APPENDIX A

Islands Trust Council
Quarterly Meeting Agenda

Date: Tuesday, March 10, 2026 to Thursday, March 12, 2026

Time: 1:00 p.m. start time on Tuesday

Location: Khowutzun Heritage Centre - Comeakin Hall

200 Cowichan Way, Duncan BC, V9L 6P4

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Pages

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT/TERRITORIAL ACKNOWLEDGEMENT

Cowichan Tribes Chief Cindy Daniels

3. APPROVAL OF AGENDA

3.1 Review of the Agenda

Late items, new items, and re-ordering of the agenda.

3.2 Approval of the Agenda

4. GENERAL BUSINESS ARISING

4.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in item 4.1.1.

4.1.1 Draft December 2-5, 2025 Islands Trust Council Quarterly Meeting Minutes 10 - 37

THAT Islands Trust Council adopt the minutes as presented.

4.1.2 Resolution without Meeting Report

No resolution without meetings have been conducted since the December 2025 Islands Trust Council Quarterly meeting.

4.1.3 Islands Trust Active Priorities Chart 38 - 40

4.1.3.1 Executive Committee Work Program Report

Chair Laura Patrick - verbal update

THAT Islands Trust Council approve the Executive Committee Work Program Report as presented.

4.1.3.2 **Governance Committee Work Program Report** 41 - 41

Chair Judi Gedye - verbal update

THAT Islands Trust Council approve the Governance Committee Work Program Report as presented.

4.1.3.3 **Financial Planning Committee Work Program Report** 42 - 44

Chair Sue Ellen Fast - verbal update

THAT Islands Trust Council approve the Financial Planning Committee Work Program Report as presented.

4.1.3.4 **Regional Planning Committee Work Program Report** 45 - 49

Chair Mairead Boland - verbal update

THAT Islands Trust Council approve the Regional Planning Committee Work Program Report as presented.

4.1.3.5 **Trust Programs Committee Work Program Report** 50 - 54

Chair Kristina Evans - verbal update

THAT Islands Trust Council approve the Trust Programs Committee Work Program Report as presented.

4.1.3.6 **Islands Trust Conservancy Report**

Chair Lisa Gauvreau - verbal update

4.1.3.7 **Accessibility Committee**

Chair Lisa Gauvreau - verbal update

By general consent Islands Trust Council adopt the recommendation as presented in items 4.1.3 - 4.1.3.5 and 4.1.3.7.

5. CORRESPONDENCE

6. EXECUTIVE

6.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 6.1.1, 6.1.2 and 6.1.3.

6.1.1 **Chief Administrative Officer's Report**

Receive for information.

6.1.2 **Strategic Plan Quarterly Report** 55 - 58

Receive for information.

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6.1.3 Continuous Learning Plan 59 - 64

Receive for information.

7. LEGISLATIVE & INFORMATION SERVICES

7.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in item 7.1.1.

7.1.1 Director of Legislative & Information Services Report

Receive for information.

7.2 Discussion / Decision Items

7.2.1 Trustee Remuneration Policy Amendments and Bylaw Repeal - Request for Decision 65 - 136

1. THAT Islands Trust Council adopt the amended Policy 7.2.1 Trustee Remuneration dated March 10, 2026.
2. THAT Islands Trust Council request staff to implement new Trustee Remuneration rates effective April 1, 2027, using 2026 published remuneration, population and folio data.
3. THAT Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a First Time.
4. THAT Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Second Time.
5. THAT Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Third Time.

7.2.2 Trust Council Policy 2.1.15 Secretariat Services - Update - Request For Decision 137 - 144

THAT Trust Council replace the current Policy 2.1.15 Secretariat Services with the draft updated Policy 2.1.15 Secretariat Services dated January 23, 2026 for reference.

8. ENGAGEMENT / COLLABORATION

8.1 Delegations

8.2 Public Comments

9. CLOSED MEETING

THAT the meeting be closed to the public subject to Sections 90(1)(c)(g) and (i) of the Community Charter in order to consider matters related to labour relations or other employee relations; litigation or potential litigation affecting the municipality; the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and, that staff attend the meeting.

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10. RISE AND REPORT

11. FINANCIAL AND EMPLOYEE SERVICES

11.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 11.1.1, 11.1.2 and 11.1.3.

11.1.1 **Director of Financial and Employee Services**

Receive for information.

11.1.2 **December 31, 2025 Financial Report - Request For Decision** 145 - 156

THAT Trust Council approve the December 31, 2025 Financial Report

11.1.3 **December 31, 2025 Financial Forecast - Briefing** 157 - 162

Receive for information.

11.2 Discussion / Decision Items

11.2.1 **2026/27 Budget: Draft 2, Version 3**

11.2.1.1 **Budget Session Outline** 163 - 163

11.2.1.2 **Budget Discussion Support Materials** 164 - 165

For information only.

11.2.1.3 **2026/27 Budget Guidelines Assessment** 166 - 166

For information only.

11.2.1.4 **2026/27 Budget Reduction Options - BRF** 167 - 168

11.2.1.5 **Draft 2026/27 Budget Changes Since December 2025**

11.2.1.5.1 **Islands Trust Conservancy Board Results of Budget Request Review - Briefing** 169 - 171

11.2.1.5.2 **Committee of the Whole Reductions to Draft 2026/27 Budget - BRF** 172 - 176

11.2.1.5.3 **Changes in Draft 2026/27 Budget Since Trust Council's Review - BRF** 177 - 183

11.2.1.6 **2026/27 Draft Budget Overview - Briefing** 184 - 204

11.2.1.7 **Funding Requests**

11.2.1.7.1 **Strategic Plan Projects**

11.2.1.7.1.1 **Policy Statement Amendment Project** 205 - 211

11.2.1.7.1.2 **Policy Review - Continuation from FY26** 212 - 215

11.2.1.7.1.3 **Freshwater Sustainability Strategy Review and Implementation** 216 - 221

11.2.1.7.2 **ITC Board Projects**

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11.2.1.7.3.2	Gabriola: OCP and LUB Review, Major Project (Year 4 of 5)	243 - 247
	Updated since Trust Council's December review.	
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11.2.1.7.3.4	Hornby: Comprehensive OCP and LUB Review Project	252 - 255
	Updated since Trust Council's December review.	
11.2.1.7.3.5	Lasqueti: OCP Review, Major Project (Year 1 of 3)	256 - 260
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11.2.1.7.5	Staffing Requests	
11.2.1.7.5.1	Manager of Indigenous Relations - New	281 - 291
11.2.1.7.5.2	Communications and Engagement Lead - New	292 - 300
11.2.1.7.5.3	Temporary Senior Policy Advisor 1.0FTE - Extension	301 - 313
11.2.1.7.5.4	Permanent ITC Indigenous Relations Advisor 0.5 FTE - New	314 - 326
11.2.1.7.5.5	Temporary Species at Risk Coordinator - Extension	327 - 331
11.2.1.7.5.6	GIS Co-op Student (Level 1) 0.3FTE	332 - 334
11.2.1.7.5.7	Planning Services Co-op Student 0.3FTE	335 - 337
11.2.1.7.6	Other Funding Request Reports	
11.2.1.7.6.1	ITC Board Budget Request - Briefing	338 - 340
	Updated since Trust Council's December review.	

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11.2.1.8	Operating Budgets Increase Justifications	
11.2.1.8.1	TC Dedicated Chair Travel Budget Justification Form	348 - 349
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11.2.1.8.3	TAS Operating Budget Increase Justification Form	353 - 354
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11.2.1.8.5	Information Services Operating Increase Justification Form Updated since Trust Council's December review.	360 - 363
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11.2.1.8.8	ITC Land Securement and Conservation Planning Increase Justification	370 - 375
11.2.1.8.9	ITC Protected Areas Management Operations and Planning Increase Justification Updated since Trust Council's December review.	376 - 386
11.2.1.9	Unfunded Requests	
11.2.1.9.1	Secretariat Services - Business Case Funding for this work removed by Trust Council.	387 - 390
11.2.1.9.2	Climate Education Program - Business Case Funding for this work removed by Trust Council.	391 - 395
11.2.1.9.3	Salt Spring: Watershed Protection Plan 2022-2032 Coordination (SSIWPA) Funding for this work removed by Trust Council.	396 - 400
11.2.1.9.4	Salt Spring: Groundwater Sustainability (Well-Monitoring) Funding for this work removed by Trust Council.	401 - 404
11.2.1.9.5	Trust Area Resilience Assessment Initiative - Briefing Funding for this work removed by Financial Planning Committee. Removal endorsed by Trust Council.	405 - 408
11.2.1.9.6	Electronic Document Management Solution - Business Case Funding for this work removed by Financial Planning Committee. Removal endorsed by Trust Council.	409 - 413

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11.2.1.9.7 **Galiano: Targeted OCP Review Project** 414 - 416

Funding for this work removed by Financial Planning Committee. Removal endorsed by Trust Council.

11.2.1.9.8 **Registered Professional Biologist 1.0FTE - Make Permanent** 417 - 421

Funding for this staff position removed by Trust Council.

11.2.1.9.9 **Permanent GIS Analyst 1.0FTE - New** 422 - 431

Funding for this staff position removed by Trust Council.

12. PLANNING SERVICES

12.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in item 12.1.1.

12.1.1 Director of Planning Services Report

Receive for information.

12.2 Discussion / Decision Items

12.2.1 Bylaw Compliance & Enforcement Policy Review - Draft Policy 5.5.1 and Manual - Request for Decision 432 - 481

THAT Trust Council approve the:

a. Revised Bylaw Compliance and Enforcement Policy 5.5.1;

b. Revised Bylaw Compliance and Enforcement Best Practices Manual; and

c. The Bylaw Compliance & Enforcement Policy Review and Portal Implementation Plan,

As attached to the Request for Decision dated February 13, 2026.

13. TRUST AREA SERVICES

13.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in item 13.1.1.

13.1.1 Director of Trust Area Services Report

Receive for information.

13.2 Discussion / Decision Items

13.2.1 Allocation of First Nations Engagement Grant - Request for Decision 482 - 484

THAT Islands Trust Council approve allocation of the First Nation engagement grant as presented in the March 10, 2026 “Allocation of provincial grant for engagement with First Nations” briefing.

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14. FINANCIAL AND EMPLOYEE SERVICES

14.1 Discussion/Decision Items

14.1.1 2026/27 Islands Trust Budget Adoption

14.1.1.1 Financial Plan Bylaw 204 - Request for Decision

485 - 492

1. THAT Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a First Time.
2. THAT Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a Second Time.
3. THAT Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a Third Time.
4. THAT Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be forwarded to the Minister of Municipal Affairs for approval consideration.

