and First Nations engagement and open houses
- Finance staff will be required for routine activities such as contract preparation and invoice management
- Support from the GIS team will be required to incorporate new spatial information into organizational information systems

Other implications – This reduced base-budget increase request will limit staff's ability to fully align with policies, organizational strategies, conservation covenant agreements, and the ITC Reconciliation Declaration; and limit the opportunity for collaboration and relationship-building with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.

Option 3: No increase to protected areas management planning budget
Benefits – Financial - no budget increase.
Risks –

- The ITC Board may be required to advise potential land donors that they are unable to consider their donation as there are insufficient resources to cover initial and ongoing planning costs for more than one new protected area per year.
- The backlog of new nature reserves without an initial management plan or archaeological assessment, and of nature reserves overdue for their 10-year update, will continue to grow at the current pace, which means that the protected areas management team will be challenged to manage nature reserves with limited or outdated information and the ITC Board will be challenged to make decisions with limited or outdated information. This will also not allow for Board strategies and policies to be upheld in a feasible manner. Engagement with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members will be limited, slowing the progress of relationship building and potential to incur reputational damage.

- The ITC Board and staff will be challenged to translate the Reconciliation Declaration into action, without a management template update that reflects the organizations growing cultural awareness and sensitivity, and without a framework to guide collaborative stewardship of cultural features and values on the land.
- Feedback gathered from engagement processes with First Nations during Five Year Plan development, such as concerns about the current management plan template language or a desire for co-management, may appear to go unheard, potentially damaging relationships with Indigenous Governing Bodies, Indigenous groups, or Indigenous community members.
- Staff morale may be affected due to the challenges of managing donated protected areas without sufficient budget.

Financial implications –None. The Board may consider requesting the requested funds in a future fiscal year.
The ITC Board does not currently have a fund management policy in place to guide the use of donated monies. It could consider drawing down further on the principal of its donation-based Property Management Fund to support management planning in 2027-28. However, given the current Fund balance this is not a sustainable or practical approach to long-term budgeting.

Resource requirements – No additional resources required in FY 2027-28.

Other implications - Reduced efficacy and efficiency of decision-making and protected area management operations; strained relationships with conservation partners; declining public perception. Increased backlog of management planning, management plans, and hazard assessments and potential for reputational damage and loss of donors.

RECOMMENDED OPTION RATIONALE:

Option 1: $82,940 increase to the protected areas management planning base-budget to support costs associated with:

- **Long-term, ongoing costs associated with onboarding five new protected areas**
- **Developing three nature reserve management plans annually**
- **Conducting two archaeological assessments on nature reserves annually**

The Board selected this option because it best aligns with the Board's Land Securement Strategy, the Property Management Strategy and ITC's Reconciliation Declaration; specifically:

- Results from an improved budgeting process that better provides for the management needs of newly-donated protected areas and existing protected areas
- Supports enhanced relations with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members

RISK ASSESSMENT:

Risks	Impact	Mitigation
First Nations engagement timelines Don't align with objective of three management plans per fiscal.	Med-Low	Management planning may take longer where more in-depth engagement with First Nations is needed, particularly where there are cultural heritage or sacred significance considerations. Timelines may not be entirely within ITC's control
Limited availability of qualified archaeologists May affect the ability to complete two archaeological assessments per year	Med	ITC staff will conduct a procurement process to establish access to qualified archaeological expertise, and work with the Province and local First Nations to determine the appropriate level of archaeological expertise and assessment required for each property.
Lack of capacity for ITC Protected Areas Team Inability for the ITC PAM Team to implement the work described in this business case.	Low	• ITC staff vacancies have been filled • External monitoring contracts providing additional capacity for ITC protected areas team • Concurrent development of new ITC data management system will improve management efficiency • ITC Manager will work with the team to ensure work loads are manageable, and support establishing priorities

COST/BENEFIT ANALYSIS:

Quantitative costs/benefits: $82,940 increase to base budget for protected area management planning activities.

Qualitative costs/benefits:
This increase to base-budget responds to the Board's previous inability to keep keep pace with initial management plans for new nature reserves and updated management plans for established nature reserves.

Funding this increase may also address issues of staff morale associated with the current challenges of managing protected properties to a reasonable standard on a limited budget.

As noted above, the Board has a Property Management Fund available for general use, but, until the Board adopts a fund management policy, best practice is to use the interest earned only, leaving the principal in the fund untouched to preserve the capital. The Board also has specific donated funds for some nature reserves that will be used when their associated nature reserve is due for a management plan update.

The non-quantifiable benefits of this initiative are the potential for strengthened relationships with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members; improved access to lands in traditional territories and the benefits for individual and community well-being; cross-cultural learning opportunities and the ability for ITC Board to incorporate traditional ecological knowledge into management planning for more effective and appropriate land management.

PROCUREMENT PROCEDURE:
Procurement for services related to protected area management planning will take place early in the 2027-28 fiscal year (or prior to it, subject to budget approval), and will be undertaken in accordance

with the Procurement Policy which provides for purchase orders, direct awards, invitations to quote, and requests for proposals, depending on the estimated value of the goods or services and the specific nature of the services required.

PROPOSED IMPLEMENTATION STRATEGY:

ITC Board Policy 3.2.3 Acquisition and Management of Land requires that the Board will approve a management plan for its properties within one year of acquisition, and will update each management plan approximately every 10 years. The following implementation strategy outlined in this policy remains relevant and reflective of protected areas management Team operations:

- The Board will engage First Nations early in the management planning process to better understand areas of cultural importance and to invite First Nations input into land management.
- Engagement with First Nations will begin by contacting First Nations who have treaty or established rights, or identified geographic areas for engagement purposes, relevant to the nature reserve, as determined using the BC Consultative Areas Database, and by inviting them to discuss areas of mutual interest related to the nature reserve.
- The Board will encourage input and involvement from interested community members, local First Nations and island conservation groups during the management planning process for its Nature Reserves.

The timeline is generally as follows:

- Jan-March 2026: Receive and review archaeological reports and management plans completed by contractors. Prioritize protected areas needing initial management plans, archaeological assessments, or management plan updates. Begin procurement processes. Participate in active engagement and collaboration with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.
- April -June 2027: Finalize contracts and ensure timely implementation. Plan for community engagement activities. Initiate referrals for new acquisitions. Participate in active engagement and collaboration with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.
- July-December 2027: Oversight of contracts. Participate in active engagement and collaboration with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.
- January -March 2028: Receive and review archaeological reports and management plans completed by contractors. Prioritize protected areas needing initial management plans, archaeological assessments, or management plan updates. Begin procurement processes. Participate in active engagement and collaboration with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.

STAFF RESOURCING:

Consistent with the staffing model approved by Trust Council for FY 2026-27, the following resourcing will be required to support this proposal:

- The Property Management Specialist: works with the Ecosystem Protection Specialist to forecast securements nearing completion that will require initial management planning costs, and with the Team Lead, Protected Area Management to prioritize management plan updates; leads procurement for management plan preparation and archaeological assessments; prepares in-house updates to management plans, where appropriate; prepares referrals to First Nations; and participates in engagement with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.
- The Team Lead, Protected Areas Management: supervises the protected areas management team, including the Property Management Specialist; reviews and develops policies, procedures, strategies, and plans relating to management planning; works with GIS and IS staff to improve tools and technologies for protected areas management planning; and, in collaboration with the
- ITC Manager, oversees engagement with First Nations and public engagement processes.
- The Indigenous Relations Advisor: Facilitates and manages respectful engagement processes with Indigenous Governing Bodies by developing the engagement framework and decision-making processes, establishing working relationships with the Indigenous communities in the Islands Trust Area, organizing engagement sessions, and providing program-specific professional advice to the ITC Board and staff.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management: The proposed activities are consistent with expectations of the ITC Board, staff, external conservation partners and other collaborators, and the public; therefore, no change management requirements are anticipated.

Communications: The Islands Trust Conservancy Communications Specialist will continue to feature protected area management planning activities in social media and the Heron newsletter where appropriate, and as needed, significant program activities or accomplishments will be supported by a communications plan(s). Public open houses will be advertised using the modes that are best suited to each Island community.

Collaboration: Management planning of protected areas will continue to be implemented in a collaborative manner in partnership with island conservancy partners, those which hold covenants on ITC nature reserves. Staff will increase focus on better collaboration with Indigenous Governing Bodies and Indigenous Knowledge Holders in 2027/28. Conservancy staff will work closely with GIS staff regarding improvements to GIS systems for managing and applying information about ITC protected areas.

Requested by: Islands Trust Conservancy Board

Prepared by: ITC Staff and Manager / August 28, 2026

Reviewed by: Clare Frater, Director, Trust Area Services

Approving Director's signature

Date Director Approved

Reference Table 1:
Formula for LONG-TERM PLANNING costs per new protected areas (averaged over 10-year period)

Long-term Management Planning Formula (estimated costs averaged over 10 years) - per new protected area	Nature Reserves/each	Covenant/each
Updating Nature Reserve Management Plan (Contractor Services)	$720	n/a
First Nations engagement and cultural site stewardship Planning	$200	$100
Ecosystem Inventory	$180	n/a
TOTAL ESTIMATED LONG-TERM PLANNING COSTS PER NEW PROTECTED AREA	**$1,070**	**$100**

Long-term Management Planning costs for five new protected areas anticipated in FY28:

2 NEW Nature Reserves	$2,140
3 NEW Covenants	$300
Total base-budget increase for Long-term planning costs for Ops FY28	**$2,440**

Reference Table 2:
Formula detailing activities and estimated costs associated with developing management plans (new and existing).

Activities and Costs for Developing a Management Plan	Nature Reserves
Cultural knowledge holder visits - honoraria	$1,000
Hazard assessment	$500
Archaeological assessment (as required)	$32,000
Management Plan First Nations referrals process	$7,000
Management plan preparation - (incl. costs for ecological inventory and drafting report)	$15,000

TOTAL ESTIMATED COST FOR DEVELOPING ONE NATURE RESERVE MANAGEMENT PLAN	**$55,500**

NB: Costs associated with developing and updating management plans will vary depending on factors such as property size, terrain, cultural significance, species at risk, invasive species and other property-specific considerations. The costs presented in this formula are based on an average estimate for developing a typical nature reserve management plan.

Funding Request Business Case

NOTE: to be used for all budget requests over $5,000

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by:

Islands Trust Conservancy Board

Department:
Trust Area Services

Name of Request:

2030-2040 Regional Conservation Plan Project: Year 1

$ Value of Request

Increase of $30,000 to the Conservation Planning Budget for:

Year One: 2030-2040 Regional Conservation Plan Project

Total estimated cost of year one is $34,000

Estimated costs for the following three years will depend on the approved project charter and the availability of updated data but likely range from $130,000-$150,000.

Budget Source (select all that apply):

- ✓ **Specific Project Funding** (select all that apply)
  - ✓ Third Party Contractors
  - ✓ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software
- ☐ **Furniture (Finance) & Tech. Equipment (IS)**
- ☐ **Computer Hardware/Software/Supplies (communicate with IS department)**
- ☐ **New Staff Resources** (see Staff Costing Tool)
  - ☐ **Permanent**
  - ☐ **Temporary**
    Temp Duration: _____
- ☐ **Other Funding Sources (i.e. grants) – please describe:** _____

Date of Submission to Finance:

September 14, 2026

Funding Required for (date range):

April 1, 2027 – March 31,2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:
The proposed update of the 10-year Regional Conservation Plan is tied to the following Islands Trust Conservancy guiding documents:

Islands Trust Act:
In 1990, through the enactment of a section of *Islands Trust Act*, the Islands Trust Conservancy (ITC) was established as a conservation land trust to assist in carrying out the "preserve and protect" mandate. Part 6 of the *Islands Trust Act* establishes the corporate status, responsibilities, and governance structure of the Islands Trust Conservancy.

Five-year Plan: The Islands Trust Conservancy typically operates under a Ministerially-approved Five-Year Plan; however, ITC is currently operating without an approved Five-Year Plan while it is in the process of better incorporating First Nations' perspectives and priorities, and reconciliation-based relationship-building into a revised Plan. For reference, see the 2018-2022 Five Year Plan. The values and priorities expressed in the Five-Year Plan influence the development of the Regional Conservation Plan.

Land Securement Strategy (2017-2027) is a strategic plan for securement of land with high biodiversity values, identifying securement processes and a framework for assessing viability of conservation opportunities, which is described as ecological value and threats assessed against feasibility of project success (cost / ha, likelihood that ITC can reasonably manage threats).

ITC Reconciliation Declaration (2019) states that ITC *will strive to create opportunities for knowledge-sharing, understanding and collaboration*, and that ITC 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*.

Definitions relevant to this project:

1. **Regional Conservation Plan:** Islands Trust Conservancy's guiding document, a science-based and community-informed plan that identifies conservation priorities for the Islands Trust Area and outlines strategic goals and objectives for ITC's work protecting the islands' natural spaces.
2. **Conservation prioritization model:** a peer-reviewed analysis framework to assess the relative conservation priority of different areas, based on combining and evaluating multiple datasets according to best-available knowledge about species, ecosystems, connectivity, threats, and other criteria. The model analysis results in a conservation priority "score" for properties or areas (e.g., a particular wetland or patch of forest) that can be viewed and analysed on a map or in tables, graphs, etc.
3. **Data analysis tool:** a software application that runs the conservation prioritization model analysis to produce the conservation priority "score" for defined areas across the Islands Trust Area (e.g., a particular wetland or patch of forest)
4. **Online Resource Toolkit:** a web-based toolkit combining mapping, reports, case studies, and explanations of the analyses and data that underly the regional conservation planning process and the goals and objectives identified for ITC in the 2030-2040 Regional Conservation Plan.

ISSUE/OPPORTUNITY:
Conservation planning is a critical tool to ensure that areas of biodiversity importance and habitat for at-risk species are prioritized for protection, and to ensure the most effective use of ITC's funding and resources in working towards the "preserve and protect" Object.

The Islands Trust Conservancy Board's Regional Conservation Plan (2018-2029) is a science-based and community-informed plan that identifies, prioritizes and plans for the protection of the islands' natural spaces and guides the ITC's work. It gathers, analyses, and presents data about land status and land use, current ecosystems, protected areas, threats, and changes to the landscape, and sets goals and areas of focus for Islands Trust Conservancy's work preserving and protecting the diverse ecosystems of the islands.

ITC has been doing conservation planning since the early 1990s to focus its efforts and resources on the properties most urgently in need of protection. The 2018-2027 plan is the third Islands Trust Conservancy Regional Conservation Plan (RCP). The Conservancy's Regional Conservation Plan was developed with input from partners and key knowledge holders. This 10-year strategic plan, and the associated biodiversity priority analysis that it is based on, are instrumental in supporting land conservation decisions and guiding land management activities that protect ecosystems and species in the Islands Trust Area.

The current RCP was originally written to span 2018-2027, but this timeframe was extended to 2029 by the Islands Trust Conservancy Board to allow additional time to accomplish key objectives of the original 10-year timeframe.

The RCP describes the ecosystems and species of the Islands Trust Area, and uses core biological data about to support what exists on the landscape (e.g., the vegetation community that is present) and to identify areas of high biodiversity value. This information is then combined with other data about the landscape (e.g., extent, type, and immediacy of threats; proportion of each habitat type that is unprotected) in a conservation prioritization model developed by ITC and partners in 2014, to determine areas of conservation priority. The analyses of data generated maps detailing where on the landscape to focus conservation efforts both on a landscape level ("protect Old and Mature Forests") and specifically ("this 100-hectare area is a high conservation priority"). The Plan itself then identifies achievable goals and objectives to support protection of conservation priorities. The analyses, biodiversity priorities, threat analyses, conservation prioritization model, and other components of the RCP inform advice given to the Islands Trust Conservancy Board, planners, local trust committees, and Trust Council.

The current RCP is due to be reviewed and updated, in terms of:

- Analysing current data.
- identifying gaps in data to improve accuracy and inform conservation and cultural values.
- acquiring and analysing new data to fill gaps identified.
- reviewing and revising the goals and objectives of the plan.

Effective biodiversity protection relies on up-to-date information about land use patterns, threats, protected areas, cultural features and current ecosystems. Many of the data sets used in the current RCP have not been updated since 2014.

There is a need to transition the conservation prioritization model used in the previous RCP to a new software platform and identify preliminary needs to update data sets used by the conservation prioritization model and the other analyses that support the RCP.

An updated RCP will also address a critical gap in current and past ITC conservation plans: the absence of consideration of First Nations' stewardship knowledge, priorities, concerns, and conservation goals. The current Five-year Plan project provides an opportunity to work with First Nations to include Indigenous perspectives, priorities, areas of cultural importance, and stewardship goals into the RCP analyses, goals, and strategies. Furthermore, the following are examples of data that can now be incorporated into a new plan:

- emerging threats and data, including climate change impacts – both predicted and already occurring.
- expanded information about species-at-risk presence and their critical habitat needs.
- expanded information about cultural features and places significant to Indigenous Peoples.
- updated assessments of species and ecosystem conservation status.
- updated demographic and development changes in the Islands Trust Area.

Funding is needed in 2027-28 to hire a consultant to:

- utilize the outcomes of the 2026-27 evaluation of the current RCP's effectiveness at achieving the stated goals.
- conduct project planning.
- develop a project charter.
- conduct project scoping for data and budget needs with results to inform the RCP update project and costs.

Subject to advice from the project lead consultant, steps included in the four-year project (March 2027-March 2030) to develop the 2030-2040 Regional Conservation Plan include:

- Developing a project charter.

- Developing a project work plan.
- Review of the current 2017-2027 Regional Conservation Plan.
- Review of the 2017-2027 Plan evaluation completed in 2026-27.
- Review of data used in 2017-2027 Plan
- Conducting a gap analysis of data sets and information needed for updating both the scientific components (including conservation prioritization) and the goals and objectives of the plan.
- Research on available ecological data and acquisition (purchasing and/or adapting available data sets, and hiring contractors for new data sets [e.g., field work, purchase of aerial imagery]) (these new data will also benefit Planning Services).
- Running the conservation prioritization model with updated and new data, and conducting further analyses with the results.
- Engagement with Indigenous Governing Bodies to better understand conservation and reconciliation goals of the First Nations who steward the Islands Trust Area.
- Engagement with conservation partners, cultural knowledge holders, academia and others, to contribute to goals and objectives of the Plan.
- Confirmation of regional conservation goals and objectives for ITC
- Development of the 2030-2040 Regional Conservation Plan, summary report, and maps.
- Referrals process and review with First Nations, Local Trust Committees, island Conservancies and other stakeholders for feedback.
- Present final 2030-2040 Regional Conservation Plan to ITC Board for review incorporating feedback received.
- Submit 2030-2040 Regional Conservation Plan to the Minister of Housing and Municipal Affairs for review and approval.
- Design & printing (if approved) of the 2030-2040 Plan.
- Update ITC Board's Securement Strategy based on 2030-2040 Plan.
- Develop three-year action plan and annual work plans based on 2030-2040 Plan.
- Develop, pilot and launch an RCP-based online toolkit

PROJECTED RESULTS/DELIVERABLES:

2027-28 (Year One) the project is anticipated to result in:

1. Review of the evaluation of the 2017-2027 Regional Conservation Plan's effectiveness at achieving the stated goals (conducted in 2026-27)
2. A 2030-2040 Regional Conservation Plan Project Charter
3. Development of a Four-year Work Plan, based on Board-approved Project Charter
4. Data review and gap analysis conducted
5. If time permits, the refinement of data gaps and availability and associated funding requirements

Obtaining expertise external guidance for the first phase of the RCP update will provide needed support and expertise on the step-by-step process to develop an updated and science/knowledge-based regional conservation plan. Bringing in a project lead (contractor) will retain ITC's Ecosystem Protection Specialist's capacity to continue to work on on-going securement projects and other initiatives. This external guidance will support ITC staff in ensuring that the project is sufficiently scoped, resourced, and managed to deliver an updated regional conservation plan that is useful and valued by the Conservancy Board members and trustees.

Expanded Ability to use new Tools
An external contractor will be expected to investigate new technologies and data sets, and the potential use of innovative, interactive tools to analyse and display those data necessary to develop a toolkit. This Regional Conservation Plan update comes at a time when there are improved data sets available on climate change impacts, species at risk presence and habitat availability, disturbance impacts to ecological integrity, and other factors that affect conservation priority and securement approaches.

The results of the multi-year project are intended to be:

Data-driven Regional Conservation Plan
An updated, peer-reviewed, science-based Regional Conservation Plan, potentially supported by an online resource toolkit, will provide a foundational resource for guiding the effective protection of ecological integrity in the Islands Trust Area for the next 10 to 15 years. It will provide up-to-date information on areas of conservation priority in the Islands Trust Area to inform conservation and land use planning by local trust committees, the ITC Board and other conservation groups working to conserve land in the Salish Sea.

Improved Conservation Outcomes based on Better Decisions
The Regional Conservation Plan (RCP) enables ITC to set priorities and develop projects that maximise effective and efficient use of resources and target the areas and habitats of highest conservation priority. An updated RCP that reflects currently available data, cultural and scientific knowledge will support the ITC Board and staff in identifying, prioritizing, and implementing conservation projects. The data and analyses also supports planners and local trust committees and on land use planning decision-making by identifying biodiversity priority areas, highlighting most important threats, and evaluating conservation needs for each local trust area/island municipality as well as regionally for the entire Islands Trust Area. Having up-to-date ecological data, conservation prioritization maps and information will provide a solid basis to create a conservation and land use toolkit, an online visualization tool, and other products to improve understanding of ecosystems and rare species to support the 'preserve and protect' mandate. It will also enhance public perception of how the Islands Trust uses local knowledge and sound science as the foundation for conservation prioritization and planning decisions in the Islands Trust Area.

Enhanced Collaboration
Developing the RCP involves collaboration across multiple spheres, both internally and externally, working with island planners, trustees, conservation partners, academia, local data experts, First Nations, Indigenous Knowledge Holders, and other levels of government. This collaboration will be necessary both for the scientific and cultural knowledge data and information gathering and analysis phases and for translating those biodiversity science, cultural and conservation priorities into achievable goals and objectives for ITC over the next ten years.

ALTERNATIVES CONSIDERED:

<u>Option 1 (Recommended):</u> $30,000 - Development of the 2030-2040 Regional Conservation Plan Project Phase 1 deliverables – supported by an external contractor project lead.

Benefits: A dedicated external project lead would provide specialized expertise and project management capacity to develop the project charter, conduct project scoping, identify data and budget requirements, and undertake a review and gap analysis of existing data and information. This approach would provide the expertise needed to establish a strong foundation for the Regional Conservation Plan while reducing pressure on staff who must balance a project of this magnitude with ongoing land securement and other priority projects.

Risks: Procurement challenges within our budget, and as set out below. Lower project delivery risk.

Financial implications: $30,000.

Resource requirements:
Year one (FY28):

- Procurement Process: procure and manage contract with support from Finance staff:
  - 30 hours of Ecosystem Protection Specialist time
  - 15 hours of Finance support
  - 10 hours of ITC Manager support time
  - 10 hours each for procurement panel members

- Project Oversight:
    - 150 hours for ITC Ecosystem Protection Specialist to oversee contractor and the project.
- 30 hours for Manager to provide support to the Ecosystem Protection Specialist
- 75 hours for the Information Systems/GIS team
- 10-15 hours for Freshwater Specialist to provide advice about model tools and data availability and integration.
- Administration and Communications:
    - ITC's Administrative Assistant and Communications Specialist will require hours to support the Ecosystem Protection Specialist throughout the RCP Update project.

Later phases of the RCP update project will likely have a heavier reliance on the Information Systems/GIS team to support data analysis and development of toolkit / interactive tools.

Other implications: Aligns with strategic objectives, providing an efficient solution to address the need to plan a multi-phase project to revise and implement ITC's Regional Conservation Plan and provide modern analytical tools to Trustees and planners.

Option 2: Internal development of the 2030-2040 Regional Conservation Plan Project Phase 1 deliverables

Benefits: No immediate external project costs.

Risks: Phase 1 would be developed internally by staff without dedicated expertise in regional conservation planning and project development. Staff would need to build this capacity while balancing the project with ongoing securement and other priorities, increasing the risk of delays to Phase 1 and the overall development of the 2030-2040 Regional Conservation Plan.

Financial implications: Additional staff time for training and associated training costs would be required to develop expertise needed to complete Phase 1.

Resource requirements:
Year one (FY28):

- Project Lead: Scoping and Planning:
    - 550 hours for ITC Ecosystem Protection Specialist to lead scoping, develop project charter and work plan
    - 100 hours for Manager to support the Ecosystem Protection Specialist.
- 100-125 hours for the Information Systems/GIS team to provide advice about data acquisition and integration
- 10-15 hours for Freshwater Specialist to provide advice about model tools and data availability and integration
- Administration and Communications:
    - ITC's Administrative Assistant and Communications Specialist will require hours to support the Ecosystem Protection Specialist throughout the RCP Update project.

Later phases of the RCP update project will have a heavier reliance on the Information Systems/GIS team to support data analysis and development of toolkit / interactive tools.

Other implications: A majority of the Ecosystem Protection Specialist's time would need to be re-directed to this project, requiring the Board to pause current conservation projects and limit or decline acceptance of new conservation proposals for land and covenant donations. This would delay the processing of in-stream conservation proposals, which could be challenging for potential donors who may have already invested in appraisals, surveys, and legal advice.

ITC staff do not have the in-house expertise required to plan and manage a project of this scope. Data gap analysis is also outside the Ecosystem Protection Specialist's current work plan and core

expertise. As a result, developing Phase 1 internally would require staff to undertake additional training and would divert capacity from core conservation securement work.

Option 3: Status Quo (Do not fund Phase 1 of the 2030-2040 Regional Conservation Plan Project)

Benefits: No immediate financial investment required, and minimal disruption to current operations

Risks: Continued reliance on older data sets, or on external tools and analyses that may not adequately meet the needs of Islands Trust. This would limit the ability to develop and track indicators of ecological integrity, protection of species at risk habitat, effectiveness of conservation activities, and progress towards achieving the Islands Trust's preserve and protect Object. There is potential for reputational risk that conservation partners, funders, First Nations, other levels of government, and the public may question the Islands Trust's ability to use current, sound science as the foundation for conservation and planning decisions in the Islands Trust Area. Deferred costs increase risk.

Financial implications: No immediate financial implications.

Resource requirements: No immediate additional resources required. However, future costs would be associated with updating the 2027-2027Regional Conservation Plan and acquiring, integrating, and managing external data sets and ecological analysis tools.

Other implications: Delay in initiation and achievement of strategic objectives related to improving conservation planning, strengthening peer-reviewed, science-based decision-making and developing consistent measures of conservation effectiveness.

RECOMMENDED OPTION RATIONALE:

Option 1 (Recommended): Contract development of 2030-2040 Regional Conservation Plan Project Phase 1 deliverables

Rationale:
While this option has the highest initial financial investment it offers highest likelihood of project success and may result in cost savings over the course of the project.

Development of a new Regional Conservation Plan is a multi-year and multi-faceted project. Project planning for an initiative of this complexity requires relevant expertise as well as dedicated focus. The project will be conducted more effectively and efficiently with the support of a project lead with project management expertise.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Procurement Challenges It may be challenging to identify a contractor in the specialized area of conservation planning	High	**External expertise** Staff will involve BC Bid staff to seek advice on procurement in this area. Staff will also reach out to the broader conservation community to inquire about recommendations.
Unavailability of Information Systems/GIS staff Unavailability of Information Systems staff to assist with the project due to emerging projects	Med	ITC staff will meet with the Manager of Information Technology early to plan the project and adjust project as required to accommodate other planned initiatives.

Lack of capacity for procurement / contract management Unavailability of Ecosystem Protection Specialist to manage procurement processes and contract	Med	Staff will work with Finance Team and BC Bid to manage procurement and contract. ITC Manager will provide advice to the ITC Board regarding which work items to delay to accommodate this priority project.

COST/BENEFIT ANALYSIS:

Quantitative Considerations: $34,000 for Phase 1 ($30,000 increase in the Conservation Planning Budget plus $4000 in FY27 approved budget)

Qualitative Considerations: Hiring a contractor with expertise in conservation scoping, development of project charter and work plan, in addition to conducting a data review and gap analysis. Contracting an external project lead offers the opportunity for having an experience conservation planner defining a clear project scope and plan, identify collaboration opportunities, and determine budget needs and timing for the subsequent project phases without impacts to existing and planned staff work programs.

PROCUREMENT PROCEDURE:

Procurement for services will take place early in the 2027-28 fiscal year (or prior to it, subject to budget approval), through a request for proposals process

PROPOSED IMPLEMENTATION STRATEGY:

January-March 2027: Staff will run a procurement process in early 2027 (making clear that final contract is subject to funding approval), develop the three-year project charter for the 2030-2040 Regional Conservation Plan development, and conduct project scoping for data and budget needs (potentially including data review and gap analysis. This work will inform a business case for funding for 2028/29 for Phase 2 of the project.
April -June 2027: Finalize contract and ensure timely implementation.
June – September 2027: Seek Board approval of business case for 28/29 funding and project plan.
September-December: Continue project planning

STAFF RESOURCING:

- Procurement Process: procure and manage contract with support from Finance staff:
  - 30 hours of Ecosystem Protection Specialist time
  - 15 hours of Finance support
  - 10 hours of ITC Manager support time
  - 10 hours each for procurement panel members
- Project Oversight:
  - 150 hours for ITC Ecosystem Protection Specialist to oversee contractor and the project.
  - 30 hours for Manager to provide support to the Ecosystem Protection Specialist and project lead
- 75 hours for the Information Systems/GIS team
- 10-15 hours for Freshwater Specialist to provide advice about model tools and data availability and integration.
- Administration and Communications:
  - ITC's Administrative Assistant and Communications Specialist will require hours to support the Ecosystem Protection Specialist throughout the RCP Update project.

Later phases of the RCP update project will have a heavier reliance on the Information Systems/GIS team to support data analysis and development of toolkit / interactive tools.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Updating the RCP is going to be a multi-year, multi-partnership project. Development of the current 2018-2027 RCP involved an internal working group including planning team, ITC, and information services. Clear, regular communications about the project, particularly the data acquisition needs and timelines, to build organization-wide understanding and confidence in project progress and applicability to their needs.

There are many stakeholders involved in all phases of this project:

- IT departments – Information Services, GIS, Planning, TAS, ITC
- Trustees – There is a genuine interest expressed by trustees for ITC to have updated ecological data, re-run the conservation prioritization model tool and develop an online resource for the next iteration of the Regional Conservation Plan.
- First Nations – incorporating this project into engagement processes on the Five-year Plan
- Nations have an interest in working with ITC on conservation planning in this region
- Local conservancies and conservation organizations
- Academia – lots of new and innovative tools, resources and research in this field in this region
- Other levels of government (particularly regional districts).

A communications roll-out plan will be vital to ensuring that all of the interested and affected parties are informed, participating and active throughout the Regional Conservation Plan update process.