14.1.1.2 Revenue Anticipation Borrowing Bylaw 205 - Request For Decision

493 - 495

1. THAT Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a First Time.
2. THAT Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a Second Time.
3. THAT Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a Third Time.
4. THAT Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be forwarded to the Minister of Municipal Affairs for approval consideration.

15. NEW BUSINESS

16. DISPOSITION OF DELEGATIONS/PUBLIC COMMENT & CORRESPONDENCE

17. TRUSTEE ROUNDTABLE

18. TRUST COUNCIL FOLLOW-UP ACTION LIST

Receive for information.

19. TRUSTEE UPDATES - Community Committee Participation

Written updates received for information only.

19.1 Association of Vancouver Island and Coastal Communities Climate Leadership Steering Committee (AVICC-CL)

19.2 Atl'ka7tsem/Howe Sound Biosphere Region

19.3 Baynes Sound/Lambert Channel Ecosystem Forum

Trustee Borthwick

19.4 Freighter Anchorages/Oceans Protection Plan (OPP)

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19.5 Mount Arrowsmith Biosphere Region

Chair Patrick

19.6 Shellfish Aquaculture Management Advisory Committee (SF AMAC)

Trustee Lironi

19.7 Southern Gulf Islands Forum

Trustees Boland, Falck, Maude, and Morrison.

19.8 Transportation/Ferry Group

Gabriola Island - Trustee Yates

19.8.1 2026-01-19 Gabriola Ferry Committee and Gabriola Island Transportation Society - Keeping Experience Cards Affordable 496 - 497

Trustee Yates

20. NEXT MEETING

The next Islands Trust Council Quarterly meeting is scheduled to be held in-person in the Southern Gulf Islands June 16-18, 2026.

20.1 Proposed Upcoming Trust Council Program

Received for information.

21. ADJOURNMENT

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Trust Council
Minutes of a Regular Meeting

Date: December 2 to December 4, 2025
Location: Hotel Grand Pacific, Vancouver Island Ballroom
463 Belleville Street, Victoria, BC, V8V 1X3

Executive Members Present:
1. Laura Patrick, Chair, Salt Spring Island Local Trust Area
2. Tobi Elliott, Vice-Chair, Gabriola Island Local Trust Area
3. David Maude, Vice-Chair, Mayne Island Local Trust Area
4. Timothy Peterson, Vice-Chair, Lasqueti Island Local Trust Area

Members Present:
5. Sue Ellen Fast, Bowen Island Municipal Trustee
6. Judith Gedye, Bowen Island Municipal Trustee
7. Sam Borthwick, Denman Island Local Trust Area
8. David Graham, Denman Island Local Trust Area (electronic attendance)
9. Susan Yates, Gabriola Island Local Trust Area
10. Lisa Gauvreau, Galiano Island Local Trust Area
11. Ben Mabberley, Galiano Island Local Trust Area
12. Joe Bernardo, Gambier Island Local Trust Area
13. Kate-Louise Stamford, Gambier Island Local Trust Area
14. Alex Allen, Hornby Island Local Trust Area
15. Grant Scott, Hornby Island Local Trust Area (electronic attendance)
16. Mikaila Lironi, Lasqueti Island Local Trust Area
17. Jeanine Dodds, Mayne Island Local Trust Area
18. Aaron Campbell, North Pender Island Local Trust Area (electronic attendance)
19. Jamie Harris, Salt Spring Island Local Trust Area (electronic attendance)
20. Mairead Boland, Saturna Island Local Trust Area (electronic attendance)
21. Lee Middleton, Saturna Island Local Trust Area
22. Kristina Evans, South Pender Island Local Trust Area
23. Dag Falck, South Pender Island Local Trust Area
24. Ken Hunter, Thetis Island Local Trust Area
25. Peter Luckham, Thetis Island Local Trust Area

Members Regrets:
26. Deb Morrison, North Pender Island Local Trust Area

Staff Present:
Rueben Bronee, Chief Administrative Officer
Stefan Cermak, Director, Planning Services
Clare Frater, Director, Trust Area Services
David Marlor, Director, Legislative and Information Services
Julia Mobbs, Director, Financial and Employee Services
Joshua Bard, Information Systems Specialist
Warren Dingman, Bylaw Compliance and Enforcement Manager
Lisa Millard, Meeting Administrator/Recorder
Alexandra Trifonidis, Executive Coordinator
Wendy Tyrell, Islands Trust Conservancy Manager
Sage Dyck, Technician, Pacific Audio

Guests Present:	**nənqəm (Tanner Timothy), Ministerially-Appointed Islands Trust Conservancy Board Member** **Risa Smith, Islands Trust Conservancy Board Member**
Others Present:	**There were up to 7 members of the public in attendance**

TUESDAY DECEMBER 2, 2025

The in-person meeting was recorded, livestreamed, and made available for electronic attendance.

Esquimalt Nation Councilor Sherry Thomas introduced herself, welcomed attendees to the territories of the lək^{w}əŋən people, and thanked members of Trust Council for working together to look after the lands.

1. CALL TO ORDER

Chair Patrick called the meeting to order at 1:04 p.m.

2. LAND ACKNOWLEDGEMENT/TERRITORIAL WELCOME

Chair Patrick acknowledged the meeting was being held in the territory of Coast Salish First Nations and welcomed Trustees and guests from the Islands Trust Conservancy Board.

Each trustee introduced themselves with acknowledgement of the First Nations territory in which they live and work.

3. APPROVAL OF AGENDA

3.1 Review of the Agenda

The following items were added to the agenda by addendum:

5.1 Notice of Motion from Previous Meeting
6.2.3 Summary of Standards of Conduct Investigation Report – Request for Decision
12.2.1 Request for Trust Council Sponsorship of Development Application Fee – Request for Decision
12.2.2 Response to Bill M216 – Professional Reliance Act – Request for Decision

A Trustee opposed the addition of the Executive Committee's late addendum item 6.2.3 and the Director of Legislative and Information Systems clarified the addendum items had been added to the agenda in accordance with policy.

3.2 Approval of the Agenda

By general consent the agenda and addendum were approved, as presented.

4. GENERAL BUSINESS ARISING

4.1 Consent Agenda Items

4.1.1 Draft September 16-18 Islands Trust Council Quarterly Meeting Minutes

THAT Islands Trust Council adopt the minutes as presented.

4.1.2 Resolution Without Meeting Report

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in items 4.1.1 and 4.1.2.

4.1.3 Islands Trust Active Priorities Chart

Receive for information.

Each Council Committee Chair provided an update on the work program of their respective committees.

4.1.3.1 Executive Committee Work Program Report

THAT Trust Council approve the Executive Committee Work Program Report as presented.

4.1.3.2 Governance Committee Work Program Report

THAT Trust Council approve the Governance Committee Work Program Report as presented.

4.1.3.3 Financial Planning Committee Work Program Report

THAT Trust Council approve the Financial Planning Committee Work Program Report as presented.

Trustee Campbell arrived to the meeting at 1:30 p.m.

4.1.3.4 Regional Planning Committee Work Program Report

THAT Trust Council approve the Regional Planning Committee Work Program Report as presented.

4.1.3.5 Trust Programs Committee Work Program Report

THAT Trust Council approve the Trust Programs Committee Work Program Report as presented.

4.1.3.6 Accessibility Committee

4.1.3.7 Islands Trust Conservancy Quarterly Report

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in items 4.1.3 - 4.1.3.5 and 4.1.3.7.

Chair Patrick requested general consent to permit Islands Trust Conservancy Board Members to speak during the meeting and Trustee Harris opposed.

TC-2025-110
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Allen,
that Islands Trust Conservancy Board members be invited to speak during Trust Council.

CARRIED

5. NEW BUSINESS

5.1 Notice of Motion from Previous Meeting

Trustee Stamford provided reasoning for the motion.

TC-2025-111
It was MOVED by Trustee Stamford, and SECONDED by Trustee Borthwick,
that Trust Council request staff to provide options for local trust committees to obtain the permission to hold advisory body meetings by means of electronic or by other communication facilities.

TABLED

Consideration of tabling the motion was given based on the outcome of item 6.2.4.

TC-2025-112
It was MOVED by Trustee Stamford, and SECONDED by Trustee Elliott,
the motion be tabled until after discussion of Operational Review.

CARRIED

6. EXECUTIVE

6.1 Consent Agenda Items

6.1.1 Chief Administrative Officer Quarterly Report

Receive for information.

6.1.2 Strategic Plan Report

Receive for information.

6.1.3 Continuous Learning Plan

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in items 6.1.1, 6.1.2 and 6.1.3.

6.2 Discussion / Decision Items

6.2.1 Proposed 2026/27 Trust Council Meeting Schedule - Request for Decision

TC-2025-113
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Allen,

that Trust Council adopt quarterly meeting dates and start times to the end of fiscal 2026/27 of:

a. June 16-18, 2026, starting at 1:00 p.m. on June 16;
b. September 9-11, 2026, starting at 1:00 p.m. on September 9;
c. November 12-14, 2026, starting at 2:00 p.m. on November 12;
d. December 8-10, 2026, starting at 1:00 p.m. on December 8;
e. March 9-11, 2027, starting at 1:00 p.m. on March 9.

CARRIED

Discussion ensued regarding holding meetings electronically versus in-person and the following comments were noted:

- It is prudent to allocate budget for in-person meetings and then let the incoming Trust Council determine if they wish to change meetings to an electronic format;
- There is desire to hold meetings within the Trust Area;
- The Operational Review Report notes the number of staff hours and additional expenses related to in-person compared to electronic meetings.

TC-2025-114
It was MOVED by Trustee Fast, and SECONDED by Trustee Elliott, that Trust Council adopt quarterly meeting locations to the end of fiscal 2026/27 of:

a. June 2026, electronic;
b. September 2026, electronic;
c. November 2026, Victoria, BC;
d. December 2026, Victoria, BC; and,
e. March 2027, Galiano Island.

Trustee Dodds arrived to the meeting at 2:06 p.m.

TC-2025-115
It was MOVED by Trustee Evans, and SECONDED by Trustee Yates, that Trust Council amend the motion on the floor to read:
a. June 2026, in-person.

CARRIED

The question on the following motion, as amended, was then called

that Trust Council adopt quarterly meeting locations to the end of fiscal 2026/27 of:

a. June 2026, in-person
b. September 2026, electronic;
c. November 2026, Victoria, BC;
d. December 2026, Victoria, BC; and,
e. March 2027, Galiano Island.

CARRIED

TC-2025-116

It was MOVED by Trustee Fast, and SECONDED by Trustee Mabberley,
that Trust Council direct staff to scheduled the June 2026 Trust Council Quarterly Meeting be held on Mayne Island.

DEFEATED

TC-2025-117
It was MOVED by Trustee Evans, and SECONDED by Trustee Mabberley,
that Trust Council direct staff to schedule the June 2026 Trust Council Quarterly Meeting be held on the Southern Gulf Islands.