Requested by: Islands Trust Conservancy Board

Prepared by: Kathryn Martell, Ecosystem Protection Specialist and Wendy Tyrrell, ITC Manager

Reviewed by: Clare Frater, Director, Trust Area Services

_____
Approving Director's signature

_____
Date Director Approved

Funding Request Business Case

Last updated: July 24/2026

NOTE: to be used for all budget requests over $5,000

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by:

Legislative and Information Systems

Department:

Information Services

Name of Request:

Website Assessment

$ Value of Request

$40,000

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ■ **Third Party Contractors**
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- [X] **Temporary** Temp Duration: ____**4 months**_____

☐ **Other Funding Sources (i.e. grants) – please describe:** _____

Date of Submission to Finance:

To be confirmed

Funding Required for (date range):

April 2027 → Sept, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

This request supports Islands Trust ability to deliver its mandate through reliable, secure and sustainable corporate information systems. It aligns with the new IS department five-year plan. It also aligns with organisational priorities related to effective governance, responsible financial management, privacy, information security, business continuity and modernization of internal services.

This assessment will provide information required to determine the viability of the website and suggestions to maintain or replace it with costs.

ISSUE/OPPORTUNITY:

Islands Trust moved to the current website in 2019/2020. The current site is experiencing a large number of complaints with slowness and the ability for Trustees and public to find documents.

Islands Trust does not have any web designers nor Web infrastructure IT staff. Current budget requires vendor management of the site at a rate of $130/hour.

Issues in the infrastructure of the site continue to increase and costs continue to rise to maintain the site.

In discussions with the vendor, they are recommending a complete replacement within 3 years before issues within the site will become more problematic.

With the recent hiring and completing the hiring for the IS section, this allows an opportunity to maximize their knowledge and skills while bringing in an additional resource, specific to web to assist building the necessary information to make a decision.

PROJECTED RESULTS/DELIVERABLES:

The engagement will produce a decision-ready architecture assessment and roadmap, including:

- A documented current-state assessment of relevant infrastructure, storage, identity, security, collaboration and records-management dependencies.
- A requirements summary based on consultations with IS, Records Management, Communications, Privacy, business units and leadership.
- An evaluation of different web options for site hosting.
- A five-year total-cost-of-ownership comparison that identifies licensing, implementation, migration, consulting, training, support and infrastructure costs.
- A leadership briefing and reusable technical documentation that can support future business cases, procurement and implementation planning.

ALTERNATIVES CONSIDERED: (*What options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. The **first** option should represent your recommended choice. Another option should reflect the status quo - i.e. do nothing.*)

Option 1: Hire a specialized Web contractor (recommended)
Benefits – Independent, current expertise; objective comparison of on-premises, cloud and hybrid options; documented costs, risks and dependencies; faster completion; and a defensible roadmap for future investment.
Risks – The quality of the result depends on contractor expertise, access to accurate information and timely stakeholder participation. Recommendations may identify additional future costs.
Financial implications – $40,000.00 one-time planning estimate in FY2027/28. Future implementation costs would require separate approval and are not included in this request.
Resource requirements – Approximately 70-120 hours of contractor effort, plus targeted participation from IS and selected business stakeholders.
Other implications- Creates a vendor-neutral decision record and reduces the likelihood of fragmented or premature implementation.

Option 2: Hire an internal Web Architect (ISL 27R) TA
Benefits – Adds infrastructure lifecycle planning, identity management, backups, security, and ongoing operational support. The position could also assist with implementing recommendations arising from future infrastructure changes.
Risks – A Web Architect may not possess as much specialized information in other server areas. Recruitment and onboarding would take time, and the employee would also need to balance the assessment against ongoing operational responsibilities. The result may not provide the same independent analysis as an external specialist.
Financial implications – Creates an ongoing salary, benefits, training, equipment and licensing commitment that would be substantially greater than the one-time $40,000 contractor engagement estimating $60,000. A specialized consultant may still be required.

Resource requirements – Requires approval of a new position, development and classification of a job profile, recruitment, onboarding, management oversight and ongoing operational funding.
Other implications - This option may address a broader long-term infrastructure capacity need, but it does not provide the same focused, time-limited or independent assessment. If Islands Trust has an established need for permanent server-administration capacity, that requirement should be considered through a separate staffing business case.

Option 3: Maintain the status quo / defer the assessment
Benefits – No immediate expenditure and no near-term change impact.
Risks – Architecture and lifecycle decisions would continue without a shared target state. Islands Trust could renew or replace infrastructure that later becomes redundant, adopt overlapping tools, or defer needed security and collaboration improvements.
Financial implications – No assessment cost, but potential for avoidable licensing, infrastructure, consulting and migration expenses in later years.
Resource requirements – Minimal immediate effort; continued operational support for the existing environment.
Other implications- Leaves future cloud, collaboration and records-management decisions unresolved.

RECOMMENDED OPTION RATIONALE:

Approve Option 1 and allocate up to $40,000 in FY2027/28 to retain a qualified Web Architect contractor. This option provides the strongest balance of independence, specialized expertise, timeliness and risk reduction. The engagement is intentionally limited to assessment and roadmap development. Any material implementation costs arising from the recommendations would return through the appropriate planning, procurement and budget-approval processes for following fiscal years.

RISK ASSESSMENT:

Incomplete requirements or stakeholder participation - Mitigate through a defined engagement plan, identified business representatives and scheduled validation sessions.
Recommendations are overly vendor- or cloud-focused - Use a clear statement of work requiring evidence-based comparison of on-premises, cloud and hybrid options, documented evaluation criteria and disclosure of vendor relationships.
Privacy, security, records or data-residency requirements are missed - Require the assessment to address BC public-sector privacy obligations, security controls, retention, legal hold, data location, access governance and business continuity, with review by the appropriate internal roles.
Scope expansion or cost overrun - Use fixed deliverables, a not-to-exceed value, milestone acceptance and written approval for scope changes.
The report becomes outdated before implementation - Require assumptions, decision triggers and a phased roadmap that can be refreshed as licensing, technology and organizational priorities change.
Recommendations identify significant future investment - Treat implementation as a separate decision. Use the assessment to stage investments, avoid premature commitments and support future business cases.

COST/BENEFIT ANALYSIS:

The quantitative cost is an estimated one-time expenditure of up to $40,000. The engagement may also require approximately 35-60 hours of combined internal staff participation for discovery, interviews, technical validation and review.

The principal qualitative benefits are improved decision quality, a documented and supportable target architecture, clearer privacy and security requirements, better alignment between technology and business needs.

PROCUREMENT PROCEDURE:

Information Systems will work with Finance to select the appropriate procurement method in accordance with Islands Trust purchasing requirements and applicable trade-agreement thresholds. The preferred approach is a competitive request for quotations or invitation to qualified firms.

The statement of work will define mandatory deliverables, stakeholder consultations, evaluation criteria, a not-to-exceed price, ownership of documentation, confidentiality requirements and conflict-of-interest/vendor-affiliation

disclosure. The final procurement method will be confirmed by Finance before solicitation.

PROPOSED IMPLEMENTATION STRATEGY:

The assessment is expected to take approximately 14-18 weeks following contract award:

Weeks 1-3: finalize scope, collect existing documentation and confirm stakeholders and evaluation criteria.
Weeks 4-10: current-state discovery, technical review and stakeholder interviews, Evaluation and write up assessment
Weeks 11-12: draft target architecture, roadmap and recommendations; validate findings with staff.
Weeks 13-14: finalize deliverables and present results to Senior Leadership and other decision-makers as directed.

This phase ends with recommendations and a roadmap. No production migration or platform implementation is included. A subsequent implementation plan and business case would be developed if leadership chooses to proceed.

STAFF RESOURCING:

Information Systems Specialist / project lead: 10 hours for procurement support, documentation, discovery coordination, technical validation and review.

IS Manager / Director: 30 hours for scope approval, decision points and final review.

Records Management, Privacy, Communications and selected business representatives: approximately 2-4 hours per participant for interviews and validation.

Finance / procurement support: approximately 4-8 hours, depending on the procurement method.

Participation will be scheduled in focused sessions to minimize operational impact. No new employee position is requested

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

This request is for assessment only, so immediate organizational change will be limited. However, the contractor will engage key stakeholders to understand current workflows, information-management requirements and concerns about cloud services.

Stakeholders should include Information Systems, Records Management, Privacy, Communications, Finance, leadership and representative business units. Findings will be validated before the final report. If implementation is later approved, a separate change-management plan should address governance, records classification, permissions, training, support, adoption, migration and communications.

Requested by (Committee or Business unit): Information Systems

Prepared by (name, title)/date: Tedd Drummond, Manager, Information Systems – August 20, 2026

Reviewed with other Department Directors (if applicable):

Approving Director's signature

Date Director Approved

Funding Request Business Case

Last updated: July 24/2026

NOTE: to be used for all budget requests over $5,000

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by:

Information Systems

Department:

Information Services

Name of Request:

Microsoft Collaboration and Infrastructure Architecture Assessment

$ Value of Request

$40,000.00 in FY2028 (One time planning estimate; final amount subject to procurement)

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ■ **Third Party Contractors**
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☒ **Temporary**

Temp Duration: _____

☐ **Other Funding Sources (i.e. grants) – please describe:** _____

Date of Submission to Finance:

To be confirmed

Funding Required for (date range):

April 2027 → Sept, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

This request supports Islands Trust ability to deliver its mandate through reliable, secure and sustainable corporate information systems. It aligns with the new IS department five-year plan. It also aligns with organisational priorities related to effective governance, responsible financial management, privacy, information security, business continuity and modernization of internal services.

This assessment will provide evidence required to make a responsible future investment decisions before Islands Trust commits to Microsoft 365 licensing, migration work, cloud services or replacement of existing on-premise systems to a hybrid model.

ISSUE/OPPORTUNITY:

Islands Trust currently relies on a combination of on-premise infrastructure, file storage, email, remote-access tools and application-specific collaboration processes. As Microsoft collaboration services become increasingly integrated with modern BC government. Islands Trust needs to prepare to collaborate using m365. The Islands Trust requires a documented target architecture before deciding whether, when and how to adopt SharePoint, Teams or related services.

Microsoft provides multiple structural frameworks, SharePoint and Teams are not direct substitutes: Teams provides a collaboration interface while SharePoint commonly provides the underlying document-management and intranet capabilities. The decision is therefore not simply 'SharePoint versus Teams.' It is to determine the appropriate combination of services and whether workloads should remain on premises, move to the cloud, or operate in a hybrid model.

The internal IS team can provide operational knowledge and technical data, but a specialized contractor would bring current Microsoft architecture, security, privacy, migration and licensing expertise. An independent assessment would reduce the risk of selecting a platform based on product familiarity alone, underestimating migration dependencies, duplicating tools or committing to recurring costs before the full organizational impact is known.

PROJECTED RESULTS/DELIVERABLES:

The engagement will produce a decision-ready architecture assessment and roadmap, including:

- A documented current-state assessment of relevant infrastructure, storage, identity, security, collaboration and records-management dependencies.
- A requirements summary based on consultations with IS, Records Management, Communications, Privacy, business units and leadership.
- An evaluation of SharePoint, Teams and related Microsoft 365 services, including where the products complement one another and which business needs each should address such as records management.
- A comparison of on-premises, cloud and hybrid architectures covering security, privacy, data residency, identity, business continuity, supportability, accessibility, integration and records-management considerations.
- A five-year total-cost-of-ownership comparison that identifies licensing, implementation, migration, consulting, training, support and infrastructure costs.
- A recommended target architecture, implementation sequence, decision gates, risks, dependencies and high-level migration roadmap.
- A leadership briefing and reusable technical documentation that can support future business cases, procurement and implementation planning.

ALTERNATIVES CONSIDERED: (*What options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. The **first** option should represent your recommended choice. Another option should reflect the status quo - i.e. do nothing.*)

Option 1: Hire a specialized Microsoft architecture contractor (recommended)
Benefits – Independent, current expertise; objective comparison of on-premises, cloud and hybrid options; documented costs, risks and dependencies; faster completion; and a defensible roadmap for future investment.
Risks – The quality of the result depends on contractor expertise, access to accurate information and timely stakeholder participation. Recommendations may identify additional future costs.
Financial implications – $40,000.00 one-time planning estimate in FY2027/28. Future implementation costs would require separate approval and are not included in this request.
Resource requirements – Approximately 70-120 hours of contractor effort, plus targeted participation from IS and selected business stakeholders.
Other implications- Creates a vendor-neutral decision record and reduces the likelihood of fragmented or premature implementation.

Option 2: Hire an internal Server Administrator (ISL 27R) TA

Benefits – Adds permanent internal technical capacity for server administration, infrastructure lifecycle planning, identity management, backups, security, virtualization and ongoing operational support. The position could also assist with implementing recommendations arising from future infrastructure and Microsoft reviews.
Risks – A Server Administrator may not possess the specialized combination of SharePoint, Teams, Microsoft 365, cloud architecture, records management, privacy, governance, licensing and migration expertise required for this assessment. Recruitment and onboarding would take time, and the employee would also need to balance the assessment against ongoing operational responsibilities. The result may not provide the same independent analysis as an external specialist.
Financial implications – Creates an ongoing salary, benefits, training, equipment and licensing commitment that would be substantially greater than the one-time $40,000 contractor engagement estimating $60,000. A specialized consultant may still be required for records management or Microsoft 365 architecture.
Resource requirements – Requires approval of a new position, development and classification of a job profile, recruitment, onboarding, management oversight and ongoing operational funding.
Other implications - This option may address a broader long-term infrastructure capacity need, but it does not provide the same focused, time-limited or independent assessment. If Islands Trust has an established need for permanent server-administration capacity, that requirement should be considered through a separate staffing business case.

Option 3: Maintain the status quo / defer the assessment
Benefits – No immediate expenditure and no near-term change impact.
Risks – Architecture and lifecycle decisions would continue without a shared target state. Islands Trust could renew or replace infrastructure that later becomes redundant, adopt overlapping tools, or defer needed security and collaboration improvements.
Financial implications – No assessment cost, but potential for avoidable licensing, infrastructure, consulting and migration expenses in later years.
Resource requirements – Minimal immediate effort; continued operational support for the existing environment.
Other implications- Leaves future cloud, collaboration and records-management decisions unresolved.

RECOMMENDED OPTION RATIONALE:

Approve Option 1 and allocate up to $40,000 in FY2027/28 to retain a qualified Microsoft architecture contractor. This option provides the strongest balance of independence, specialized expertise, timeliness and risk reduction. The engagement is intentionally limited to assessment and roadmap development; it does not authorize a Microsoft 365 migration, cloud transition or software implementation. Any material implementation costs arising from the recommendations would return through the appropriate planning, procurement and budget-approval processes.

RISK ASSESSMENT:

Incomplete requirements or stakeholder participation - Mitigate through a defined engagement plan, identified business representatives and scheduled validation sessions.
Recommendations are overly vendor- or cloud-focused - Use a clear statement of work requiring evidence-based comparison of on-premises, cloud and hybrid options, documented evaluation criteria and disclosure of vendor relationships.
Privacy, security, records or data-residency requirements are missed - Require the assessment to address BC public-sector privacy obligations, security controls, retention, legal hold, data location, access governance and business continuity, with review by the appropriate internal roles.
Scope expansion or cost overrun - Use fixed deliverables, a not-to-exceed value, milestone acceptance and written approval for scope changes.
The report becomes outdated before implementation - Require assumptions, decision triggers and a phased roadmap that can be refreshed as licensing, technology and organizational priorities change.
Recommendations identify significant future investment - Treat implementation as a separate decision. Use the assessment to stage investments, avoid premature commitments and support future business cases.

COST/BENEFIT ANALYSIS:

The quantitative cost is an estimated one-time expenditure of up to $40,000. The engagement may also require approximately 35-60 hours of combined internal staff participation for discovery, interviews, technical validation and review. It is expected to avoid or reduce larger downstream costs by identifying unnecessary tool overlap, infrastructure that should not be renewed, licensing requirements, migration dependencies and sequencing risks before procurement or implementation begins.

The principal qualitative benefits are improved decision quality, a documented and supportable target architecture, clearer privacy and security requirements, better alignment between technology and business needs, and greater confidence in future budget requests. Because the assessment itself does not implement a platform, it also preserves Trust Council's ability to consider future costs and priorities before committing to a major transition.

PROCUREMENT PROCEDURE:

Information Systems will work with Finance to select the appropriate procurement method in accordance with Islands Trust purchasing requirements and applicable trade-agreement thresholds. The preferred approach is a competitive request for quotations or invitation to qualified firms with demonstrated Microsoft 365, SharePoint, Teams, identity, security, privacy and hybrid-infrastructure architecture experience.

The statement of work will define mandatory deliverables, stakeholder consultations, evaluation criteria, a not-to-exceed price, ownership of documentation, confidentiality requirements and conflict-of-interest/vendor-affiliation disclosure. The final procurement method will be confirmed by Finance before solicitation.

PROPOSED IMPLEMENTATION STRATEGY:

The assessment is expected to take approximately 14-18 weeks following contract award:

Weeks 1-2: finalize scope, collect existing documentation and confirm stakeholders and evaluation criteria.
Weeks 4-7: current-state discovery, technical review and stakeholder interviews.
Weeks 8-10: evaluate SharePoint, Teams and related services; compare on-premises, cloud and hybrid models; develop cost and risk analysis.
Weeks 11-12: draft target architecture, roadmap and recommendations; validate findings with staff.
Weeks 13-14: finalize deliverables and present results to Senior Leadership and other decision-makers as directed.

This phase ends with recommendations and a roadmap. No production migration or platform implementation is included. A subsequent implementation plan and business case would be developed if leadership chooses to proceed.

STAFF RESOURCING:

Information Systems Specialist / project lead: 25-30 hours for procurement support, documentation, discovery coordination, technical validation and review.

IS Manager / Director: 10 hours for scope approval, decision points and final review.

Records Management, Privacy, Communications and selected business representatives: approximately 2-4 hours per participant for interviews and validation.

Finance / procurement support: approximately 4-8 hours, depending on the procurement method.

Participation will be scheduled in focused sessions to minimize operational impact. No new employee position is requested

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

This request is for assessment only, so immediate organizational change will be limited. However, the contractor will engage key stakeholders to understand current workflows, information-management requirements and concerns about cloud services. Communications should clearly state that the assessment does not predetermine a move to the cloud or authorize implementation.

Stakeholders should include Information Systems, Records Management, Privacy, Communications, Finance, leadership and representative business units. Findings will be validated before the final report. If implementation is later approved, a separate change-management plan should address governance, records classification, permissions, training, support, adoption, migration and communications.

Requested by (Committee or Business unit): Information Systems

Prepared by (name, title)/date: Joshua Bard, Information Systems Specialist – August 18, 2026

Reviewed with other Department Directors (if applicable):

_____

Approving Director's signature

_____

Date Director Approved

Funding Request Business Case

Last updated: July 24/2026

NOTE: to be used for all budget requests over $5,000

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by *(Committee or Operational Unit):*

Legislative and Information Systems

Department:

Information Systems

Name of Request:

GIS COOP student

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$28,000

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- [X] New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- [X] **Temporary**

Temp Duration: **4 months**

☐ **Other Funding Sources (i.e. grants) – please describe: _____**

Date of Submission to Finance:

To be submitted with budget

Funding Required for (date range):

June 1, 2027 to September 2027.

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? Include background information that decision makers will need to properly assess this request.)*

This allows additional support for the data management portion of the 5 year plan.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

Current GIS Data layers have considerable gaps in meta data information. The student could help to resolve missing data in our layers thus making our GIS maps more valuable to planners, bylaws, and conservancy.

ALTERNATIVES CONSIDERED: (*What options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. The **first** option should represent your recommended choice. Another option should reflect the status quo - i.e. do nothing.*)

Option 1: GIS Co-op student for fall 2027
Benefits – Our experience with co-op program is we get great value for the money, we gain knowledge from the students, and they gain the experience they need to be successful in their area of expertise. It also exposes the Islands Trust to students, and in the past, we have in many occasions hired co-op students into permanent positions once they have completed their program.

Risks – data or layers not being updated thus their use to planners, conservancy or the public is less.
Financial implications – $28,000
Resource requirements –
GIS Coordinator – Estimated 5-10 hours per week for 4 months – 150-175 hours
Information Technology Manager – Estimated 5-10 hours total for management questions

Other implications-

Option 2: GIS Co-op student for fall/winter 2027/2028
Benefits – Similar to option 1 but longer time period
Risks – data or layers not being updated thus their use to planners, conservancy or the public is less.
Financial implications – $33,000
Resource requirements –
GIS Coordinator – Estimated 5-10 hours per week for 4 months – 150-175 hours
Information Technology Manager – Estimated 5-10 hours total for management questions

Option 3: Do nothing
Benefits – none
Risks – data continues to not be updated and less value. Complaints from public could come in.
Financial implications – none
Resource requirements – none
Other implications- Other internal projects may not be able to complete on time or use less accurate data.

RECOMMENDED OPTION RATIONALE: *(State your recommendation and summarise why you chose it over others.)*

Option 1 gives the best cost benefit.

RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work. Also consider factors that are outside of your control. List and discuss the options that exist to mitigate identified risks.)*

1) Less accurate data – of less use to other municipalities or public
2) Less accurate projects – internal projects may not have accurate data, like the Conservancy Regional Conservation Plan.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs, as well as benefits/savings. Qualitative considerations include non-quantifiable costs and benefits.)*

Option 1 allows the work to be done but paid at a lower level while still providing benefit to the person, Islands Trust and the public.

PROCUREMENT PROCEDURE: *(Describe any procurement processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

As per Government hiring processes.

PROPOSED IMPLEMENTATION STRATEGY: *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

Job would be posted late summer and person hired into the fall.

STAFF RESOURCING: *(List and estimate how many hours of each staff members time will be required, by staff level/role. For new positions, include a copy of the job profile. If you require support of staff from other departments, reach out to their director.)*

GIS Coordinator to run the competition, IS Manager to support the process.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

No change management required. Person would work behind the scene filling meta data in layers.

Requested by (Committee or Business unit): Legislation and Information Systems

Prepared by (name, title)/date: Tedd Drummond, Manager, Information Systems

Reviewed with other Department Directors (if applicable):

_____

Approving Director's signature

_____

Date Director Approved

Funding Request Business Case

Last updated: July 24/2026

NOTE: to be used for all budget requests over $5,000

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by *(Committee or Operational Unit):*

Legislative and Information Systems

Department:

Information Systems

Name of Request:

GIS COOP student

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$28,000

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- [X] New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- [X] **Temporary**

Temp Duration: **4**

☐ **Other Funding Sources (i.e. grants) – please describe:** _____

Date of Submission to Finance:

To be submitted with budget

Funding Required for (date range):

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? Include background information that decision makers will need to properly assess this request.)*

This allows additional support for the data management portion of the 5 year plan.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

Current IS infrastructure has considerable challenges in information. The infrastructure was built on aging methodologies and new methodologies are not compatible. The student could help to resolve and build a bridge from our current situation to new, modern technology. This would enable all Islands Trust staff to be more effective and have more reliable infrastructure to do their jobs, making them more productive.

ALTERNATIVES CONSIDERED: (*What options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. The **first** option should represent your recommended choice. Another option should reflect the status quo - i.e. do nothing.*)

Option 1: IS Co-op student for fall 2027
Benefits – Our experience with co-op program is we get great value for the money, we gain knowledge from the students, and they gain the experience they need to be successful in their area of expertise. It also exposes the Islands Trust to students, and in the past, we have in many occasions hired co-op students into permanent positions once they have completed their program.

Risks – data or layers not being updated thus their use to planners, conservancy or the public is less.
Financial implications – $28,000
Resource requirements –
IS Applications Specialist – Estimated 5-10 hours per week for 4 months – 150-175 hours
Information Technology Manager – Estimated 5-10 hours total for management questions

Option 2: IS Co-op student for fall/winter 2027/2028
Benefits – Similar to option 1 but longer time period
Risks – data or layers not being updated thus their use to planners, conservancy or the public is less.
Financial implications – $33,000
Resource requirements –
IS Coordinator – Estimated 5-10 hours per week for 8 months – 300 hours
Information Technology Manager – Estimated 50 hours total for management questions/support

Option 3: Do nothing
Benefits – none
Risks – data/infrastructure continues to not be updated and less value. Complaints from public could come in.
Financial implications – none
Resource requirements – none
Other implications- Other internal projects may not be able to complete on time or use less accurate data.

RECOMMENDED OPTION RATIONALE: *(State your recommendation and summarise why you chose it over others.)*

Option 1 gives the best cost benefit.

RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work. Also consider factors that are outside of your control. List and discuss the options that exist to mitigate identified risks.)*

1) Aging infrastructure – costs continue to rise with replacements
2) Increased demand on time – internal projects may take more time and could result in some projects being delayed due to the additional time requirement working with older infrastructure.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs, as well as benefits/savings. Qualitative considerations include non-quantifiable costs and benefits.)*

Option 1 allows the work to be done but paid at a lower level while still providing benefit to the person, Islands Trust and the public.

PROCUREMENT PROCEDURE: *(Describe any procurement processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

As per Government hiring processes.

PROPOSED IMPLEMENTATION STRATEGY: *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

Job would be posted late summer and person hired into the fall.

STAFF RESOURCING: *(List and estimate how many hours of each staff members time will be required, by staff level/role. For new positions, include a copy of the job profile. If you require support of staff from other departments, reach out to their director.)*

GIS Coordinator to run the competition, IS Manager to support the process.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

No change management required. Person would work behind the scene.

Requested by (Committee or Business unit): Legislation and Information Systems

Prepared by (name, title)/date: Tedd Drummond, Manager, Information Systems

Reviewed with other Department Directors (if applicable):

_____

Approving Director's signature

_____

Date Director Approved

Funding Request Business Case

NOTE: to be used for <u>all</u> budget requests over $5,000

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by*:*
Trust Area Services

Department:
Trust Area Services

Name of Request:
Auxiliary (temporary) Senior Policy Advisor position (1.0 FTE)

$ Value of Request*:*

Value of Request, 2026/27: **$135,628* – base salaries & benefits, 12 months** ** the formula used for business cases assumes hiring Senior Policy Advisor (Grid 27) at mid-point in salary range.*

2027 salary range $ 93,770 - $106,955 (estimated)

Summary for Business Case Insertion	
Salary + Benefits	$135,628
Travel	
Cell Phone	-
Computer - Laptop	
Computer - Desktop	-
Standard software licenses	-
Training	
Professional Fees	-
Overtime	-
TOTAL COST OF NEW POSITION in 1st year	**$135,628**

<u>Budget Source</u> (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies (communicate with IS department)**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ■ **Temporary**

Temp Duration: **<u>1 year</u>**

☐ **Other Funding Sources (i.e. grants) – please describe: <u>_____</u>**

Date of Submission to Finance:	**Funding Required for (date range):**
August 27, 2026	April 1, 2027-March 31, 2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Continuing an auxiliary Senior Policy Advisor position in 2027-28 will support:

- implementation of Trust Council's Strategic Plan
- the Conservancy Board's project to develop its legislatively-required 2028-2032 Plan
- the Conservancy Board's project to update the Regional Conservation Plan which expires in 2029.
- updating of dated coordination agreements.
- Trust Council's advocacy program and support for local trust committee advocacy

ISSUE/OPPORTUNITY:

The permanent Senior Policy Advisor position is currently dedicated to the Policy Statement Amendment Project nearly full-time, as has been the case in recent years, and also has responsibility for preparing staff reports to Executive Committee for Bowen Island Municipal bylaws. This means that there is a critical lack of staff capacity to undertake the other regular duties that this position is responsible for, and this lack of capacity is expected to continue through 2027/28 if the Policy Statement Amendment Project is delivered as currently approved.

This situation is expected to continue through to March 2028 due to the projected project timeline of third reading by March of 2028 and continued implementation planning through 2027/28.

In recent years, until October 2025 when this temporary position was first filled, the Director of Trust Area Services (DTAS) had undertaken many of the Senior Policy Advisor duties in addition to her regular responsibilities (outside of regular work hours), and the Grants Manager had taken on legislative monitoring, and drafting of local trust committee advocacy letters as time permitted within regular work hours. This informal backfill by the DTAS and the Grants Manager is not a reasonable or sustainable method of resourcing the work that has been displaced by the Policy Statement Amendment Project. In addition, the Grants Manager (2 days/week) is no longer able to partially backfill the Senior Policy Advisor's role as the demand for grant-related support has been on the rise. The previous approach of trying to sustain the regular duties of the Senior Policy Advisor without sufficient resources risks staff burnout, lowered staff morale, and frustration by Trust bodies due to continuing requests for Trust Area Services support that cannot be accommodated. Should Trust Council consider not funding the position staff will discuss the implications for service delivery with Trust Council and the Islands Trust Conservancy Board.

Trust Council has previously approved this temporary position for 2025/26 and 2026/27.

Opportunity:

Continuing this position will provide more capacity with Trust Area Services for regular duties of the Senior Policy Advisor that are not resourced including:

- updating of coordination agreements
- implementing Trust Council/local trust committee advocacy communication and associated coordination activities,
- policy research/development,
- ongoing legislative monitoring, and development of a quarterly report to Trust Council and Bowen Island Municipal Council,
- indicator reporting, agreement monitoring and development,
- organization of special Trust Council sessions,
- drafting annual report content, and

- other activities assigned through the Strategic Plan or by resolution of Trust Council, Executive Committee or Trust Programs Committee.

In addition, the position will provide much needed support to the Director of Trust Area Services and Conservancy Manager with implementation of the Conservancy's 2028-2032 Plan project and the upcoming Regional Conservation Plan project. The Minister of Housing and Municipal Affairs has indicated this needs to be done in a manner that reflects the spirit of the UN Declaration on the Rights of Indigenous People and be submitted to the Minister by mid- December 2027.)

PROJECTED RESULTS/DELIVERABLES:

The continuation of the temporary Senior Policy Advisor position has created additional staff capacity for Trust Area Services to respond to current requests and to support projects that have emerged from the Strategic Plan.