CARRIED

TC-2025-118
It was MOVED by Trustee Peterson, and SECONDED by Trustee Yates,
that Trust Council adopt quarterly Committee of the Whole meeting dates, all to be held electronically starting at 9:00 a.m., to the end of fiscal 2026/27 of:

a. Wednesday, May 13, 2026;
b. Wednesday, July 22, 2026;
c. Wednesday, October 7, 2026; and,
d. Wednesday, February 10, 2027.

CARRIED

6.2.2 Provincial Review and Funding Requests - Request for Decision

TC-2025-119
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Allen,
that Trust Council request the first item on the Trust Council Follow Up Action Report be marked as completed.

CARRIED

TC-2025-120
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Luckham,
that Trust Council direct staff to undertake no further work on Trust Council Strategic Plan initiative 1.3.1. and remove the corresponding item from the Executive Committee Active Projects Report.

CARRIED

6.2.3 Summary of Standards of Conduct Investigation Report - Request for Decision

Chair Patrick provided a summary of the Standards of Conduct investigation and Trust Council's role when receiving the report.

Trustee Evans recused herself from the discussion and left the meeting at 2:33 p.m.

Discussion ensued and the following comments were noted:

- The independent investigator found that there was not a breach of the Standards of Conduct;
- The policy states if Trust Council disagrees with the investigator's recommendations it is incumbent on Trust Council to determine if an alternative sanction should be imposed;
- Trust Council is not obligated to take up the recommendation and is being asked to endorse voluntary training.

Trustee Fast left the meeting at 2:48 p.m. and returned at 2:51p.m.

TC-2025-121
It was MOVED by Trustee Bernardo, and SECONDED by Trustee Boland,
the recommendations of the Standards of Conduct Investigation Report of the May 29, 2025 complaint be dismissed.

DEFEATED

TC-2025-122
It was MOVED by Trustee Luckham, and SECONDED by Trustee Allen,
that Trust Council endorse the two recommendations of the Standards of Conduct Investigation Report on the May 29, 2025 complaint submitted by Trustee Harris.

CARRIED

The meeting was recessed for a break at 2:55 p.m. and reconvened at 3:16 p.m.

Trustee Evans returned to the meeting at 3:16 p.m.

6.2.4 2025 Operational Review Report Recommendations – Briefing

The Chief Administrative Officer provided context on the report and a summary and implications of each recommendation outlined in the report.

Each Trustee spoke to the report and the following comments and clarifications were noted:

- The lack of corporate planning is a fundamental problem and it is necessary to undertake and focus resource expenditures on specific tasks;
- The lack of clarity and scope of the mandate given by the Province is problematic and a governance review remains necessary;
- The committee meeting structure needs to be overhauled;
- Completion of a feasibility assessment before any new work is directed is critical;
- Clear delegation of work to staff should be undertaken rather than decision makers trying to work out every detail;
- There is need for an overall systems review about how Trust Council communicates and a consensus model of communication was suggested;

- There are considerable budget implications of creating two new senior roles and exploration of potential options, such as contracting consultants instead of creating full-time permanent positions, should be undertaken;
- The Chief Administrative Officer clarified the work of those in the new reconciliation and communications engagement roles would be to develop a plan on how to do the work and support ongoing implementation;
- The provincial government has directed Islands Trust to advance reconciliation but has not funded the direction; therefore, it is necessary for Islands Trust to provide funding for staff to engage in the work.

Trustee Harris left the meeting at 4:15 p.m.

Discussion on item 6.2.4 was paused to maintain the scheduled start time of item 7.

7. ENGAGEMENT / COLLABORATION

7.1 Delegations

Trustee Campbell left the meeting at 4:38 p.m.

7.1.1 Friends of the Gulf Islands Society

The delegate provided a presentation about growth limits for the Islands Trust Area and highlighted the following:

- The population in the Trust Area has increased 27% between 2016 and 2021 and cannot continue indefinitely without consequences for ecosystems and quality of life;
- Increased water trucking indicates islands may have already exceeded their natural capacity and the ecosystem is overdrawn;
- Build-out studies would reveal what would happen if every lot were developed to its current zoning and subdivision potential;
- In the absence of build-out information it is unknown how the inclusion of floor area ratio in the draft Trust Policy Statement would change the concept of density through allowing multiple dwellings on a property through the distribution of floor area;
- Approving policies to promote and manage growth will result in ecological decline and reduced livability;
- Protecting the resources that Trust Area residents depend on should be enshrined in the Trust Policy Statement.

Trustees noted the draft Trust Policy Statement does not include policies that refer to floor area ratios and Saturna island does not have significant water delivery as stated in the presentation.

Trustee Luckham left the meeting at 4:40 p.m. and returned at 4:47 p.m.

Trustee Stamford left the meeting at 4:50 and returned at 5:00 p.m.

Trustee Boland left the meeting at 4:57 p.m.

7.2 Public Comments

A member of the public spoke to the Lasqueti Island Local Trust Committee's recent decision to change an upcoming local trust committee meeting from in-person to electronic through the resolution without meeting process and asked that Trust Council reinstate the in-person meeting.

Chair Patrick informed the speaker that the topic of their comment was business for the Lasqueti Local Trust Committee and not that of Trust Council.

A member of the public, speaking on behalf of the Board of Directors for Friends of the Gulf Islands Society, spoke to floor area ratios in the draft Trust Policy Statement which would enable several homes to be built on properties previously zoned for one with the argument that it will allow less expensive housing while protecting the environment; however, floor area ratios will not accomplish any of the indicated outcomes and will result in overdevelopment through increased density.

Trustee Harris returned to the meeting at 5:10 p.m.

A member of the public asked if Trustees are aware floor area ratios are in the draft Trust Policy Statement, if the concept was discussed and debated by Trust Council, and if so when, and if not how did the new policy and definition get included.

Chair Patrick indicated the draft Trust Policy Statement speaks to floor area and lot coverage limits for residential development and the term floor area ratio only appears in the document as an example of density in a definition in the glossary.

A member of the public noted the *Islands Trust Act* recognizes the rights of Trust Area residents, establishes a federation governance model, and an obligation for Trust Council and Trust Area Services administration to maintain oversight over local Trust Area jurisdiction and local planning service administration. The draft Trust Policy Statement omits both specific instruction to decision makers as to how to carry out the object and a clear understanding of interpretation of the word environment and they ask Trust Council to include policy language they submitted previously which would address these omissions.

A member of the public spoke to the public engagement process for the draft Trust Policy Statement and noted some community information meetings were postponed due to recent job action; therefore, the engagement period should be extended from February to March, and more than one session should be held on each island to allow as many members of the public to attend as possible.

A member of the public asked if Trust Council is going to extend the public consultation period regarding the Islands Trust Policy Statement for at least the period of time that British Columbia General Employees' Union (BCGEU) members were on strike and if Trust Council would commit to putting the proposed Policy Statement to referendum given that is seeks to transfer governance to unnamed and unaccountable Indigenous governing bodies.

Continuation of discussion on item 6.2.4 followed item 7.2.

6.2.4 2025 Operational Review Report Recommendations – Briefing

The trustee roundtable discussion continued and the following comments were noted:

- When asked, the Chief Administrative Officer noted hiring an engagement and communications lead could be deferred; however, the work that the individual would have done would then also be deferred;
- Some of the issues identified within the Governance Review Report have been looked at within the context of the recommendations within the Operational Review Report which will create a basis for next steps in addressing some of these issues.

Continued discussion on item 6.2.4 was paused to Wednesday, December 3.

The meeting was recessed for the day at 5:25 p.m.

WEDNESDAY, DECEMBER 3

Chair Patrick reconvened the meeting at 9:00 a.m.

Trustee Middleton arrived to the meeting at 9:00 a.m.

8. CLOSED MEETING

TC-2025-123
It was MOVED by Trustee Peterson, and SECONDED by Trustee Evans,
that the meeting be closed to the public subject to Sections 90(1)(c) and (i) of the Community Charter in order to consider matters related to labour relations or other employee relations; the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and, that staff attend the meeting.

CARRIED

The meeting was closed to the public at 9:03 a.m. and reopened at 9:49 a.m.

Trustee Campbell joined the meeting during the closed session at 9:11 a.m.

Trustee Dodds left the meeting at 9:49 a.m. and returned at 9:58 a.m.

9. RISE AND REPORT

Chair Patrick rose and reported adoption of the September, 2025 in-camera meeting minutes.

Continuation of discussion on item 6.2.4 followed item 9.

6.2.4 2025 Operational Review Report Recommendations – Briefing

Discussion continued and the following comments were noted:

- Development of a metric to measure purpose and effectiveness of the organization is needed and these metrics will depend on the priorities set through the development of the corporate plan;

- Hiring two senior staff members increases the budget on an ongoing basis and while there may be opportunity to hire on a temporary basis this creates recruitment challenges.

Trustee Scott joined the meeting at 10:06 a.m.

Discussion ensued on Recommendation 1 of the Operational Review Report and the following comments were noted:

- Discretionary budget items listed in Table 2 were identified as potential budget reductions that would reduce a small portion of staff workload and help fund new positions;
- There are potentially 5.5 new staff positions being suggested based on priority work identified by Trust Council;
- The recommendations will be viewed under the lens of the Budget Assumptions and Principles Guiding Document;
- None of the recommendations have been before the Financial Planning Committee;
- Deferred items would be reconsidered during the next budget cycle and discretionary budget item programs would remain in place but would not be funded during the upcoming fiscal year;
- The Chief Administrative Officer noted the intent for Recommendation 3 was that the incoming Trust Council would develop the Corporate Plan.

The meeting was recessed for a break at 10:31 a.m. and reconvened at 10:47 a.m.

Trustee Lironi left the meeting at 10:31 a.m. and returned at 10:54 a.m.

The Director of Financial and Employee Services noted updated budget figures reflecting decisions of Trust Council to fund additional Trust Council meetings in-person, and potential support of all of the recommendations and proposed reductions in the Operational Review Report would result in a potential tax increase for Local Trust Areas of approximately 13.8% and 38% for Bowen Island Municipality.

TC-2025-124
It was MOVED by Trustee Luckham, and SECONDED by Trustee Allen,
that Trust Council adopt all recommendations in the Islands Trust 2025 Operational Review Report, as presented.

TC-2025-125
It was MOVED by Trustee Scott, and SECONDED by Trustee Gedye,
that Trust Council table the motion on the floor.

DEFEATED

The question on the following motion was then called.

that Trust Council adopt all recommendations in the Islands Trust 2025 Operational Review Report, as presented.

CARRIED

It was determined not to bring item 5.1 resolution TC-2025-111 back to the table.

10. LEGISLATIVE & INFORMATION SERVICES

10.1 Consent Agenda Items

10.1.1 Director of Legislative and Information Services Quarterly Report

Receive for information.

The Director of Legislative and Information Services confirmed the Ombudsperson's report about open meetings could be sent to the Governance Committee for information and provided a verbal summary on the update to closed meetings legislation which will allow a meeting to go in-camera for a discussion about First Nations interests that a Nation might consider confidential in nature.

By general consent Islands Trust Council adopted the recommendation as presented in item 10.1.1.

10.2 Discussion / Decision Items

10.2.1 Notice of Motion from Previous Meeting

10.2.1.1 Policy on the Use of Generative Artificial Intelligence in the Islands Trust Workplace - Request for Decision

Trustees Borthwick and Elliott noted that should the motions create new work they might not be appropriate at this time due to Trust Council's acceptance of the Operational Review recommendations. The Chief Administrative Officer indicated that addressing the use of artificial intelligence will likely be contemplated as part of the Information Management and Technology Five-Year Plan.

10.2.2 Election - Governance Committee

There is one vacancy on the Governance Committee, for which nominations and an election (if required) will be held.

The Director of Legislative and Information Services summarized the election process and noted the policy does not require the position be filled.

Committee Chair Gedye thanked Trustee Middleton for his work on the Governance Committee.

The Director of Legislative and Information Services asked if there were any nominations from the floor.

Trustee Peterson nominated Trustee Gauvreau, and Trustee Gauvreau agreed to be nominated.

TC-2025-126
It was MOVED by Trustee Peterson, and SECONDED by Trustee Maude,
that Trustee Gauvreau be nominated to the Governance Committee.

CARRIED

The Director of Legislative and Information Services asked a second time if there were any nominations from the floor.

The Director of Legislative and Information Services asked a third time if there were any nominations from the floor.

Hearing no further nominations the Director of Legislative and Information Services stated Trustee Gauvreau was elected to the Governance Committee by acclimation.

11. FINANCIAL AND EMPLOYEE SERVICES

11.1 Consent Agenda Items

11.1.1 Director of Financial and Employee Services Quarterly Report

Receive for information.

11.1.2 September 30, 2025 Financial Report - Request for Decision

THAT Trust Council approve the September 30, 2025 Financial Report.

11.1.3 Response to Financial Planning Committee Resolution: 2026/27 Islands Trust Conservancy Budget Request - Briefing

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in items 11.1.1, 11.1.2 and 11.1.3.

11.2 Discussion / Decision Items

11.2.1 Committee of the Whole Meeting Re: Draft 2026/27 Budget - Request for Decision

TC-2025-127
It was MOVED by Trustee Peterson, and SECONDED by Trustee Evans,
that Trust Council schedule an electronic Committee of the Whole meeting on February 18, 2026 from 1:00 p.m. to 5:00 p.m. to review the final draft of the 2026/27 budget prior to Trust Council's budget approval in March 2026.

CARRIED

11.2.2 Draft Budget for FY 2026/27

11.2.2.1 Budget Overview – Briefing

The Director of Financial and Employee Services outlined areas of reduced revenue for the next fiscal period, summarized areas of largest expenditure, and noted the costs associated with an election year. The discrepancy between the percentage increase in planned spending and the percentage increase in taxation was explained as being due to the loss of significant revenue sources including grant revenue, reductions in the draws from surplus and reserve funds, and reductions in investment income returns.

The Directors of Financial and Employee Services, Trust Area Services, and Legislative and Information Services, and the Chief Administrative Officer spoke to budget implications should new staffing positions not be funded, the budget line item for laptops, the feasibility of combining Islands Trust and Islands Trust Conservancy staffing needs, the proposed new staff roles and need for them, and the reporting relationship of the new positions of Islands Trust Conservancy Indigenous Relations Advisor and Islands Trust Indigenous Relations Manager,

The Director of Trust Area Services confirmed that revisions to the business case for the Senior Policy Advisor position could be made to provide clearer details on the work they would do related to the five-year plan and this information would be provided at the March Trust Council meeting.

Islands Trust Conservancy Manager and Ministerially Appointed Islands Trust Conservancy Board Member spoke in support of Trust Council endorsing budget for a dedicated staff position of Indigenous Relations Advisor noting that developing a five-year plan is the result of provincially regulated direction and the five-year plan that was submitted previously was rejected by the Minister stating insufficient First Nations engagement had been undertaken.

Trustees Lironi and Borthwick left the meeting at 11:43 a.m. and returned at 11:49 a.m.

Trustee Harris left the meeting at 11:56 a.m.

The meeting was recessed for a break at 12:03 p.m. and reconvened at 1:00 p.m.

11.2.2.2 2026/27 Budget Guidelines Assessment

11.2.2.3 Funding Requests

11.2.2.3.1 Trust Council Programs

11.2.2.3.1.1 Secretariat Services – Business Case

Funding for this program was eliminated for this budget cycle as per the approved Operational Review recommendations. Discussion ensued regarding the importance of the funding to the organizations.

TC-2025-128
It was MOVED by Trustee Peterson, and SECONDED by Trustee Yates,
that the Secretariat Service Program be funded to the amount of $8000 for the 2026/27 budget.

DEFEATED

11.2.2.3.1.2 Climate Education Program – Business Case

Funding for this program was eliminated for this budget cycle as per the approved Operational Review recommendations.

11.2.2.3.2 Strategic Plan Projects

11.2.2.3.2.1 Policy Statement Amendment Project

11.2.2.3.2.2 Policy Review – Continuation from FY26

11.2.2.3.2.3 Freshwater Sustainability Strategy Review and Implementation

It was clarified the program requires a review and implementation plan and is fundamental to all of the Official Community Plan and Housing Review projects.

TC-2025-129
It was MOVED by Trustee Gedye and SECONDED by Trustee Mabberley,
to split the Freshwater Sustainability Strategy Review and Implementation business plan and support the first section (review) and defer the implementation plan.

CARRIED

11.2.2.3.3 ITC Board Projects

It was confirmed that the Opportunity Fund cannot be used for First Nations capacity funding or administrative costs, nor can the interest that may be gained through investing the fund.

Trustees Campbell and Dodds left the meeting at 2:25 p.m.

Trustee Bernardo left the meeting at 2:29 p.m.

11.2.2.3.3.1 ITC Five-Year Plan: First Nations Engagement Project

11.2.2.3.3.2 Protected Area Management Software Project

11.2.2.3.4 Local Trust Committee Projects

11.2.2.3.4.1 Denman: Housing Review (for OCP and LUB Amendments), Stage 2 - Phase 2 Project (Year 4 of 4)

11.2.2.3.4.2 Gabriola: OCP and LUB Review, Major Project (Year 4 of 5)

11.2.2.3.4.3 Gambier: OCP and LUB Amendments Implementation Project - Final Phase

Trustee Dodds returned to the meeting at 2:33 p.m.

11.2.2.3.4.4 Hornby: Comprehensive OCP and LUB Review Project

11.2.2.3.4.5 Lasqueti: OCP Review, Major Project (Year 1 of 3)

It was clarified that the project is not new, has been ongoing, and changed from a minor project to a major project.

11.2.2.3.4.6 Salt Spring: Major Amendment to OCP and LUB

11.2.2.3.4.7 Salt Spring: Watershed Protection Plan 2022-2032 Coordination (SSIWPA)

Funding for this program was eliminated for this budget cycle as per the approved Operational Review recommendations.

Trustee Campbell returned to the meeting at 2:40 p.m.

Trustee Stamford left the meeting at 2:43 p.m.

TC-2025-130
It was MOVED by Trustee Patrick, and SECONDED by Trustee Maude,
that Trust Council request staff to prepare a bylaw to rescind Bylaw 154 should staff be unable to resource the coordination of the Salt Spring Watershed Protection Plan in the 2026/27 budget.

CARRIED

TC-2025-131
It was MOVED by Trustee Patrick, and SECONDED by Trustee Peterson,

that Trust Council request 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)*.

CARRIED

11.2.2.3.4.8 Salt Spring: Groundwater Sustainability (Well-Monitoring)

Funding for this program was eliminated for this budget cycle as per the approved Operational Review recommendations.

Trustee Harris returned to the meeting at 2:50 p.m.

Trustee Scott left the meeting at 2:51 p.m.

11.2.2.3.4.9 Planning Services: Projects Feasibility Assessment – Briefing

It was suggested that criteria be established on how minor projects are advanced and evaluated and the Director of Planning Services clarified this work is being looked at.

11.2.2.3.5 Operational Projects

11.2.2.3.5.1 TC Onboarding Training - Business Case

11.2.2.3.5.2 Trustee Laptops - Business Case

11.2.2.3.5.3 Accessibility Plan Development - Business Case

11.2.2.3.6 Staffing Requests

Discussion ensued regarding the proposed staff positions in relation to the Operational Review discussion.

11.2.2.3.6.1 Registered Professional Biologist 1.0FTE - Make Permanent

A request for a report highlighting the work of the temporary Biologist in the past year, and work that would be undertaken in future was made and the Director of Planning Services indicated a report would be going to Regional Planning Committee.

Trustee Dodds left the meeting at 3:22 p.m.

TC-2025-132
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Allen,

that Trust Council not fund the fulltime hiring of a permanent Biologist.

CARRIED

Trustee Boland left the meeting at 3:29 p.m.

The meeting was recessed for a break at 3:29 p.m. and was reconvened at 3:45 p.m.

11.2.2.3.6.2 Temporary Senior Policy Advisor 1.0FTE – Extension

11.2.2.3.6.3 Permanent GIS Analyst 1.0FTE – New

TC-2025-133
It was MOVED by Trustee Evans, and SECONDED by Trustee Allen,
that the permanent Geographical Information System (GIS) Analyst position be deferred for one year.

CARRIED

Trustee Stamford left the meeting at 4:05 p.m.

Discussion on item 11.2.2.3 was deferred to maintain the scheduled start time of item 13.

13. SHORT TERM RENTAL ACT DISCUSSION

Hannah Rabinovitch, Director of the BC Housing Policy Branch provided a presentation about opting-in to the principal residence requirements of the *Short-Term Rental Act* and highlighted the following:

- The *Short-Term Rental Accommodations Act* objectives intend to strengthen local government tools to enforce short-term rental bylaws, return short-term rental units to housing stock, and establish provincial oversight to short-term rentals;
- The principal residence requirement limits short-term rentals to the usual place where an individual makes their home and does not apply to smaller municipalities, designated resort municipalities, ski resorts, electoral areas, Local Trust Areas, or farmland; however, many of these areas have since opted in;
- Exemptions include First Nations lands, hotels, motels, hostels, temporary shelters, and campgrounds;
- Compliance tools include registration requirements, platform led enforcement, tip-based complaints, and the compliance and enforcement unit;
- A local trust committee can opt-in to the regulation before March 31, 2026 with the resulting changes would come into effect November 1, 2026;
- Considerations for opting in include reviewing local bylaws for consistency with the program, undertaking community engagement, understanding the make up of resident versus non-resident property owners and preference for local or provincial enforcement.