The following results are expected to continue:

- Time for the Director of Trust Area Services to work on core Director duties, including supporting the Policy Statement Amendment Project, developing departmental work plans associated with corporate planning, and developing relationships with Indigenous Governing Bodies
- Support for Director of Trust Area Services/Conservancy Manager on the delivery of the Conservancy's 2028-2032 Plan project and the upcoming Regional Conservation Plan project freeing them up for day-to-day management
- Reduced timelines for addressing questions from staff and trustees across the organisation
- Reduced timelines for initiatives assigned to Trust Area Services (see (Opportunity section above)

ALTERNATIVES CONSIDERED:

Option 1: Hire a Temporary 1.0 FTE -recommended option

Benefits: As stated above in projected results/deliverables section
Risks: As stated above in risk assessment section
Financial implications: $135,628
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision

Option 2: Hire a temporary 0.5 FTE

Benefits: As above with reduced impact
Risks: Reducing the position from full-time to part-time increases the risk that the incumbent would not stay in the role. If a hiring process becomes necessary, identified risks with hiring a new person would be those associated with the hiring of any position, such as the inability to find or retain suitable candidates. It may be more difficult to recruit a qualified candidate to a part-time position and the Director would have one more staff position to supervise without the benefit of full-time productivity from the position. With only a part-time position to support Senior Policy Advisor work, and a Director of Trust Area Services who cannot absorb additional projects, Trust Council will have to make decisions regarding prioritization of regular duties and may have difficult decisions associated with how to implement elements of its Strategic Plan.
Financial implications: $67,814
Resource requirements: If a hiring competition became necessary due to incumbent not staying in the role**,** staff time to run hiring competition and train successful applicant in the role, and ongoing supervision. Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

Option 3: Ending the temporary Senior Policy Advisor position

Benefits: No increase in costs
Risks: The organisation would not be properly supported to undertake many of the regular duties of Trust Area Services. Trust Council would need to make decisions about the feasibility of implementing elements of its new Strategic Plan and about the continuation of functions such as legislative monitoring, advocacy, intergovernmental coordination and other Trust Area Services functions. The Conservancy Board would need to consider how to support coordination of the legislatively-required Islands Trust Conservancy Plan project and the Regional Conservation Plan project as the Conservancy Manager cannot accommodate project coordination in addition to running daily operations.
Financial implications: None
Resource requirements: None, except Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

Option 4: Engage independent contractors for project-related work instead of hiring a staff position

Benefits: Potential for highly-skilled labour for ad-hoc projects
Risks: Risk that no suitable contractor can be found or is not available, risk of incompletion of contracts with contractors
Financial implications: $50,000 - $125,000. Contractor hourly rates are significantly higher than staff hourly rates.
Resource requirements: Director of Trust Area Services time to run procurement processes, identify and engage with suitable contractors, manage the projects, ensure effective collaboration and knowledge transfer, and manage associated financial approvals

RECOMMENDED OPTION RATIONALE:

Option 1: Extend the temporary one-year 1.0 FTE Senior Policy Advisor position. This option addresses critical capacity issues in Trust Area Services and supports continuation of regular duties with additional staff time remaining to support some Strategic Plan project implementation.

RISK ASSESSMENT:

Adding a new staff resource to support the Trust Area Services team has posed very little, if any, risk to the organisation. The risk of not supporting this position is greater than the risks of supporting it, as described in the Issue/Opportunity section of this report.

COST/BENEFIT ANALYSIS:

Quantitative Discussion: Temporary one-year cost of $135,628 for salaries and benefits. No funding is requested for equipment as existing equipment will be used and no training funds are requested as will be taken from the regular department budget. Savings may also be realised via reduced staff turnover due to reduced critical capacity issues in Trust Area Services, which affect the team as a whole.

Qualitative Discussion: Staff with appropriate work-life balance are more engaged, more productive, more invested in the workplace, and work better with others, which contributes to organisational success. Reduced turnover results in lower costs to the organisation by limiting costs associated with lost working hours, recruitment and training.

PROCUREMENT PROCEDURE:

Hiring staff does not fall under the procurement of goods or services, so a procurement process is not applicable. Instead, a hiring process will be conducted following standard Public Service Agency (PSA) practices. If required, this process includes reviewing the job description, working with PSA to classify the position, posting the job externally, collecting and reviewing resumes, conducting skill testing,

interviews, reference and criminal record checks, issuing offer letters, and providing comprehensive on-boarding and training for the new staff member. These steps ensure a thorough and compliant hiring process in accordance with established procedures.

PROPOSED IMPLEMENTATION STRATEGY:

The temporary (auxiliary) Senior Policy Advisor has provided excellent work to Trust Council and they have expressed interest in extending through 2026/27. If the job does need to be posted, the Director would post the temporary opportunity, screen candidates and run interviews, as well as provide comprehensive training to ensure the successful candidate is fully equipped to fulfil their role.

STAFF RESOURCING:

If a hiring process is required (i.e. incumbent chooses not to continue):

Pre-hiring activities:

- Director of Trust Area Services: Hiring process duties: identifying suitable candidates, screening resumes, preparing and scoring screening tests, conducting interviews, conducting reference checks, and making job offer. Estimated time: 50 hours.
- Employee Services Coordinator: Administer job posting, collect resumes, administer written assessments, schedule interviews, prepare offer letters, and file for criminal record checks. Total time: 5 hours.
- Interview Panellists (Director of Trust Area Services+ two others): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

Post-hiring activities:

- Director of Trust Area Services: Oversee and conduct training and orientation with new staff for a period of 2-3 months.
- Employee Services Coordinator: Process new hire paperwork, schedule and deliver basic new hire orientation and on-boarding sessions. Total time: 15 hours.

Others across the organization: Provide orientation to other departments and relevant processes over the course of 1 week.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

In the event this position is approved and a hiring process is needed, appropriate internal communications will be conducted to inform staff about hiring process. The competition would be advertised both internally within the organization and externally on platforms such as the BC Public Service Agency job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

Requested by: Trust Area Services

Prepared by: Clare Frater, Director, Trust Area Services/August 26, 2026

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by *(Committee or Operational Unit)**:***

Executive Committee

Department:

Planning Services

Name of Request:

Planner Co-op Student (Level 2)

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$26,882 (16 weeks salary and benefits)
$1,850 new laptop

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture & Tech. Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- **X** **Temporary**
  Temp Duration: **_Co-op (4 months)**

_____

☐ **Other Funding Sources (i.e. grants) – please describe: _____**

Date of Submission to Finance:

August 26, 2026

Funding Required for (date range):

Sixteen-week Co-op work period likely starting in May 2027 (Fiscal Year 2027/28).

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Islands Trust Council Strategic Plan 2025–2028, emphasizes organizational excellence, accountability, and capacity building. The Co-op student supports staff implementing elements of the plan with a focus on:

- Building organizational capacity and resilience by investing in the development and interest of skilled, motivated staff;
- Supporting clear, accountable, and transparent decision-making through ongoing professional training that strengthens policy development and planning processes; and

- Strengthening Islands Trust's ability to meet its provincial mandate efficiently and responsibly, by fostering a workforce capable of implementing Council's priorities with professionalism and integrity.

ISSUE/OPPORTUNITY:

Planning Services annually hires co-op student positions over the summer, rotating the position between the three offices as demand requires. Last year the position was assigned to the Salt Spring Office and was instrumental in assisting with major projects and applications.

The Co-op Student Planner benefits by gaining work experience related to their education. The Islands Trust benefits from having additional support at the entry planner level and to cover planning staff absences during the summer months. There is the potential longer-term opportunity for co-op students to be hired as full-time Islands Trust employees. An example of a co-op planner (student planner) who then continued employment with the Islands Trust is (temporarily appointed) Regional Planning Manager Jason Youmans who now leads the Salt Spring office and previously led the Policy Statement amendment project – arguably the most challenging office in terms of volume and complexity while the Policy Statement is one the most significant regional projects of the organization.

PROJECTED RESULTS/DELIVERABLES:

Over the four-month co-op we would identify the work this person can do, that will also align with their needs in the co-op program on reporting back to their school. The outcome will be additional staff support over the summer months when staff generally take vacation, to improve support coverage during this time. The position will also be tasked with deliverables on tangible actions that will assist with completing major projects this term and/or relieving duties of other staff to assist with such deliverables. The final work plan may be amended depending on Trust Council priorities and the Departmental Work Plan.

ALTERNATIVES CONSIDERED:

Option 1: Hire a Co-op Planning Student
Benefits – Ongoing relationship with university programs and generating student interest in the Islands Trust; student ideas and perspectives keep ideas current and innovative
Risks – recruiting a person with the skills and interest to fit with the needs of the Islands Trust.
Financial implications – $26,882 (16 weeks salary and benefits); $1,850 computer
Resource requirements – Regular staff resources to orientate new staff; RPM and Island Planner mentoring and supervision

Option 2: Hire a Temporary ("as and when") Planner
Benefits – More focused on deliverables
Risks – narrow market appeal to prospective employees; weaken relationships with Planning accredited universities; weaken the mutual growth of staff and students through infusion of new ideas and practices;
Financial implications
Financial implications – greater pay required for regular planner positions
Resource requirements – similar to hiring a coop student
Other implications- would not meet coop program conditions

Option 3: Do not proceed with hiring a co-op planning student
Benefits – no cost
Risks – weaken relationship with Planning accredited universities; weaken the mutual growth of staff and students through infusion of new ideas and practices
Financial implications – none

Resource requirements – none

RECOMMENDED OPTION RATIONALE:

Option 1: Hire a Co-op Planning Student for summer of 2027
The Islands Trust has had excellent experiences with planner coop students. These students have learned from their experience and taught staff in return. The long term benefits are the relationships with the universities and students to ensure current best practices are challenged and to keep a mature list of interested future staff**.** Coop students bring enthusiasm and new ideas and provide enhanced efficiency of cost/hour and take minimal leave.

RISK ASSESSMENT:

Uncertainty of funding approval. Universities post coop opportunities in late January/early February. Early Trust Council support would allow staff to meet opportunity posting timeline – always with the understanding that the opportunity is subject to approved funding which comes with adoption of the budget in March.

Suitability. Ensuring that we recruit the right person with the skills and interest to fit with the needs of the Islands Trust. We reach out to educational institutions with co-op programs, and follow a typical recruiting process to match the job to the right person.

COST/BENEFIT ANALYSIS:

Cost:

- $26,882 (16 weeks salary and benefits)
- $1,850 laptop

Benefits:

- Excellent value for the money as planner spends time almost exclusively working on projects or applications with minimal leave time; Planners tend to be enthusiastic, creative, and willing to help however needed
- Students get real world experience and work with senior planners, while staff get fresh ideas and perspectives.
- Planners are trained through university accredited programs. Growing or maintaining these relationships is central to ensuring innovation and best practices are constantly challenged.
- Several Coop planners return to the Islands Trust as staff. The Coop program serves as an introduction to the organization and can lead to long term relationships.

PURCHASING PROCEDURE:

As per Public Service Agency hiring policy.

PROPOSED IMPLEMENTATION STRATEGY:

Staff would notify universities in January 2027 that a potential co-op position may be available pending approved funding. Staff would undertake a recruitment/hiring process late March 2026 when Trust Council approves the 2026/27 budget. The opportunity would last from May 1– September 1, for a four-month period.

STAFF RESOURCING:

- Regional Planning Manager – Estimated average 5 hours per week for 4 months
- Island Planner – Estimated average 3-5 hours per week for 4 months
- Director, Planning Services – Estimated 2-5 hours for set-up and meetings

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Discussion with Planning Services staff on integrating the co-op
- Discussion with department Directors on appropriate priorities for the co-op student.

Requested by Executive Committee
Prepared by Stefan Cermak, Director Planning Services

Islands Trust

Funding Request Business Case

TO BE COMPLETED BY INITIATOR

Requested by:

Regional Planning Committee

Department:
Planning Services

Name of Request:

- **Biologist Services**

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$61,800 (2027/28)

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

X **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)
- X **Permanent Part Time**
- ☐ **Temporary**
  Temp Duration: _____

☐ **Other Funding Sources (i.e. grants) – please describe:** _____

Date of Submission to Finance:

Funding Required for (date range):

$60,000 / year: April 1, 2027 - onwards
$1,800 – one time expenses

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

- **Islands Trust Act, Section 3:** The object of the Trust is "to preserve and protect the Trust Area and its unique amenities and environment for the benefit of residents… and of the Province generally."
- **Trust Council Strategic Plan 2025–28:**
  - *2.1.1, 2.1.2, 2.1.3* – Climate resilience and cumulative impacts.
  - *3.2.1–3.2.4* – Identify and monitor ecosystem health indicators.
  - *3.3.1* – Shoreline protection.
  - *4.1.1, 4.1.2* – First Nations engagement in stewardship.
- **Policy Statement:** Directives on ecosystem protection, cumulative impacts, and reconciliation.
- **Islands Trust Conservancy science priorities:** Ecosystem mapping, conservation analysis.
- **Local Trust Committee Work Programs:** Require ecological expertise to inform land use bylaws, OCP updates, and policy development.

ISSUE/OPPORTUNITY:

The Islands Trust hired a temporary biologist from February 2025 to March 2026 through an Environment and Climate Change Canada (ECCC) grant. The temporary role delivered a suite of high-value products that directly support Trust Council's Strategic Plan and the legislated preserve-and-protect mandate.

Deliverables included (but were not limited to):

- Species at Risk – State of the Islands report
- A model natural environment Development Permit Area
- Terms of Reference for Professional Environmental Assessment Reports

The Biologist also:

- Supported planners with ecological review outside their expertise
- Ensured consistent, science-based advice across the Trust Area
- Provided professional biologist input into key initiatives including the Land Information Screening Tool (Tool 4 within the Housing Options Toolkit) and researching indicators and related data for Trust Council's Strategic Plan
- Strengthened relationships and collaboration with NGOs, community groups, partner governments and between the Islands Trust Conservancy and Planning Services.

At its July 24, 2026 meeting, the Regional Planning Committee (RPC) reviewed these deliverables and requested staff to forward them to Trust Council and to prepare a business case outlining options for retaining ongoing biological expertise. The Committee's request reflects both the demonstrated value of ecological expertise and the operational reality identified in the CAO's *Operational Review*—specifically, that Islands Trust faces "significant operational challenges" and "not sufficient capacity to do all the work that is currently expected and needed."

The opportunity is to retain biological expertise in a way that is financially realistic, politically viable, and operationally effective. The challenge is that Trust Council has mixed views: some trustees strongly support integrating biological expertise into planning services, while others are reluctant to support any initiative that increases taxes or does not align with preferred outcomes such as a specific GIS platform or institutional partnership.

This business case presents options that balance cost, capacity, and political feasibility.

PROJECTED RESULTS / DELIVERABLES:

Retaining biologist services—whether through staff or contracted support—will:

- Advance Trust Council Strategic Plan priorities (2.1.1–2.1.3, 3.2.1–3.2.4, 3.3.1, 4.1.1–4.1.2).
- Improve ecological review of planning applications, bylaws, and projects.
- Strengthen alignment with First Nations and intergovernmental partners.
- Increase planner efficiency and reduce delays for applicants.
- Provide more equitable, predictable review of environmental reports.
- Enhance public trust in the Trust's ability to deliver on its legislated mandate.

These outcomes mirror those achieved by the temporary biologist and respond to the capacity issues identified in the CAO's Operational Review.

ALTERNATIVES CONSIDERED:

Option 1: Create a "Professional Biologist Service" business line item (Retainer Model)

Benefits — Flexible; allows hiring specialized biologists (e.g., marine, SAR specialists) as needed.
Risks — High cost. Private firm rates are 2–3× internal salary equivalents. For example:

- Intermediate Biologist: $120–$135/hour
- Senior Biologist: $135–$175/hour (and up)

Financial implications — A $20,000–$30,000 annual allocation buys only ~60–150 hours of work per year. This is insufficient for ongoing ecological review, relationship-building, or strategic plan implementation.
Resource requirements — Ongoing contract management; repeated onboarding; limited continuity.
Other implications — Does not build institutional knowledge; inconsistent availability; may satisfy trustees opposed to staffing increases but provides minimal operational value.

Option 2: Hire a Full-Time Permanent Biologist (1.0 FTE)

Benefits — Highest value; consistent, science-based expertise; strong institutional knowledge; efficient support for planners; direct implementation of Strategic Plan priorities.
Risks — Highest cost; politically challenging given tax sensitivity.
Financial implications — $115,288 salary/benefits + $5,075 training/travel
Resource requirements — Standard PSA hiring process.
Other implications — Strong recruitment pool; aligns with CAO's Operational Review recommendation to add capacity in areas with acute pressures.