The Bylaw Compliance and Enforcement Manager spoke to the following:

- The Bylaw Compliance and Enforcement team accesses the provincial data portal to review advertisements and enforce as dictated by Trust Council or local trust committee policies;

- Many properties within local Trust Areas that have opted in have been assigned to regional districts and that information is not available until corrected;
- Regardless of whether or not a jurisdiction has opted into the principal residency requirements they must be registered and comply with local bylaws.

Salt Spring Island, Gabriola Island, and Bowen Island Municipality have opted into the program and trustees from these areas spoke to their experience to date and noted generally positive feedback and outcomes.

Trustee Campbell left the meeting at 4:47 p.m.

A question and discussion period followed the presentations and the following comments were noted:

- There are 100 platforms on the provincial data portal which is a fraction of the number of rental platforms;
- Farm land is exempt as there are already regulations related to agri-tourism and farm operators;
- Multiple families co-owning a property that use the property on a fractional basis fall under the fractional exemption;
- Bed and Breakfast operators fall in the scope of short-term rentals and, from the provincial perspective, provided the property owner lives on site they would comply with the principal residency;
- Small outer lying islands located within a Local Trust Area can not be exempt if the main island opts in;
- The annual provincial registry fee is $100 for principal residence and $400 for a commercial operation or one with an offsite host.

Trustee Scott joined the meeting at 5:09 p.m.

Discussion on item 11.2.2.6.4 resumed following the item 13.

11.2.2.3.6.4 Permanent ITC Indigenous Relations Advisor 0.5 FTE – New

11.2.2.3.6.5 Temporary Species at Risk Coordinator – Extension

11.2.2.3.6.6 GIS Co-op Student (Level 1) 0.3FTE

11.2.2.3.6.7 Planning Services Co-op Student 0.3FTE

11.2.2.3.7 Other Funding Request Reports

11.2.2.3.7.1 ITC Board Budget Request - Briefing

11.2.2.3.7.2 EC Budget Request – Briefing

11.2.2.4 Operating Budgets Increase Justifications

11.2.2.4.1 TC Dedicated Chair Travel Budget Justification Form

11.2.2.4.2 EC Operating Increases Justification Form – UBCM/AVICC

11.2.2.4.3 TAS Operating Budget Increase Justification Form

11.2.2.4.4 FES Operating Increases Justification Form

11.2.2.4.5 Information Services Operating Increase Justification Form

Trustee Scott left the meeting at 5:27 p.m.

11.2.2.4.6 Planning Services Operating Budget Training Increase Justification Form

11.2.2.4.7 Planning Services Operating Budget Contractor Increase Justification Form

Trustee Borthwick left the meeting at 5:34 p.m.

11.2.2.4.8 ITC Land Securement and Conservation Planning Increase Justification

11.2.2.4.9 ITC Protected Areas Management Operations and Planning Increase Justification

The meeting was recessed for the day at 5:47 p.m.

THURSDAY, DECEMBER 4

Chair Patrick reconvened the meeting at 9:00 a.m.

The agenda was reordered and item 11.2.2.5 was discussed first

11.2.2.5 Unfunded Requests

11.2.2.5.1 Trust Area Resilience Assessment Initiative - Briefing

Financial Planning Committee recommends to Trust Council that work on the Trust Area Resilience Assessment Initiative project not be funded in 2026/27, unless a grant is secured.

11.2.2.5.2 Electronic Document Management Solution - Business Case

Financial Planning Committee recommends to Trust Council that work on the Electronic Document Management project not be funded for the 2026/27 budget.

11.2.2.5.3 Galiano: Targeted OCP Review Project

Funding for this project is not included in the draft budget, at the direction of Financial Planning Committee.

The Director of Trust Area Services noted Trust Council approved a project charter for engagement on the budget and Trust wide advertising to seek input by email from the public would cost $1500 and would commence in the new year with results provided to Trust Council at the March meeting.

Discussion ensued regarding the value and process of public consultation on budget decisions and the importance of providing effective messaging.

Trustee Scott joined the meeting at 9:14 a.m.

Trustee Allen joined the meeting at 9:22 a.m.

TC-2025-134
It was MOVED by Trustee Fast, and SECONDED by Trustee Yates,
that Trust Council direct Financial Planning Committee not to proceed with public engagement on the upcoming budget year.

CARRIED

There was consideration of using the proposed engagement budget for communications about the budget.

TC-2025-135
It was MOVED by Trustee Evans, and SECONDED by Trustee Borthwick,
that Trust Council request Executive Committee to allocate $1500 to communications explaining the draft 2026/27 budget.

CARRIED

Discussion on item 11.2.2.5 was paused to maintain the scheduled start time of items 15 and 16.

15. SAN JUAN COUNTY - ISLANDS TRUST - JOINT SESSION

Chair Patrick introduced San Juan County Council Chair Kari McVeigh, Council Members Justin Paulsen and Jane Fuller. Trustees introduced themselves.

Discussion ensued on three priority topics and the following comments were noted:

Anacortes to Sidney ferry services:

- The ferry service is in a difficult position due to staffing issues and vessel conditions and is operating on limited routes;
- The San Juan region is not operating at full domestic service, Washington State Ferries has indicated they will not look at the international route until domestic routes are fully operational and have projected 2030 as a return target; however, the Ferry Advisory Commission continues to advocate for the return of the Anacortes to Sidney service as there is a significant positive economic impact to the communities that benefit from the service;
- There have been discussions with private providers to provide a passenger service until full vehicle service is available and Washington State Ferries have done studies on providing passenger only ferry service and have little interest in providing the service;
- There are border challenges entering and re-entering the United States;

- There may be opportunity to advocate for conversations to occur at the provincial and state level regarding the economic loss realized in Friday Harbour, Anacortes, and Sidney;
- Several trustees attended a meeting of a coalition of ferry dependent communities organized by the Mayor of Bowen Island and attendees continue to work together to address issues through various stakeholders;
- San Juan County Council would support a working group with members of Trust Council.

Trustee Allen left the meeting at 9:45 a.m.

Trustee Scott left the meeting at 10:35 a.m.

The meeting was recessed for a break at 10:34 a.m. and reconvened at 10:45 a.m.

Joint areas of environmental concerns - emergency response tow vessels and spill response vessels:

- A study has been done looking at Sidney Harbour and Roshe Harbour and there is possibility to contact the writer of the study to find out if an update can be done to determine if there are any options for a vessel to be located near Turn Point;
- Island Oil Spill Association staged a drill in which a large spill was targeted to enter San Juan waters and response organizations do not have local knowledge that would be valuable for spill responders;
- The Oceans Protection Plan is federally funded plan which provides grant funding.

FIFA impact on local tourism and economy:

- San Juan County anticipates increased mega yacht traffic and sailing vessels travelling through and anchoring off the islands;
- Washington State is engaged in discussions with local jurisdictions regarding cross border vessel traffic travelling between the Vancouver and Seattle to watch games;
- All ferry systems are under stress, significantly increased traffic for an event will affect regular commerce, and there is need to prioritize local access and goods transport;
- There are anticipated difficulties with entering the United States ports of entry;
- There might be impact to Trust Council in-person meeting in June regarding securing hotel accommodations or the price;
- There will be an uptick in illegal activity of short-term vacation rentals.

Trustee Stamford left the meeting at 11:25 a.m.

Regional collaboration:

- Areas of collaboration include ferry service, emergency vessel response, and impacts of the Fédération Internationale de Football Association (FIFA); however, FIFA will occur regardless, reinstatement of ferry service is a multi governmental level issue, and the environmental impact of oil spills is critical;
- There is interest in establishing a trustee working group to begin conversations, use minimal resources, and bring information back to Trust Council;
- Cross border advocacy for joint marine response might create pressure on organizations such as West Coast Marine Response.

TC-2025-136
It was MOVED by Trustee Luckham, and SECONDED by Trustee Hunter,
that Chair Patrick work with the chair of San Juan County Council to establish a political working group regarding oil spill response.

CARRIED

Trustees Harris, Hunter, and Falck left the meeting at 12:00 p.m.

The meeting was recessed for a break at 12:00 p.m. and reconvened at 12:30 p.m.

16. ISLANDS TRUST ANNUAL AWARDS

The Chief Administrative Officer presented Bylaw Compliance and Enforcement Manager Warren Dingman the Champion Award, Regional Planning Manager Robert Kojima the Legacy Award, and Union of BC Municipalities Long Service Awards to Trustees Luckham and Dodds.

Discussion on item 11.2.2 continued following item 16.

Trustee Allen returned to the meeting at 12:36

11.2.2 Draft Budget for FY 2026/27

Based on budget decisions made at the table, the Director of Financial and Employee Services provided an estimated range of the dollar amount of the currently estimated tax increase of 11.8% would translate to $50 to $60 per average valued household within the Trust Area and $65 to $75 within Bowen Island Municipality. The Director reiterated the range is not based on current BC Assessment data which will not be available until January.

Trustee Borthwick spoke to the intent of motion he will be making and asked Trust Council to determine a threshold and provide clear direction to staff and Financial Planning Committee to do the work to the best of their ability to reduce the budget. He then put forward the following motion for discussion.

THAT Trust Council request that the Financial Planning Committee return a budget with a tax increase of no more than 8% (for the general Trust Area), for consideration of the Committee of the Whole meeting on the budget scheduled for February 18th 2026 and provide options to further reduce the draft 2026/27 budget to a 0% general Local Trust Area tax increase.

Trustee Harris returned to the meeting at 12:47

Trustee Dodds left the meeting at 12:52 p.m.

The Director of Financial and Employee Services noted Islands Trust is losing substantial revenue resources which make up 5.5% of the proposed increase and a further 2% of the proposed increase is result of required staff wage increases.

Discussion ensued on the motion put forward and the following comments were recorded:

- Trust Council has adopted the Operational Review recommendations;
- There have been budget cuts made cuts at the table;
- Low budgets have been presented in past years and were achievable due to the use of surplus funds;
- The Islands Trust Conservancy budget requests are significant.

Trustee Falck returned to the meeting at 1:14 p.m.

The Chief Administrative Officer noted the Operational Review was presented on the basis of what Trust Council has identified as priorities and if priorities change the budget would reflect those changes.

TC-2025-137
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Bernardo,
that Trust Council request that the Financial Planning Committee return a budget with a tax increase of no more than 11% (for the general Trust Area), for consideration of the Committee of the Whole meeting on the budget scheduled for February 18th 2026, and provide options for further reductions, and that the draft changes be forwarded to the Islands Trust Conservancy.

DEFEATED

TC-2025-138
It was MOVED by Trustee Elliott, and SECONDED by Trustee Evans,
that Trust Council request the Islands Trust Conservancy Board to re-consider its budget request for 2026-27 in the context of Trust Council adoption of the recommendations in the Islands Trust 2025 Operational Review Report.

CARRIED

12. PLANNING SERVICES

12.1 Consent Agenda Items

12.1.1 Director of Planning Services Quarterly Report

Receive for information.

12.1.2 Salt Spring Island Local Trust Committee Quarterly Work Program Update - Staff Report

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in items 12.1.1 and 12.1.2.

12.2.1 Request for Trust Council Sponsorship of Development Application Fee - Request for Decision

Trustee Borthwick provided a summary of the request for the sponsorship and the Director of Planning Services noted there were funds remaining in the sponsorship fund.

TC-2025-139
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Elliott,
that Trust Council approve financial sponsorship in the amount of $1,592 for rezoning application PLRZ20250368 (3661 Piercy Road, Denman Island), requiring an amendment to Denman Land Use Bylaw No.186.

CARRIED

12.2.2 Response to Bill M216 - Professional Reliance Act - Request For Decision

The Director of Planning Services summarized the Request for Decision.

TC-2025-140
It was MOVED by Trustee Evans, and SECONDED by Trustee Borthwick,
that Trust Council authorize the Chair, on behalf of Trust Council, to submit a letter opposing Bill M216 and requesting that the Province explicitly exempt the Islands Trust from the proposed legislation, and to complete a consultation questionnaire.

CARRIED

The agenda was reordered and item 13 was discussed following item 11.2.2.3.6.3.

14. TRUST AREA SERVICES

14.1 Consent Agenda Items

14.1.1 Director of Trust Area Services Quarterly Report

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in item 14.1.1.

14.2 Discussion / Decision Items

14.2.1 Request for Trust Council Sponsorship of Natural Area Protection Tax Exemption Program (NAPTEP) Application Fee - Request for Decision

TC-2025-141
It was MOVED by Trustee Evans, and SECONDED by Trustee Yates,
that Trust Council approve financial sponsorship of $450 for Natural Area Protection Tax Exemption Program (NAPTEP) application PLNAP-20240358, Martin NAPTEP, Salt Spring Island.

CARRIED

14.2.2 Policy Statement Amendment Project (PSAP) – Project Charter and Project Update - Request for Decision

The Director of Trust Area Services noted the amount of increase being requested is comprised of capacity funding for ongoing engagement with Indigenous Governing Bodies in the amount of $20,000, an additional $5,000 for legal review, and a reduction to the communications budget by $3000.

TC-2025-142
It was MOVED by Trustee Fast, and SECONDED by Trustee Elliott, that Islands Trust Council endorse Policy Statement Amendment Project Charter V12.

CARRIED

17. CORRESPONDENCE

17.1 2025-10-17 J Harper - Land Costs

Received for information.

17.2 2025-10-30 Vancouver Island & Coastal Communities (VICC) Climate Leadership Steering Committee - Funding Request

TC-2025-143
It was MOVED by Trustee Fast, and SECONDED by Trustee Luckham, that Islands Trust Council fund the request of the Association of Vancouver Island and Coastal Communities Climate Leadership Steering Committee from the current years budget of $125.

CARRIED

17.3 2025-11-06 BC Ferries - Letter to Mayor Leonard re: Urgent Call for Consultation and Action

Received for information.

18. TRUSTEE ROUNDTABLE

Due to time constraints a Trustee Roundtable did not occur.

19. DISPOSITION OF DELEGATIONS/PUBLIC COMMENT & CORRESPONDENCE

A Trustee suggested that a response to the delegation regarding confusion about the floor area ratio be provided and it was noted that the delegation information can be received as part of public input on the draft Trust Policy Statement and can be considered during final drafting.

Trustees Harris and Campbell left the meeting at 1:47 p.m.

TC-2025-144
It was MOVED by Trustee Elliott, and SECONDED by Trustee Gauvreau, that Islands Trust Council direct staff to provide a report that explores the concerns raised by the Friends of the Gulf Islands Society in their presentations to Trust Council at the December 2025 quarterly meeting about the use of the term Floor

Area Ratio (FAR) in the draft Policy Statement; and offers potential revisions to the proposed definition of "Land Use Density and Intensity" in the draft Policy Statement Glossary of Terms.

DEFEATED

Trustees Gedye and Fast left the meeting at 2:02 p.m.

20. TRUST COUNCIL FOLLOW-UP ACTION LIST

By general consent the follow up action list was approved.

21. TRUSTEE CONFERENCE AND CONVENTION REPORTING

21.1 Union of British Columbia Municipalities Convention 2025

Due to time constraints convention updates were not provided.

22. TRUSTEE UPDATES - Appointed Trustees on External Committees

Written updates received for information only.

22.1 Association of Vancouver Island and Coastal Communities Climate Leadership Steering Committee (AVICC-CL)

22.2 Atl'ka7tsem/Howe Sound Biosphere Region

22.3 Baynes Sound/Lambert Channel Ecosystem Forum

22.4 Freighter Anchorages/Oceans Protection Plan (OPP)

22.5 Mount Arrowsmith Biosphere Region

22.6 Shellfish Aquaculture Management Advisory Committee (SF AMAC) - Trustee Lironi

22.7 Southern Gulf Islands Forum

22.8 Transportation/Ferry Group

22.8.1 Letter to BC Ferries re: Experience Card Pre-loading Minimum Cost

22.8.1.1 BC Ferries Follow-up Correspondence

23. NEXT MEETING

The next Islands Trust Council Quarterly meeting is scheduled to be held in-person in Duncan, March 10-12, 2026.

23.1 Proposed March Trust Council Program

Received for information.

24. ADJOURNMENT

By general consent, the meeting was adjourned at 2:04 p.m.

_____

Laura Patrick, Chair

Certified Correct:

_____

Lisa Millard, Meeting Administrator/Recorder

Minutes are not official until adopted at a subsequent meeting.

DRAFT

Islands Trust

Island Trust Council
Active Projects Chart

Print Date: February 20, 2026

Islands Trust Council Strategic Goals
• Clear and transparent policies, administrative processes and structures enable better decision making, advance service delivery and improve employee satisfaction. • Defined capacity constraints and indicators inform decision making. • Planning processes and Trust Area wide programs enable diverse housing options. • Advocacy and policy changes improve control of invasive species to protect and restore sensitive ecosystems. • Diverse community members/groups are invested in revitalizing ecosystems and expanding protected areas. • Marine and foreshore ecosystems are healthy • Land use decisions are informed by data and ongoing monitoring to manage and adapt to climate risks • Communities understand effects of climate change on the Trust Area. • Policies, plans, and resources provide opportunities for collaborative First Nations engagement aligned with UNDRIP. • Indigenous knowledge is incorporated into stewardship and management of Trust Area.

Executive Committee	Governance Committee	Financial Planning Committee
1. Finish and adopt Islands Trust Policy Statement in accordance with project work plans (Strategic Plan key initiative 1.1.1) 2. Update and implement Reconciliation Action Plan 3. Guide the development and implementation of the Islands Trust Strategic Plan. New Strategic Plan approved by Trust Council March 2025.	1. Corporate Planning 2. Meeting process (Bylaw 101 and policies) 3. Policy 7.2.1 Trustee Remuneration - Review and Update	1. 5-year Financial Plan Bylaw - Submission to Minister 2. Annual Financial Statements & Audit: Islands Trust and Islands Trust Conservancy 3. Recommendations for Increasing Application Fees

Trust Programs Committee	Regional Planning Committee	Islands Trust Conservancy
1. Stewardship Education Program 2. Implement Community Stewardship Awards Program 3. Trust Council Policy 1.2.1 (Policy Statement Amendment)	1. Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence (Strategic Plan Initiative 1.2.3) 2. Update and Implement Freshwater Sustainability Strategy (2022-2032) (Strategic Plan Initiative 2.1.3) 3. Monitor progress of protection of ecosystem health in all land use planning decisions (Strategic Plan Initiative 3.2.4)	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support

Local Trust Committees

Northern Islands
Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis

Denman Island

- Major Project - Denman Housing (OCP and LUB) Review Project - Stage 2, Phase 2

Gabriola Island

- Major Project - Gabriola Island Comprehensive OCP and LUB Review - Phase 2

Gambier Island

- Major Project - Gambier OCP & LUB Targeted Review - Phase 2
- Minor Project - Keats Island Shoreline Protection Project - Phase 3 (Continued)

Southern Islands
Galiano, Mayne, North Pender, South Pender, Saturna

Galiano Island

- Minor Project - Groundwater Sustainability
- Associated Islands Regulations Review

Mayne Island

- Major Project - Housing Options Project - Phase 2

North Pender Island

- Major project - Housing Access and Affordability Project
- Minor project - Update of Raptors Nest DPAs

Saturna Island

- Minor Project - Minor housing amendments review project

South Pender Island

- Minor Project - Minor LUB Review Project
- STVR Regulation & Policy Review

Northern Islands
Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis

Hornby Island

- Major Project - Hornby Island Official Community Plan and Land Use Bylaw Review

Lasqueti Island

- Minor Project

Thetis Island

- Minor Project - Targeted LUB Amendments

Salt Spring

Salt Spring Island

- Extraordinary Project - OCP-LUB Update
- Minor Project - Housing Action Program - Implementation (Bylaw 537)
- Major Project - Water Sustainability - coordinate multiple jurisdictions in planning for water sustainability and watershed protection.