Option 3: Hire a Permanent Part-Time Biologist (0.5 FTE)

Benefits — Lower cost; maintains continuity; avoids repeated onboarding; provides predictable availability.
Risks — Uncertain candidate interest; may not meet full demand.
Financial implications — $60,000
Resource requirements — Similar hiring effort to permanent role.
Other implications — Politically more feasible; provides meaningful capacity without full cost. Hiring an "As and When" Biologist for the same number of hours incurs higher costs (+$3,000/year) due to higher leave compensation paid out vs. opportunity for leave.

Option 4: Replace a Planner (or other staff) with a Full-Time Biologist

Benefits — Budget-neutral.
Risks — Reduces planning capacity; contradicts CAO's Operational Review ("there is not sufficient capacity to do all the work that is currently expected and needed").
Financial implications — No net increase.
Resource requirements — Reassignment of position.
Other implications — Operationally risky; may be politically attractive but undermines core planning functions.

Option 5: Do Nothing

Benefits — No new budget allocation.
Risks — Planners continue ecological review outside their expertise; slower processes; increased risk of weak or challenged decisions; diminished credibility.
Financial implications — $0 direct cost; significant indirect costs borne by applicants and staff capacity.
Other implications — Does not address Strategic Plan commitments.

RECOMMENDED OPTION RATIONALE:

Option 3: Hire a Permanent Part Time or "As-and-When" Biologist (0.5 FTE)

This option balances cost, continuity, and political feasibility. It provides meaningful ecological capacity, supports Strategic Plan implementation, and avoids the high cost and low continuity of contractor-only models. It also responds to the CAO's Operational Review, which identifies capacity as the core organizational issue.

If Trust Council cannot support a full FTE, a 0.5 FTE provides a viable middle ground that maintains institutional knowledge and supports planners while staying within a politically tolerable cost range.

RISK ASSESSMENT:

- Financial risk — Contractor-only models risk cost overruns; permanent staff require stable funding.
- Operational risk — Without professional ecological expertise, planners face increased workload and higher risk of errors.
- Reputational risk — Weak ecological review undermines public trust and First Nations relationships.
- Strategic risk — Inability to deliver on Strategic Plan priorities.
- Mitigation — Adopt a hybrid model (Option 3) that provides core capacity and allows targeted contracting for specialized needs.

COST/BENEFIT ANALYSIS:

Quantitative

- Permanent biologist (1.0 FTE): ~$120,000/year.
- "As-and-When" or Part time biologist (0.5 FTE): ~$62,000/year.
- Contractor rates: $120–$175/hour (2–3× internal cost).
- Planner efficiency gains.
- Risk avoidance: $25,000–$50,000+ per avoided challenge.

Qualitative

- Advances preserve-and-protect mandate.
- Strengthens relationships with First Nations, ENGOs, and ITC.
- Improves public confidence.
- Provides consistent, equitable ecological review.
- Builds institutional knowledge.

PROCUREMENT PROCEDURE:

- If hiring staff: PSA competition (internal or external).
- If contracting: Procurement process will be dependent on approved scope and amount; requires ongoing contract management and creation of administrative coordination processes

PROPOSED IMPLEMENTATION STRATEGY:

- Budget approval: March 2027.
- Hiring/contract initiation: April–July 2027.
- Integration with Planning Services and Islands Trust Conservancy: July-September 2027.
- Annual review of service level and demand.

STAFF RESOURCING:

- Director, Planning Services: 30–40 hours (competition, onboarding).
- Employee Services Coordinator: 10–15 hours.
- Interview panel: 1.5 hours/interviewee.
- Cross-department orientation: 1 week.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Internal communication upon approval.
- Coordination with Islands Trust Conservancy and First Nations.
- Clear messaging to trustees on cost-efficiency and Strategic Plan alignment.
- Annual reporting to RPC and Trust Council on ecological service usage.

Requested by Regional Planning Committee

Prepared by Stefan Cermak, Director Planning Services / August 17, 2026

_____

Approving Director's signature

_____

Date Director Approved

Funding Request Business Case

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by *(Committee or Operational Unit)**:***

Hornby Local Trust Committee

Department:

Planning Services

Name of Request:

Temporary Staffing Support for Proposed TUP-STVR Processing – Planner 2 (temporary full-time)

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

Using the Staff Costing Budget tool (based on full time, temporary Planner 2 position)

Yearly expense (salary, benefits, equipment): $126,954

Pro-rated for 6 months: $63,477

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture (Finance) & Tech. Equipment (IS)**

☐ **Computer Hardware/Software/Supplies**

X New Staff Resources (see Attachment 1: Staff Costing Budget Tool)
- ☐ **Permanent**
- **X Temporary**

Temp Duration: **up to 6 months**

☐ **Other Funding Sources (i.e. grants) – please describe: _____**

Date of Submission to Finance:

September 2, 2026
(Hornby Island LTC resolution XXX)

Funding Required for (date range):

Fall (October) 2027 to Winter (March) 2028 for May-September 2028 vacation rental season.

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

- This request comes through the Hornby LTC's project to update their OCP and LUB, whereby the LTC is proposing regulating short term vacation rentals (STVRs) through Temporary Use Permits.

From the Policy Statement:

- Policy 5.2.1 Trust Council holds that growth and development in the Trust Area should be compatible with preservation and protection of the environment, natural amenities, resources and community character.

- 5.2.4 Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources and community character.
- 5.7.2 Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address economic opportunities that are compatible with conservation of resources and protection of community character.

ISSUE/OPPORTUNITY:

This request is made by the Hornby LTC to address an anticipated administrative capacity issue need to process an influx of Temporary Use Permits (TUPs) as a result of their proposed OCP and Land Use Bylaws Nos. 176 & 177 being adopted to allow the regulation of short-term vacation rentals through TUPs.

As part of their major project the HO LTC wishes to amend their Land Use Bylaw to regulate short term vacation rentals (STVR) through issuance of a Temporary Use Permit. The potential result should this amendment be adopted, is that there may be an influx of TUP applications submitted, all requesting approval for the same period of time prior to the spring 2028 vacation rental season on Hornby Island.

The LTC asks that the budget request utilize the revenue generated through the TUP application fees to justify the request for the staff support. Temporary staff support is anticipated for 6 months to help with processing new TUP applications.

The northern office RPM has raised concern that the current capacity of the northern office to process applications will experience challenges and not be able to handle the timely processing of an influx of over approximately 30 TUP applications in addition to the expected current planning work.

The benefit of approving this request will be to support the LTC in its processing of TUP applications ahead of their 2028 rental season should the amendment be adopted, while minimizing the impact to service levels provided by the northern office team such as application processing, enquiries, other Local Trust Areas' work programs and staff workload.

Background:

- Further information is referenced in Staff reports to the Hornby LTC dated June 26, 2026 & September 1, 2026, and Executive Committee July 8, 2026.
- This is a one-time request for new TUP applications; however, staff may see the need arise again for renewals in the future, based on the length of TUP term set by the LTC and the number of applications that are submitted. That timeframe and corresponding capacity need is unknown to staff at this time.
- The report was presented to Executive Committee for consideration and comment on July 8, 2026, and the EC had no concerns at that time. It recommended to the LTC as part of drafting this business case, to evaluate other options that could reduce financial and resource requirements such as a study, collaborate with the Comox Valley Regional District, and evaluating a range of regulatory and management tools.

PROJECTED RESULTS/DELIVERABLES:

- This staffing request approval will support the temporary operational challenge of processing a large amount of TUP applications in a short time frame, amongst the current workload of the Northern Planning team.
- The result of hiring support staff is anticipated to result in bringing forward TUP applications to the LTC ahead of the 2028 vacation rental season.

- This approval may support more efficient completion of work with focussed staff processing Hornby TUP applications, and desire by vacation rental operators to receive a decision in a timely manner.
- Overall, the proposed short term vacation rental TUP regulations represent a concentrated workload with an anticipated higher administrative demand in the initial year followed by lower but recurring cyclical renewal activity, and with a request to Trust Council that the corresponding revenues be used to offset the costs of hiring additional temporary staff.

ALTERNATIVES CONSIDERED:

Option 1 (recommended): Hire Planner 2 for 6 month term, Temporary Auxiliary or Permanent 'As & When'.

Benefits –
An additional temporary Planner 2 will provide capacity support to process the anticipated influx of TUP applications for Hornby Island. Supports management of staff workload, anticipated to help maintain current levels of service and targeted application processing timeframes.

Preference is for a permanent 'As and When' Planner term with funding for 6 months, to allow the option to request support in future years if needed, respond quicker to future need, saving time on hiring process.

Risks –
- Offers a temporary solution to a bylaw regulation, and may likely need to be requested again in the future.
- Staff anticipate budget challenges with Trust Council supporting a staffing budget request for a Planner 2 which may not be revenue neutral, and as a result more information may be needed.

Financial implications –
- The Hornby Island Fees Bylaw currently sets the fee for a Temporary Use Permit application at $2,327 and $758 for a renewal application (both subject to a 2% increase each April 1). No amendments to the fees bylaw are anticipated as part of this review project although Trust Council has requested a general fee review with options being targeted for presentation at the September 2026 Trust Council.
- In financial terms, Year 1 (and subsequent intake years) could generate approximately $202,449 in application fee revenue (87 TUP scenario × $2,327), while a full renewal cycle would generate approximately $65,946 in renewal fee revenue (87 TUP scenario × $758). These estimates are based on processing 87 applications.

The LTC requests the needed staffing be funded as an enhanced service level of the LTC from the Trust Council base budget for the next fiscal budget (2027-2028) in order to hire staff to process TUP applications. Part of this request would be to monitor and report to Trust Council the differences at year end between TUP application fee revenues and the costs of the new staffing position(s).

Resource requirements –
- Estimated processing times: New application = approximately 22 hours of staff time; Renewals = approximately 5.5 hours.
- Using a scenario of anticipated volume of up to 87 new permits in Year 1 and up to 87 renewals on a three-year cycle, this equates to a peak workload of approximately 1,914 staff hours in the initial intake years and approximately 479 staff hours in renewal years.
- The number of eighty-seven (87) permits is used because it represents the approximate known number of STVRs currently.
- Assumes current staffing levels for the northern office has a processing threshold of 20-30 new TUP applications before more staff were needed to assist.

- This scenario translates to a 'shortcoming' of staffing resources of approximately 1,254 hours which would be needed to process an additional 57 TUP applications (or over the threshold of 30 TUP applications).
- The LTC must consider (and staff must process) all TUP applications that come in regardless of the 'administrative intake' timeframe. The LTC must consider those TUP applications on its merits; and approval is at the LTC discretion.

Other implications include -

- Hiring process would be initiated after budget approval by TC and bylaw adoption by LTC.
- Must allow time to coordinate hiring new staff and start of application intake, ahead of the targeted season.
- STVR TUPs intake could occur as early Fall 2027; approvals in Winter 2028 for May 2028 rental season.
- This would require less administrative resources to execute vs Option 3 but still requires resources to implement.

Option 2: Do Nothing, use existing staffing resources.
Benefits – No additional budget spent by Trust Council.

Risks – Longer processing times for applications, reduced staffing capacity/time to work on all northern LTC work programs, increased staff workloads, decreasing in service levels in northern office. May include reduced service levels for other services like enquiries, affecting all northern LTCs.

Overall, staff cannot process an influx of TUP applications (i.e. over 30 applications) in a timely manner without substantial impacts to service levels.

Financial implications – Potential staff overtime costs incurred.

Resource requirements –

- A general assumption is made that the current staffing levels for the northern office can process between 20-30 new TUP applications before more staff were needed to assist with the increasing number of applications submitted (i.e. up to 87).
- Re-allocating staff from non-required work to processing applications.

Other implications-

- Do not have capacity to process over 30 TUPs for LTC decision for early 2028 given need to also support all other Planning applications and the 6 northern LTCs' work programs.
- This option does not allow adequate time to increase staff resources for timely processing should an influx of TUP applications come in.

Option 3: Special Property Tax Requisition (to Hornby LTA) to fund temporary Planner 2.
A special property tax requisition is an extra tax collected only within one Local Trust Area to fund a program or service the Local Trust Committee wants to deliver that qualifies as an "additional operation"—meaning it is not offered in all local trust areas, represents an enhanced service level due to unique local demands or delegated powers, or exceeds the capacity of the base budget. Only residents of that area pay the tax, and it may be used solely for the purpose approved by Trust Council. (Trust Council Policy 6.3.2 Special Property Tax Requisitions)

The special property tax requisition does not divert fee revenue. It adds special taxes to the LTA properties to get this work done. This would result in the following:

- Increased fee revenue coming from Hornby Island LTA properties due to processing the number of TUPs as allowed under the TUP regulations.
- Increased tax revenue coming from Hornby Island LTA properties due to Special Taxes.

Benefits – No capital budget is spent, represents a more transparent reflection of an area paying for a service generated by that area.

Risks –

- Staff do not anticipate support from Hornby Island community or LTC to increase taxes.
- Is not a common approach used by Islands Trust.
- In light of this financial process, staff is concerned that there will not be appropriate time to prepare operationally and accounting for the timing of the bylaw adoption, before the start of the rental season.

Financial implications –

- Special tax requisitions can only be considered through Trust Council's annual budget process.

Resource requirements –

- Trust Council approval is required to hire staff, which would be funded by the special property tax requisition.
- The hiring process for any newly approved temporary staff would begin after Trust Council's budget approval in March 2027, and after the LTC adopts the amended bylaw.
- This approach will require administrative resources and assistance from finance services to pursue budget request.

Other implications-

- For this option, the land use bylaw adoption is contingent on the March 2027 budget decisions, and so the bylaw adoption would occur after that.

RECOMMENDED OPTION RATIONALE:

The LTC request is based on Option 1 (recommended), and the LTC is satisfied that with the approval of this staffing resource, the implementation of the proposed bylaws can proceed without significant unexpected service disruption that extends beyond the LTC work program, impacting the ability to support the work programs of other Local Trust Committees and other service levels.

RISK ASSESSMENT:

- Complexity and multiple processes including timing of budget approval, bylaw adoption, hiring, and application intake may not align and impact the ability to process TUP applications in time for the May 2028 rental season.
- Factors outside of the LTC and staff control, is if there is an overwhelming number of applications that cannot be processed in time for the 2028 rental season, and as a result there may be some applications that will be processed later. Also, it may require more planners' time to process and may impact other services such as enquiries, extending out processing timelines for other applications.

COST/BENEFIT ANALYSIS:
Quantitative factors include:

- Request is for one (1) Planner 2 position for up to 6 months to address the anticipated 1,254 hours of staffing resources.
- Estimated hours of support needed: Based on the estimated processing times, each new application may require approximately 22 hours of staff time, while each renewal may require approximately 5.5 hours. Using a scenario of anticipated volume of up to 87 new permits in Year 1 and up to 87 renewals on a three-year cycle, this equates to a peak workload of

approximately 1,914 staff hours in the initial intake years and approximately 479 staff hours in renewal years.

- Assumes current staffing levels for northern office has a processing threshold of 20-30 new TUP applications before more staff were needed to assist.
- There is an estimated 'shortcoming' of staffing resources of approximately 1,254 hours for initial intake year. (The hours based on the processing applications beyond the threshold.)
- Since a full-time planner will provide up to 1800 hours of support, then it is anticipated that up to one (1) full-time temporary position will be needed to address the shortcoming of staffing resources.
- Hiring process takes about 4-5 months, involves the Hiring Manager (RPM), HR Advisor, staff training/onboarding, and related dedicated staff time. Estimated RPM hours for hiring process approx. 35 hours.