Islands Trust

Print Date: January 16, 2026

Follow Up Action List

Active Projects Report

Governance Committee

1. *Corporate Planning*	Responsible	Dates
Activity: Continue implementation of enhanced corporate planning processes: Visioning - complete; Values - skipped; SWOT - complete; Strategic Plan - in progress; Departmental work plans - upcoming; incorporating work plans into the financial plan - upcoming.	David Marlor	Rec'd: 17-Apr-2023 Target: 03-Mar-2026

2. *Meeting process (Bylaw 101 and policies)*	Responsible	Dates
Activity: Review and recommend amendments to the Trust Council Meeting Procedure Bylaws 101 and related policies to address the concerns raised by Great Northern Management Consultants in the 2022 Governance Review Report of the Islands Trust.	David Marlor	Rec'd: 17-Apr-2023 Target: 30-Sep-2026

3. *Policy 7.2.1 Trustee Remuneration - Review and Update*	Responsible	Dates
Activity: Review and update Trust Council's Policy 7.2.1 Trustee Remuneration in line with the UBCM Council and Board Remuneration Guide.	Julia Mobbs	Rec'd: 12-Jan-2024 Target: 27-Feb-2026

Print Date: February 18, 2026

Follow Up Action List

Active Projects Report

Financial Planning Committee

1. *5-year Financial Plan Bylaw - Submission to Minister*	Responsible	Dates
Activity: Prepare report to the Minister on the 2026/27 budget and 5-year financial plan, to accompany the 5-year Financial Plan Bylaw Submission.	Julia Mobbs	Rec'd: 12-Mar-2026 Target: 31-Mar-2026

2. *Annual Financial Statements & Audit: Islands Trust and Islands Trust Conservancy*	Responsible	Dates
Activity: Underway: ·Audit planning with the appointed auditors, KPMG LLP. ·Audit Committee meeting with KPMG in February 2026. Upcoming: ·Preparation of Islands Trust and Islands Trust Conservancy financial statements and audit packages. ·Audit fieldwork scheduled for May 2026. ·Audit Committee meeting in May 2026 with KPMG LLP to present audit findings.		Rec'd: 10-Mar-2026 Target: 27-May-2026

Active Projects Report

Financial Planning Committee

3. *Recommendations for Increasing Application Fees*	Responsible	Dates
Activity: Trust Council Direction: that Financial Planning Committee return to Trust Council with recommendations on how to increase the application fees	Julia Mobbs Stefan Cermak	Rec'd: 18-Sep-2025 Target: 31-Dec-2026

Islands Trust

Print Date: February 18, 2026

Follow Up Action List

Future Projects Report

Financial Planning Committee

1. *Review of TC Policy 6.5.2 Budget Control and Adjustment Authority (EC directed)*	Responsible	Date Received
Review Islands Trust Policy 6.5.2 Budget Control and Adjustment as a whole and specifically make recommendations to amend the policy to ensure the policy is clear in regards to the process and decision making authority related to proposed 'overspends' for any particular budget item.	Julia Mobbs	12-Mar-2024

2. *Evaluating Potential New Specific Reserve Funds*	Responsible	Date Received
Staff to prepare a report analyzing the value of creating new specific reserve funds that may serve to fund large future initiatives such as elections, information technology, data acquisitions, and capital projects.	Julia Mobbs	20-Aug-2025

3. *Review of TC Policy 6.5.1 Reserves and Surplus*	Responsible	Date Received
That Financial Planning Committee request staff to investigate possible language changes to Policy 6.5.1 to ensure that it does not violate best practices related to use of surplus funds to fund operating expenses.	Julia Mobbs	12-Oct-2022

Islands Trust

Print Date: February 20, 2026

Follow Up Action List

Active Projects Report

Regional Planning Committee

1. *Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence (Strategic Plan Initiative 1.2.3)*	Responsible	Dates
Activity: a. Review and amend Trust Council Policies 5.5.1 & 7.1.2 b. Create a plain language Best Practices Manual	Robert Kojima Stefan Cermak Warren Dingman	Rec'd: 13-Mar-2024 Target: 05-Mar-2026

2. *Update and Implement Freshwater Sustainability Strategy (2022-2032)(Strategic Plan Initiative 2.1.3)*	Responsible	Dates
Activity: a. Independent review and update b. Draft an Implementation Plan c. Freshwater Atlas Update	Stefan Cermak William Shulba	Rec'd: 12-Feb-2020 Target: 10-Sep-2026

3. *Monitor progress of protection of ecosystem health in all land use planning decisions (Strategic Plan Initiative 3.2.4)*	Responsible	Dates
Activity: a. Research and data collection b. Data analysis and integration c. Collaboration	Patricia Woodruff Stefan Cermak	Rec'd: 31-Mar-2025 Target: 31-Mar-2026

Regional Planning Committee

d. Apply/implement pilot monitoring

e. Build capacity and training

Staff Biologist drafting recommendations of how to integrate biological information into planning related decisions - emphasis on species at risk as per grant funding

Future Projects Report

Regional Planning Committee

1. *Review all Trust Council policies, and where appropriate, amend, combine, or rescind (all committees) (Strategic Plan Initiative 1.2.5)*	Responsible	Date Received
Review and report to RPC. All Trust Council policies held by the Director of Planning Services: ·Policy 4.1.4; 4.1.9; 4.1.13; 4.1.14; 4.1.15 (General LTC policies) ·Policy 4.2.2 (APC Operating Policy)* ·Policy 5.3.1; 5.3.2; 5.3.3; 5.3.5 (Community Planning) ·Policy 5.4.1; 5.4.2; 5.4.3; 5.4.4 (Land Use Regulation) ·Policy 5.5.1 (Bylaw Compliance and Enforcement) ·Policy 5.6.1 (Application Processing) ·Policy 5.7.1 (Policy Statement Checklist) ·Policy 5.9.1; 5.9.2 (Best Management Practices and Outer Islands) ·Policy 6.1.1 (First Nations Engagement Principles) * Being lead by Director of Legislative and Information Services while reporting to Governance Committee	Stefan Cermak	31-Mar-2025

2. *Improve processes for prioritizing funding for ongoing OCP reviews (Strategic Plan Initiative 2.2.1)*	Responsible	Date Received
RPC continue to refine prioritization matrix. Matrix reviewed numerous times. Minor project prioritization criteria reviewed by RPC Jan. 2026.	Stefan Cermak	31-Mar-2025

Future Projects Report

Regional Planning Committee

3. *Map Eelgrass and kelp forests (Strategic Plan Initiative 3.3.1)*	Responsible	Date Received
Partner with First Nations' marine divisions and other relevant organizations in the Trust Area toward completing the work. Maintain contact and retrieve data from with consultants (Hatfield) funded by the Canada Space Agency Hatfield to lead the design and development of the Eelgrass Explorer (E2) system for mapping eelgrass in the intertidal areas across the entire British Columbia coast. Expected 10m resolution data available target date: May 2027.	Stefan Cermak	03-Feb-2020

4. *Update OCPs and LUBs to incorporate new Policy Statement polices (Strategic Plan Initiative 2.2.2)*	Responsible	Date Received
	Stefan Cermak	31-Mar-2025

5. *Develop a growth management planning framework that includes data on growth trends and projections, geological and hydrological capacities, infrastructure, and development rates (Strategic Plan Initiative*	Responsible	Date Received
Draft a business case, for phase 1 (initial development), of a multi-year project. Co develop with partners. Develop with a funding strategy (grants, reserve funds, partnerships, etc). Trust Council approved Operational Review. No new projects. Business Case declined.	Stefan Cermak	31-Mar-2025

6. *Update OCPs and LUBs to foster climate change resilience (considering topics such as Coastal Douglas-fir protection, foreshore and nearshore environments, and groundwater) (Strategic Plan Initiative 4.2.3)*	Responsible	Date Received

Future Projects Report

Regional Planning Committee

Strategic Plan assigned key initiative to: LTCs Biologist drafting materials in relation to issue.	Stefan Cermak	31-Mar-2025

Islands Trust

Print Date: February 13, 2026

Follow Up Action List

Active Projects Report

Trust Programs Committee

1. *Stewardship Education Program*	Responsible	Dates
Activity: Develop and implement a stewardship education activities in accordance with approved 2025/26 business case.	Chloe Straw Clare Frater Morgana van Niekerk	Rec'd: 12-Mar-2025 Target: 31-Mar-2026

2. *Implement Community Stewardship Awards Program*	Responsible	Dates
Activity: Administration of Community Stewardship Awards Program per policy	Chloe Straw Clare Frater	Rec'd: 11-Feb-2026 Target: 16-Jun-2026

3. *Trust Council Policy 1.2.1 (Policy Statement Amendment)*	Responsible	Dates
Activity: Review of the Policy with the view of making recommendations to Trust Council for amendments if required.	Clare Frater Jason Youmans	Rec'd: 04-Nov-2024 Target: 30-Oct-2026

Islands Trust

Print Date: February 13, 2026

Follow Up Action List

Future Projects Report

Trust Programs Committee

1. *Consider Community Benefit Land Trust concept for Islands Trust (Strategic Plan initiative 2.3.1)*	Responsible	Date Received
Initiation timeline: To be determined. (Should include further consideration of the Community Benefit Land Trust Concept briefing presented to TPC on February 5, 2021.)	Clare Frater	12-Mar-2025

2. *Implement Community Stewardship Awards Program*	Responsible	Date Received
Staff will initiate in last year of each term. 2.1.11 Administration of Community Stewardship Awards Program Policy states: Islands Trust Programs Committee of Trust Council is responsible for initiating Islands Trust Community Stewardship Awards Program in February in the final year of each term.	Clare Frater	02-Dec-2021

3. *Review all Trust Council policies, and where appropriate, amend, combine or rescind (Strategic Plan initiative 1.2.5)*	Responsible	Date Received
TPC related policies to be reviewed this term of office (by October 2026): 1.2.1 Policy Statement Amendment Policy 2.1.11 Administration of the Community Stewardship Awards Program Policy 2.1.15 Secretariat Services Policy Initiation timeline: TPC has already requested amendments to policy 1.2.1. Project charters to amend policies 2.1.11 and 2.1.15 in 2026/27 will be initiated in 2026.	Clare Frater	12-Mar-2025

Future Projects Report

Trust Programs Committee

4. *Work with other agencies to facilitate data gathering / share in the development of environmental indicators (Strategic Plan initiative 2.1.1)*	Responsible	Date Received
Initiation timeline: To be determined.	Clare Frater	12-Mar-2025

5. *Identify indicators of ecosystem health and integrity (Strategic Plan initiative 3.2.1)*	Responsible	Date Received
Business case for funding due by September 2025. Project plan required for implementation in 2026/27.	Clare Frater	12-Mar-2025

6. *Update the State of the Islands Report (Strategic Plan initiative 3.2.2)*	Responsible	Date Received
Business case for funding due by September 2026. Project plan required for implementation in 2027/28.	Clare Frater	12-Mar-2025

7. *Develop a shared inter-agency ecosystem health indicator toolkit for citizen groups, conservancies, and other agencies (Strategic Plan initiative 3.2.3)*	Responsible	Date Received
Initiation timeline: To be determined	Clare Frater	12-Mar-2025

8. *Develop a climate action strategy, set baseline data and targets (Strategic Plan initiative 4.1.1)*	Responsible	Date Received
Initiation timeline: To be determined	Clare Frater	12-Mar-2025

Future Projects Report

Trust Programs Committee

9. *Partner with agencies and others to share climate data (Strategic Plan initiative 4.1.2)*	Responsible	Date Received
Project plan required for implementation in 2026/27. No anticipated funding request.	Clare Frater	12-Mar-2025

10. *Design and implement a climate action education plan (Strategic Plan initiative 4.2.1)*	Responsible	Date Received
Business case for funding due by September 2025. Project plan required for implementation in 2026/27.	Clare Frater	12-Mar-2025