Qualitative factors include:

Assuming that Trust Council approves the temporary hiring of staff based on the recommended Option 1 (Request funds from base budget), additional implementation challenges and factors include:

- The influx to the volume of applications submitted, particularly in the intake years, will create a significant workload and require careful coordination to avoid delays. This includes not just planning resources to process applications and support project, but also administrative resources to support notifications.
- Other options may need to be explored to mitigate the increased processing demand & timing such as delegating TUP renewals. This would likely require amendments to Hornby LTC's administrative bylaws such as Development Procedures Bylaw No. 74.
- In renewal years, without delegation to staff, all renewals would require LTC decision, increasing logistical meeting demands and staff time.
- Office space in northern office is currently at capacity; reconfiguration may be needed to accommodate additional staff working in the office.

PROCUREMENT PROCEDURE:

A hiring process will be undertaken in accordance with standard PSA hiring practices, including: posting of job to external sources, review of resumes, interviews, reference and criminal record checks, offer letter, on-boarding and training of new staff.

PROPOSED IMPLEMENTATION STRATEGY:

- March 2027 - Trust Council approval for staffing resource, funded by the base budget.
- April – September 2027: Hiring process would be initiated after budget approval by TC and bylaw adoption by LTC.
- STVR TUPs intake could occur as early Fall 2027; approvals in Winter 2028 for May 2028 rental season.
- Must allow time to coordinate hiring new staff and start of application intake, ahead of the targeted 2028 season.

STAFF RESOURCING:

- Request is for one (1) Planner 2 position for up to 6 months. The preferred approach is for a permanent 'As and When' term. For more information, see Attachment 1: Staff Costing Budget tool and Attachment 2: Planner 2 Job Profile.

Pre-hiring activities:

- RPM, Planning Services – screen applicant resumes, prepare and mark written assessment for applicants, conduct interviews, conduct reference checks, conduct offer – estimated 35 hours
- Employee Services Coordinator – administer job posting/resume collection/administer written assessments and interview scheduling, prepare offer letter, file for criminal record check – total 5 hours
- Interview Panellists (RPM + 2 others) – conduct interviews and post-interview discussions, 2 hours/interviewee per panellist.

Post-hiring activities:

- RPM, Planning Services – training/orientation with new staff, 2 weeks
- Employee Services Coordinator – process new hire paperwork, schedule/deliver basic new hire orientation and on boarding sessions – estimated 15 hours
- Others across organisation – orientation to other departments and relevant processes – 1-2 weeks

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Internal communication to staff upon approval.
- Position posted to BC PSA and external sites.
- Staff have strongly recommended before bylaw adoption, to develop a clear public communication package and application guide that sets out submission requirements in detail to require complete applications at intake, reduce delays and applicant frustration, and improve transparency regarding the process and expectations.
- Note, the LTC must consider all TUP applications that come in after the target 'administrative intake' date, in order for an STVR to be approved in time for the 2028 rental season. Staff must process all TUP applications that come in, and the LTC must consider those TUP applications on its merits; and approval is at the LTC discretion.

ATTACHMENTS

1. Staff Costing Budget tool – Planner 2, temporary
2. Job Profile, Planner 2
3. Organizational Chart – Mark-up showing requested staffing

Requested by: Hornby Island Local Trust Committee

Prepared by: Renee Jamurat, Regional Planning Manager, July 23, 2026.

Reviewed with other Department Directors (if applicable): Finance, Regional Planning Team RPM.

_____

Approving Director's signature

_____

Date Director Approved

Funding Request Business Case

Last updated: July 24/2026

NOTE: to be used for <u>all</u> budget requests over $5,000

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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

Requested by *(Committee or Operational Unit)**:*** Executive Committee	**<u>Budget Source</u>** (select all that apply): ■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ■ **Furniture (Finance) & Tech. Equipment (IS)** ☐ **Computer Hardware/Software/Supplies (communicate with IS department)** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: _____ ☐ **Other Funding Sources (i.e. grants) – please describe:** _____
Department: Planning Services	
Name of Request: Salt Spring Island Office Heating and Cooling	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* One time install ~ $65,000 Annual maintenance ~$300	
Date of Submission to Finance: August 21, 2026	**Funding Required for (date range):** April 1, 2027 – March 31, 2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

S**trategic Plan Focus Area**: Governance & Organizational Excellence

Goals and Desired Outcomes: Clear and transparent policies, administrative processes and structures enable better decision making, <u>advance service delivery and improve employee satisfaction</u>

The February, 2022 Islands Trust Governance Review and previous similar reviews have acknowledged benefits and challenges of the satellite office model and did not recommend any change to the location of an office on Salt Spring Island. In the interest of serving approximately over

one-third of all Islands Trust residents with central offices, this is best achieved by maintaining the Salt Spring Office.

Islands Trust Governance Principles Policy 2.1.3 outlines the relevant values of Openness, Service Quality, Responsible Responsiveness, Community Involvement, and Inter-Agency Relations.

ISSUE/OPPORTUNITY:

When the Islands Trust completed its renovation of the new Salt Spring Island office space at 4 – 121 McPhillips Avenue in September 2025, the work was done without the installation of a modern heating and cooling system in the space. While HVAC work was originally budgeted for, Trust Council removed this item from the project workplan as costs for the renovation began to climb above the allocated budget.

This summer, the first that the new SSI office has been open, temperatures in the main atrium office space have climbed above 26 degrees on a few occasions, forcing staff to try to seek cooler spaces within the office away from their work stations. Staff have set up fans at their desks, but on hot days these just blow the warm air around. The Regional Planning Manager has advised staff that the office is to be closed if the inside temperature reaches 27 degrees and staff are to work from home. Staff are affected by the heat in different ways and this can be particularly problematic for those with underlying health conditions.

The Government of British Columbia's guidance on managing heat in provincial workplaces indicates that the first step to addressing the issue is to ensure that the HVAC system is functioning properly, an option not currently available in the Salt Spring office.

In the winter, heat in the office is provided by a pair of old, large space heaters mounted high on the atrium walls. Staff indicate that these are noisy units and provide inadequate heat for the space. Additionally, the large garage door along the east wall creates a draught.

Installation of a modern HVAC/heat pump system will enable the Salt Spring office to maintain temperatures that do not exceed recommended guidelines and allow staff to continue to do their jobs without distraction or interruption of an uncomfortable working environment. It will also improve office air quality through circulation.

Staff have explored any grant opportunities to reduce potential costs. At time of drafting this business case the right-fit program is CleanBC's Commerical Express (via BC Hrydro), which covers heat pump installs for small commercial buildings. The program is paused for new applications. Staff are pursuing other grant options.

PROJECTED RESULTS/DELIVERABLES:

Heat-pump installation in the Salt Spring office will lead to the following results:

- Less management time spent triaging employee concerns about the office temperature and piloting different approaches to temperature management
- Less lost productivity to employees distracted by the heat/cold
- Provision by Islands Trust of a working environment that is comfortable for staff and the public and within BC Government office recommended guidelines

ALTERNATIVES CONSIDERED:

Option 1: Install Ducted Heat Pump with Exposed Ducting (centralized unit with ducting to move air around the space)

Benefits – Improved working environment for staff; lower cost
Risks – Cost overruns
Financial implications – Quotes from suppliers suggest installation of approximately $65,000 + tax; anticipate annual maintenance costs of $300.
Resource requirements – N/A
Other implications – We will need to keep the landlord informed of our project plans and timelines. As we have initiated this work, we will be responsible for the annual maintenance.
* More information about the benefits and drawbacks of ducted/ductless heat pumps available here

Option 2: Install Ducted Heat Pump with Hidden Ducting (centralized unit with *enclosed* ducting to move air around the space)
Benefits – Improved working environment for staff
Risks – Cost overruns
Financial implications – Quotes from suppliers suggest installation of approximately $76,000; anticipate annual maintenance costs of $300
Resource requirements – N/A
Other implications – We will need to keep the landlord informed of our project plans and timelines. As we have initiated this work, we will be responsible for the annual maintenance.
* More information about the benefits and drawbacks of ducted/ductless heat pumps available here

Option 3: Install Ductless Heat Pumps (decentralized units in the office's various spaces)
Benefits – Improved working environment for staff; higher energy efficiency
Risks – More expensive installation and ongoing maintenance costs; cost overruns
Financial implications – Vendors did not provide quotes for this option, suggesting the configuration of the space does not lend itself to this, with poor outside wall/office space interface
Resource requirements – N/A
Other implications - We will need to keep the landlord informed of our project plans and timelines. As we have initiated this work, we will be responsible for the annual maintenance.
* More information about the benefits and drawbacks of ducted/ductless heat pumps available here

Option 4: Status Quo (Deskside heaters and fans as needed)
Benefits – Low cost
Risks – Ineffective heating and cooling; staff retention
Financial implications – >$1,000
Resource requirements – N/A
Other implications- Reputational risk of providing sub-optimal working conditions

RECOMMENDED OPTION RATIONALE:

Option 1: Install Ducted Heat Pump with Exposed Ducting (centralized unit with ducting to move air around the space)

The Salt Spring office needs a proper heating and cooling system. Heat pumps are the least invasive, most energy efficient way to provide this. Whether to hide the ducting or leave it exposed is a matter of aesthetics and cost. Exposed ducting creates a more industrial feel, but is less expensive than framing it in or working within the existing ceiling. Staff recommend selecting the option that will result in a functional heating/cooling system for the Salt Spring office at the lowest cost.

RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work. Also consider factors that are outside of your control. List and discuss the options that exist to mitigate identified risks.)*

Risk: *Cost Overruns*
Mitigation: Work with the Finance team to ensure that vendor contract is properly drafted; ensure sound understanding of what the quotes we have received include or do not include, and potential costs of materials/work that has not been included; Ensure that all potential complications are

identified before the work begins; ensure project budget has a contingency that can absorb overruns without having to return to Trust Council for a budget adjustment

Risk: *Timing*
Mitigation: Ensure that the vendor can complete the work within the fiscal year; Work with the Finance team to ensure that vendor contract is properly drafted

COST/BENEFIT ANALYSIS:

Installation of a proper HVAC/heat pump system will incur quantitative costs, but deliver largely qualitative benefits.

Quantitative Costs: As described in the alternatives section above including recovered staff time
Quantitative Benefits: Less staff time ($) spent discussing or improvising solutions to heating/cooling issues

Qualitative Costs: Office interruptions while the work is underway
Qualitative Benefits: Greater staff satisfaction, more pleasant working and meeting environment

PROCUREMENT PROCEDURE:

Request for Proposals posted to BCBid for a period of 3-4 weeks.

PROPOSED IMPLEMENTATION STRATEGY:

Staff will post a request for proposals shortly after budget for the work is secured in March 2027.

The work will be completed within the fiscal year.

STAFF RESOURCING:

CAO: 2 hrs
Finance Director: 4 hrs
Planning Director: 6 hrs
Regional Planning Manager: 24 hrs
Finance Clerk: 6 hrs
SSI OAA: 12 hrs

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

No change management implications

Requested by Planning Services

Prepared by Jason Youmans, Regional Planning Manager/August 06, 2026

Reviewed with other Department Directors (if applicable):

Approving Director's signature

Date Director Approved

TRUST COUNCIL
Operating Budget Increase Justification Form

Item 6.1

Use to explain incremental funding for ongoing requests.

The following budget areas are excluded from the Operating Budget Increase Justification Form, as they are corporate-wide operating expenses explained on a consolidated basis in the Budget Overview Report, or they are justified in individual business cases:

Budget Overview Report:
- Base salaries and benefits
- Trustee remuneration and benefits
- Insurance
- Telephone, Mobile Devices, Internet charges
- Office Rent and Office Services
- Office Supplies
- Capital purchases
- Elections

Business Cases:
- New personnel requests
- Project funding requests
- New program funding requests

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1. Department Information

Department Name: Trust Council
Current Fiscal Year Budget: $128,250
Requested Budget for Next Fiscal Year: $217,000
Dollar Increase Requested: $88,750
Percentage Increase Requested: 69%

2. Executive Summary

The discretionary operating expenses for Trust Council are primarily related to meeting, training and related travel costs for Council. The proposed amounts for fiscal 2027/28 reflect the impact of the transition to a newly elected Council.

The areas with potential significant increases include:

- A $68,750 increase in Trust Council meeting expenses, which assumes possible full attendance by all 26 trustees at four in-person meetings.
- A $20,000 increase in the budget for Trust Council training, which allows room to support the potential for increased training needs of an incoming Council in its first full fiscal year in office.

3. Historical Context

Description	FY2024 ACTUALS	FY2025 ACTUALS	FY2026 ACTUALS	FY2027 APPROVED BUDGET	FY28 BUDGET REQUEST	$ INCREASE OVER FY27	% INCREASE OVER FY27
Trust Council Meetings	127,245	127,906	120,794	101,250	170,000	68,750	68%
Trust Council Training and Conferences	10,757	569	8,096	20,000	40,000	20,000	100%
Trust Council Travel for Training	6,021	381	662	6,000	6,000	-	0%
Trust Council Chair Travel	-	-	-	1,000	1,000	-	0%

Trust Council meeting expenses in fiscal 2026/27 were significantly reduced following the decision of Council to hold the first two meetings of that year (the last two of the term) as virtual meetings. This reduction still retained funding for three in-person meetings for the incoming Council, which includes an extra necessary meeting for onboarding and orientation. However, current forecasting indicates the cost of those three in-person meetings may exceed the available budget depending on the level of attendance.

The training budget in fiscal 2026/27 was increased to support contracting of training in areas such as chairing and meeting procedures in the initial months of the new Council term. As well, allowance was made for the potential training and travel costs for some new trustees to attend external training events such as the Local Government Leadership Academy.

The Trust Council Chair travel item is a new budget line added in 2026/27 to provide some travel coverage for the Chair on Islands Trust business unrelated to regular meetings, such as meetings with other partner organizations.

4. Justification for Increases

The proposed increase for meeting expenses assumes continuation of the established practice of holding four in-person Trust Council meetings annually. Without knowing the preferences and intentions of incoming trustees, it also assumes possible full in-person attendance of all 26 trustees at each of those meetings. While that is unlikely to be the case, staff believe it is prudent for the initial budget request to reflect this potential maximum cost scenario.

Over the last two years, on average three quarters of trustees have attended each in-person Council meeting. Including staff and trustee accommodation and travel, venue and catering, speaker/facilitator expenses, and other related logistical costs, the average cost per in-person meeting has been $32,567. If meetings are assumed full attendance of all trustees, plus assumed 3% inflation, the average cost increases to $42,993.

Trustees have often expressed a desire to hold more meetings on islands in the Trust Area. Staff have worked to enable this where possible, with recent meetings on Salt Spring Island and Gabriola. However, the technical requirements to enable stable live streaming and participation for trustees attending virtually often limits the number of viable venue options. Based on recent history, there is no savings in holding meetings on-island compared to Victoria or Nanaimo.

The proposed budget amount for trustee training and conference attendance, and related travel, assumes a need for and interest in significant training by incoming trustees. Specific topics for training would be identified by Council in development of the Continuous Learning Plan for the new Council term, but may include training in areas such as anti-racism and cultural safety, or effective public engagement.

5. Alignment with Strategic Goals

The proposed budget items support the Strategic Plan focus on Governance and Organizational Excellence.

The meeting expenses and training support an effective and productive Trust Council, which will be particularly important in the first full year of the Council term.

6. Efficiency & Cost Control Measures

Trust Council can consider reducing the meeting expenses budget by either assuming less-than-full attendance or reducing the number of in-person meetings. Staff can monitor expenditures over the first half of the year and advise Council if a reduced budget will be insufficient to cover four in-person meetings. If that proves to be the case, one or more remaining meetings could be transitioned to a virtual format as needed.

Executive Committee has also requested staff to prepare alternatives to the current approach to Council meeting scheduling and format for consideration by Council at its December meeting. Options presented will include any potential impact on costs, which may identify opportunities for budget reductions.