11. *Implement activities assigned by the future Reconciliation Action Plan (2025-2028) implementation plan (To be assigned by TC) (Strategic Plan Initiative 5.1.5)*	Responsible	Date Received
To be determined. Staff is drafting new Reconciliation Action Plan and associated implementation plan for Trust Council approval.	Clare Frater	

12. *Implement activities assigned by the Freshwater Sustainability Strategy (2022-2032) implementation plan (To be assigned by TC) (Strategic Plan Initiative 2.1.3)*	Responsible	Date Received
To be determined. Regional Planning Committee is developing a Freshwater Sustainability Strategy Implementation Plan for Trust Council appoval.	Clare Frater	

13. *Recommend updates to Crown Land Agreements*	Responsible	Date Received

Future Projects Report

Trust Programs Committee

Implement Crown Land Protocol project charter V2 and engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements about Crown land into one agreement. Strategic Plan Initiative 1.2.7: Review all Trust Council and local trust committee agreements and where appropriate, amend, combine or rescind is assigned to EC. On April 23, 2025, Executive Committee requested staff forward April 23, 2025 and February 26th, 2025 briefings on Crown tenure application referrals to Trust Programs Committee for consideration for updating protocols and letters of understanding with the Crown.	Clare Frater	07-May-2025

Islands Trust

Updated: February 20, 2026

TRUST COUNCIL STRATEGIC PLAN PRIORITIES

(Reporting on Key Initiatives identified as priorities for the current Trust Council term)

1. Governance & Organizational Excellence				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	**Responsible Committee**
1.1 Updates and adopt a new policy statement	1.1.1 Finish and adopt Islands Trust Policy Statement in accordance with project work plans *	• In June 2025 Trust Council passed first reading of the Bylaw 183. • Staff are implementing the communications and engagement plan. • Staff have issued 100+ referrals post-First Reading with concordance tables to agencies/First Nations who have already provided content in order to explain how their comments were addressed. • Public engagement results: 2000 surveys and 180 letters received prior to Feb 2, 2026 which staff are working with contractors to analyze. • Referral responses continue to arrive.	80% complete	EC/TPC
1.2 Strengthen governance, decision-making and workflow processes	1.2.1 Develop a corporate planning process to enable decision-making, workflow efficiency, resource tracking and relevant policy consolidation *	• Draft corporate planning process approved by Trust Council. • Strategic Plan approved in March 2025. • CAO working with senior staff to develop and implement departmental work plans by end of fiscal 25/26. • Planning process being revised per the related recommendation in the Operational Review.	33% complete	GC
	1.2.3 Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence *	• September 17, 2025, Trust Council endorsed draft policies with minor amendments. • Implementation Plan proposed for March Trust Council.	90% complete	RPC

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

	1.2.4 Prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report *	• May 13, 2025 Committee of the Whole discussion. • Governance Committee Recommendations RFD to September 2025 Trust Council.	40% complete	GC
	1.2.5 Review all Trust Council policies, and where appropriate, amend, combine or rescind	• Governance Committee prioritised review and consolidation of policies related to operations of Trust Council, with review of other policies to follow over the remainder of the term.	10% complete	GC
1.3 Advocate to the Province for legislative changes to Islands Trust Act	1.3.1 Advance the following requests to the Province and develop advocacy and education strategies to support these: a) the Provincial review of the governance structure to enable reconciliation and better support Islands Trust's mandate; and b) request for increased Provincial funding *	• April 28 letter from Minister Kahlon confirms no Provincial action this council term. • At its December 2025 meeting, Trust Council directed staff to undertake no further work on this item (Resolution TC-2025-120).	25% complete	EC
2. Growth Management & Community Resiliency				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	
2.1 Support proactive land use planning and establish limits to growth using evidence-based data	2.1.3 Update and implement Freshwater Sustainability Strategy (2022-2032)	• July 18th, 2025 RPC forwarded a business case for an independent review of the FWSS to FPC for funding consideration in the 2026/27 budget.	25%	RPC
2.3 Explore innovative approaches to supporting diverse housing options and tenures	2.3.2 Implement the Housing Strategic Action Plan	• September 17, 2025, Trust Council replaced "Design a plan to advocate to enhance community access to funding for housing in the Trust Area" with: "Implement the Housing Strategic Action Plan."	40%	EC RPC
3. Ecosystem Health & Integrity				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

3.1 Improve control of invasive species	3.1.1 Advocate for the development and implementation of a fallow deer strategy, including advocacy for deer harvesting	• Not started • Related: In July 2025 Trust Programs Committee approved the Working Towards a Fallow Deer Strategy on the Southern Gulf Islands webinar project charter for delivery March 4, 2026.	0%	EC
3.2 Improve understanding and monitoring of ecosystem health	3.2.4 Monitor progress of protection of ecosystem health in all land use planning decisions	• May 9th, 2025 – RPC received presentation from Biologist on progress of implementing biological information into land use decisions. • May 15th, 2025 – PS Pro-D Day, Workshop assessing research and tools to implement biological information. • Current work progressing. • Future work being proposed to merge indicator/monitoring with several other key initiatives.	50%	RPC
4. Climate Change				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	
4.2 Improve community understanding about climate change mitigation and adaptation	4.2.4 Amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) to act as an incentive for the protection of forest cover for climate change mitigation and adaptation	• Staff secured a $8,200 grant to produce a report on the implications of higher exemption amounts. • Staff provided consultant report on the implications of higher exemption amounts to Trust Council in March 20206 with recommendation to refer it to Conservancy Board.	60%	EC
5. First Nations Relations & Reconciliation				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	
5.1 Enhance proactive planning and intentionality of reconciliation initiatives	5.1.1 Update and implement Reconciliation Action Plan	• Staff have provided a draft Indigenous Relations Action Plan to Trust Council in March 2026 that incorporates prior staff and trustee input.	50%	EC
	5.1.2 Clarify opportunities for co-governance and co-management of the Trust Area	• Staff have had initial conservations with Ministry staff.	10%	GC

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

5.2 Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change	5.2.2 Develop tailored public engagement processes that acknowledge preferred engagement methods of Indigenous Peoples	• Not started	0%	EC

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2022	October 25	New Term Orientation: Meeting the Trustees: Trust Council, Executive Committee and Council Committees overview			
	November 8	New Term Orientation: Trustee Roundtable - Getting to know each other and staff			
	TRUST COUNCIL MEETING November 17	New Term Orientation: Computer/HR Orientation, Trustee Tool kit and badges, Victoria staff greetings	New Term Orientation: Oath of Office / Swearing In		
	TRUST COUNCIL MEETING November 18-19	New Term Orientation: Overview of Islands Trust; Islands Trust Conservancy; Governance; Planning Services; Finance and Budgeting	New Term Orientation: Election of Chair, Executive Committee and Conservancy members		
	November 22	New Term Orientation: Trustee administration: remuneration, expenses, computer training			
	TRUST COUNCIL MEETING December 6-8	New Term Orientation: Islands 2050 Policy Statement Amendment Project Overview	New Term Orientation: Introduction to Standards of Conduct/Conflict of Interest/FOI Robert's Rules & Responsible Governance Presenter: Eli Mina, Registered Parliamentarian	New Term Orientation: Local Trust Committees Orientation	New Term Orientation: Reconciliation and First Nations Engagement Presenter: Reece Harding, Barrister & Solicitor, Young Anderson

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2023	January 12		A Closer Look: Open meetings, Conflict of Interest, Freedom of Information		
	January 19			Local Trust Committees, Land Use Planning, Bylaw Enforcement	
	January 26	Website and Mapping			
	February 2	Species at Risk (SAR) and Critical Habitat Protection on non-federal lands***			
	February 9	Growing Native Plant Species for People and Places***			
	March 30	GINPR - Monitoring and Restoration of Rare Ecosystems***			
	April 5	BC Conservation Data Centre - BC CDC 101: Providing Information about Biodiversity in BC Presentation***			
	May 4	P'hwulhp (Garry Oak) Meadows: Understanding a Living Cultural Landscape***			
	May 19		Chair Training: Facilitated day-long session. Part 1 and Part 2 Presenter: Lisa Zwarn, Registered Parliamentarian & Public Administration Instructor		

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2023	June 19	Forest classification and forest health of the Coastal Douglas-fir zone Presenters: Andy MacKinnon, RPBio (ret.), RPF (ret.) Forest Ecologist and Del Meidinger, M.Sc., RPBio, Research Ecologist			
	TRUST COUNCIL MEETING June 27 - 29 Recording	Local Governments in Reconcili-Action Presenters: Brent Mueller, Director, Governance Relations (MUNI) and Lisa Bhopalsingh, Manager of Community & Cultural Planning, City of Nanaimo #1PowerPoint #2PowerPoint			Gabriola Island field trips to Museum, Recycling Centre, Elder Cedar Forest
	TRUST COUNCIL MEETING September 26 – 28 Recording				Guided Visit to KELA_EKE Kingfisher Forest or Tour of Magic Lake Estates
	November 29			Cityview Bylaw Enforcement Extension	
	TRUST COUNCIL MEETING December 5 – 7 Recording				San Juan County Council Session

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2024	**TRUST COUNCIL MEETING** March 12-14	Media and Social Media Training - Jan Enns, Communications Consultant			
	TRUST COUNCIL MEETING June 18 – 20 Recording				
	TRUST COUNCIL MEETING September 24 – 26				
	November 26				Xwe'et tay/Lasqueti Archeology Project
	TRUST COUNCIL MEETING December 3 – 4				San Juan County Council Session
2025	**TRUST COUNCIL MEETING** March 11-13				
	TRUST COUNCIL MEETING June 17-19		Conduct Training Session with Facilitator Allison Habkirk		
	TRUST COUNCIL MEETING September 16-17		DRIPA Implementation Update by Presenter Doug S. White		Gabriola Island field trip to the Makerspace and Recycling Centre.
	October 10 & 28		Chair and Meeting Management Training with Facilitator Allison Habkirk		

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
	TRUST COUNCIL MEETING December 2-4		First Nations Relationship Building Presentation by Brodie Guy (ICET)		San Juan County Council Session
2026	January – February (TBC)	Public Engagement Best Practices			
	TRUST COUNCIL MEETING March 10-12				
	April-May	Structured Decision-Making Workshop (TBC)			
	TRUST COUNCIL MEETING June				
	TRUST COUNCIL MEETING September				
	****NEW TERM TRUST COUNCIL MEETING** November	New Term Orientation	New Term Orientation	New Term Orientation	New Term Orientation
	TRUST COUNCIL MEETING December	New Term Orientation	New Term Orientation	New Term Orientation	New Term Orientation

****General Local Election October 17, 2026. Trust Council Bylaw No. 101 (2.1). *The first regular meeting of the Council shall be held on the first Wednesday of November following a general local