Council could reduce the proposed training budget and staff can manage training requests accordingly and provide recommendations that fit within the available approved budget. However, Council should be aware that training for in-demand and intensive topics such as anti-racism typically can cost approximately $20,000. Therefore, significant reductions may constrain availability of these options.

7. Supporting Documents (Optional)

N/A.

Prepared by: Rueben Bronee, CAO, August 27, 2026

EXECUTIVE COMMITTEE
Operating Budget Increase Justification Form

Item 6.2

Use to explain incremental funding for ongoing requests.

The following budget areas are excluded from the Operating Budget Increase Justification Form, as they are corporate-wide operating expenses explained on a consolidated basis in the Budget Overview Report, or they are justified in individual business cases:

Budget Overview Report:
- Base salaries and benefits
- Trustee remuneration and benefits
- Insurance
- Telephone, Mobile Devices, Internet charges
- Office Rent and Office Services
- Office Supplies
- Capital purchases
- Elections

Business Cases:
- New personnel requests
- Project funding requests
- New program funding requests

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1. Department Information

Department Name: Executive Committee
Current Fiscal Year Budget: $14,000
Requested Budget for Next Fiscal Year: $43,500
Dollar Increase Requested: $29,500
Percentage Increase Requested: 211%

2. Executive Summary

The discretionary operating expenses for Executive Committee are primarily related to meeting, training and related travel costs for the four trustees when serving in their capacity as Executive Committee. Expenses for their roles in chairing local trust committees and other Trust Council related business are included in the budget for Trust Council.

The increase in the budget request for fiscal 2027/28 are due to proposed increases in two areas:

- An increase in Executive Committee meeting expenses anticipating the needs of a newly elected committee.
- A significant increase in the costs for all members of Executive Committee to attend the Association of Vancouver Island and Coastal Communities (AVICC) and the Union of BC Municipalities (UBCM) annual conferences.

3. Historical Context

Description	FY2024 ACTUALS	FY2025 ACTUALS	FY2026 ACTUALS	FY2027 APPROVED BUDGET	FY28 BUDGET REQUEST	$ INCREASE OVER FY27	% INCREASE OVER FY27
Professional Consultant Fees		1,150	-	-		-	
Meeting Expense	4,096	7,300	4,354	3,500	8,000	4,500	129%
Training & Conferences	8,404	5,681	0	1,500	1,500	-	0%
Travel for Training	9,776	11,398	-	1,000	1,000	-	0%
UBCM/AVICC Convention		-	8,546	8,000	33,000	25,000	313%

The proposed budgets for training and conferences and for related travel remain unchanged from fiscal 2026/27. Note that the higher amounts in earlier years are because these line items used to include costs associated with attending UBCM and AVICC. Beginning in fiscal 2025/26, UBCM and AVICC was pulled out into a dedicated budget line.

Regarding meeting expenses, Executive Committee typically holds in-person meetings quarterly in Victoria for those meetings where they review the quarterly Trust Council agenda packages. Because of the volume of material, these tend to be longer and more complex agendas. Additionally, Executive Committee has one meeting annually with Bowen Island Municipality on Bowen Island, and an annual in-person joint meeting with the Islands Trust Conservancy Board in Victoria. In total, Executive Committee therefore has at least six in-person meetings throughout the year. However, in 2026/27, Executive Committee reduced its budget to $3,500 from an original request of $6,500 by agreeing to hold all its regular meetings virtually as a budget reduction measure. The $3,500 was retained to allow for the potential to allow some budget for a newly elected Executive Committee post-election to meeting in-person if desired.

4. Justification for Increases

The proposed increase in meeting expenses anticipates a return to at least four in-person Executive Committee meetings and is based on recent in-person meeting expenses plus an increase to account for inflation. It is also recommended that priority be given to an in-person meeting in early 2027 between Executive Committee and Bowen Island Municipality Council.

Meeting expenses can fluctuate depending on the composition of Executive Committee. If members are from less-central islands in the Trust Area, it can result in a significant increase in travel costs because they may require overnight accommodation. Conversely, if all or most members are able to travel to and from Victoria for in-person meetings without requiring overnight accommodation, it reduces costs. The proposed $8,000 amount is a moderate estimate that can potentially be reconsidered once the composition of a new Executive Committee is confirmed.

Attendance at UBCM and AVICC is guided by Trust Council Policy 6.12.2 UBCM/AVICC Membership and Resolutions, which states in section 2.1 “Members of the Executive Committee and senior staff will represent the Islands Trust Council at the annual AVICC and UBCM conventions, subject to Trust Council approval of the expenditure during the annual budget process.”

For fiscal 2026/27, the initial budget estimate of approximately $29,000 was reduced to $8,000 to allow all four members of Executive Committee and two staff to attend AVICC in Victoria, and to opt not to send any attendees to UBCM in Vancouver.

The proposed amount for 2027/28 reflects registration, accommodation and travel costs for all four members of Executive Committee and two supporting staff to attend AVICC in Nanaimo and UBCM in Whistler. The estimated cost for AVICC is $8,650, and for UBCM it is $19,900. The UBCM cost reflects the fact that Whistler tends to be a more expensive location for travel and accommodation. The proposed budget also includes an additional $4,450 for a breakfast event hosted at UBCM. This has proven to be an effective opportunity to support relationship building between Islands Trust and ministers, MLAs and local government representatives

from within the Trust Area in previous years. However, the breakfast has not been offered in the last three years to reduce costs.

5. Alignment with Strategic Goals

The proposed budget items support the Strategic Plan focus on Governance and Organizational Excellence.

The meeting expenses support an effective and productive Executive Committee, which will be particularly important with a new committee following the election.

Attendance at AVICC and UBCM helps build relationships between Islands Trust and local government partners, and ensures Islands Trust's voice is reflected in the advocacy those two representative bodies undertake. UBCM also provides a venue for advancing Islands Trust's priorities with provincial government representatives.

6. Efficiency & Cost Control Measures

In considering the initial budget amounts, Executive Committee discussed the potential to reduce expenses, particularly for AVICC/UBCM attendance. However, it concluded that it did not want to limit the options available to an incoming new Executive Committee to decide on its level of engagement in those events.

As noted above, once the membership of the new Executive Committee is confirmed, the amount for meeting expenses could be revisited if the need for travel is likely to be less.

7. Supporting Documents (Optional)

N/A.

Prepared by: Rueben Bronee, CAO, August 24, 2026

INFORMATION SYSTEMS
Operating Budget Increase Justification Form

Item 6.5

Use to explain incremental funding for ongoing requests.

The following budget areas are excluded from the Operating Budget Increase Justification Form, as they are corporate-wide operating expenses explained on a consolidated basis in the Budget Overview Report, or they are justified in individual business cases:

Budget Overview Report:
- Base salaries and benefits
- Trustee remuneration and benefits
- Insurance
- Telephone, Mobile Devices, Internet charges
- Office Rent and Office Services
- Office Supplies
- Capital purchases
- Elections

Business Cases:
- New personnel requests
- Project funding requests
- New program funding requests

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1. Department Information

Department Name: Information Service
Current Fiscal Year Budget: $589,830
Requested Budget for Next Fiscal Year: $591,800
Dollar Increase Requested: $1,970
Percentage Increase Requested: 0.3%

2. Executive Summary

The operating budget for Information Services has no significant increase over 2027; however, there are significant increases and significant reductions within the budget that warrant this report.

There are no areas within the budget with significant saving opportunities. The software and hardware marketplace has shifted dramatically over the last year. Software companies are moving away from one-time purchase perpetual licenses to a subscription-based system, and those are subject to annual increases of 10-15 per cent. Hardware costs for storage drives and memory modules have in some cases tripled in cost. The cost to replace our servers has tripled. This, along with significant changes in on-line “cloud” services makes consideration of alternatives to our practice of in-house storage a necessity. The five-year plan contains a review of software licensing and hardware requirements beginning in the 2027/28 fiscal year, to consideration of cloud storage and software opportunities that may be more cost effective.

3. Historical Context

Account includes these expenses	FY2023 *election year*	FY2024	FY2025	FY2026	FY2027 *election year	Budget Requested	*$ Change*	*% Change*
Hardware	5,000	7,998	7,959	5,229	151,700	90,400	*(61,300)*	*-40%*
Software Licenses	**92,806**	**152,169**	**167,305**	**187,861**	**251,900**	**292,200**	***40,300***	***16%***
Software	4,054	2,286	592	530	-	-	-	-
Software - capital	-	-	2,112	-	50,000	-	*(50,000)*	*-100%*
Technical support	**79,029**	**56,356**	**110,883**	**114,902**	**78,000**	**133,500**	***55,500***	***71%***
Meeting streaming	17,172	14,627	13,932	7,348	15,000	15,000	-	*0%*
Orthophotos					25,000	25,000	-	*0%*
Temp Services, other	-	8,127	9,609	43,311	-	-	-	-
professional memberships	274	405	667	520	480		*(480)*	*-100%*
Computer supplies,	**14,221**	**12,965**	**10,099**	**12,690**	**11,500**	**15,000**	***3,500***	***30%***
Meetings and recognition	201	130	-	-	-	-	-	-
Training	**862**	**899**	**1,536**	**-**	**4,000**	**6,000**	***2,000***	***50%***
Travel for training		-	1,762	-	1,500	2,000	*500*	*33%*
Travel expenses	1,093	731	2,792	2,162	750	2,000	*1,250*	*167%*
TOTAL	214,712	256,693	329,429	374,552	**589,830**	**581,100**	***(8,730)***	***-1.48%***

4. Justification for Increases

Software licenses include 52 licenses. Of them the following have increases ESRI, Outlook, Foxit, information systems operating tools, property management software, Microsoft defender security, Mimecast, SAGE (pay software), sequent (freshwater) solarwinds (helpdesk), and un-planned software expense. There are also some that have reductions due to change in needs and licensing terms The net is an increase in software licensing cost of $40,300 over 2027 budget.

Technical Support includes 13 support requirements. Of these the largest increase is website support, which goes from $3,800 to $17,200. This is in recognition that the support for the Islands Trust website is unacceptably low for our needs. The $17,200 amount better reflects actual support requirements. Contract support for required software upgrades to our systems, including finance, backup and storage, security and updated software is $34,600. There are small increases in all other line items that reflect inflation and industry increases of labour costs. The net is an increase in technical support of $58,800 over the 2027 actuals.

Computer Supplies includes items required for use of laptops and desktop computers over the year. These are things such as keyboard, mice, monitors, power supplies, cables, chargers, stands, etc. This amount was increased from $10,000 to $15,000 to reflect rising costs and actual requirements.

Training has bene adjusted to reflect the real cost of training, as well as increase in staff in the IS Department (as a result of filling vacancies). With new staff there is an increase need to support them to remain current in the changing world of information and geographic information systems through training opportunities. This has increased from $4,000 to $6,000. Travel for training is also been adjusted.

Travel expenses reflect actual need and have been restored to similar 2025 and before levels. This is to support information technology staff to travel to the offices to undertake maintenance and support as needed and where onsite presence is required (cannot be undertaken remotely).

Other line-items in the Information Services operating budget have significant reductions over 2027 (as shown in the table). The net result is an increase of $1,970.

5. Alignment with Strategic Goals

The proposed budget items support the Trust Council Information Technology Five-year Plan.

6. Efficiency & Cost Control Measures

Trust Council can ask staff to consider reductions in the more optional software licenses. These are software that are not necessarily used by all staff but by select staff based on their roles. These are necessary to the operation of the role. Reductions in them will affect delivery of services. If Trust Council wishes to seek reductions in the Information services budget, it should has staff to come back with recommendations reduction (if any) that have the least effect on operations, and provide council with the implications of the reductions.

7. Supporting Documents (Optional)

N/A.

Prepared by: David Marlor Director, Legislative and Information Services, November 2, 2026

Trust Area Services
Operating Budget Increase Justification Form

Item 6.7

Use to explain incremental funding for ongoing requests.

The following budget areas are excluded from the Operating Budget Increase Justification Form, as they are corporate-wide operating expenses explained on a consolidated basis in the Budget Overview Report, or they are justified in individual business cases:

Budget Overview Report:
- Base salaries and benefits
- Trustee remuneration and benefits
- Insurance
- Telephone, Mobile Devices, Internet charges
- Office Rent and Office Services
- Office Supplies
- Capital purchases
- Elections

Business Cases:
- New personnel requests
- Project funding requests
- New program funding requests

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1. Department Information

Department Name: Trust Area Services
Current Fiscal Year Budget: $66,150
Requested Budget for Next Fiscal Year: $103,100
Dollar Increase Requested: $39,950
Percentage Increase Requested: 56%

2. Executive Summary

The primary drivers of increases are acquisition and interpretation of Census data (one-time cost), a new organizational membership and modest increases to training costs that reflect anticipated staff training in 2027/28.

3. Historical Context

Description	FY24 ACTUALS	FY25 ACTUALS	FY26 ACTUALS	FY27* APPROVED BUDGET	**FY28 BUDGET REQUEST**	*Increase $ over FY26*	*Increase % over FY26*
Communications	50,852	19,043	48,552	47,600	**81,400**	33,800	*71%*
Branded Clothing				750	**1,000**	250	*33%*
Contracted Temporary Staffing	-	10,925	4,673	-	**-**	-	
Professional Consultant Fees	-	-	-	-	**-**	-	
Legal "General"	-	10,820	-	4,000	**5,000**	1,000	*25%*
Meeting Expense	-	-	-	-		-	
Memberships	416	267	267	800	**1,700**	900	*113%*
Subscriptions	1,178	1,143	574	1,000	**1,000**	-	
Staff Meetings & Recognition	-	-	-	-		-	
Training & Conferences	4,054	3,005	379	5,000	**6,000**	1,000	*20%*
Travel for Training	1,232	907	1,001	2,000	**2,000**	-	
Travel	2,147	969	1,865	5,000	**5,000**	-	

** denotes election year.*

4. Justification for Increases

The Trust Area Services department is seeking:

- $33,800 increase to support routine corporate communication functions (graphic design, signage, publication re-printing, etc.). Increases are primarily driven by the addition of a one-time increase of $35,000 to purchase custom 2025 Census data from Statistic Canada (local trust area/ Islands Trust Area-specific data needed to make infographics) ($10,000) and creation of Census infographic sheets by Statistics Canada ($25,000). Staff will be refining the Census-related estimates with Statistics Canada through the fall and will update Executive Committee/Financial Planning Committee as new information received). Should the finalized public engagement strategy require a different amount of funding for implementation staff will propose a revised figure to Executive Committee later in the budget cycle.
- $1,000 increase to legal budget to reflect increasing costs and complexity of requests
- $900 increase to memberships to account for new organizational membership in International Association of Public Participation Canada (membership supports access to training at reduced rates)
- $1,000 increase to training and conferences to account for anticipated costs associated with new staff

5. Alignment with Strategic Goals

The communications and branded clothing budget supports implementation of the Islands Trust Communications Strategy (2026/27), approved by Executive Committee in April 2026. The funding within the communications budget for implementation of a public engagement strategy will provide funds for implementation of actions to be identified in the not-yet-completed draft strategy.

The Indigenous Relations Action Plan budget supports implementation of the Islands Trust Council's Indigenous Relations Action Plan (2026-2028), approved in June 2026.

6. Efficiency & Cost Control Measures

Staff plan the communications and branded clothing budgets after reviewing the Communications Strategy and prior year spending. The Director of Trust Area Services approves any contingency spending.

7. Supporting Documents (Optional)

Prepared by Department Director: Clare Frater, Director, Trust Area Services

Reviewed By Director Finance / CAO: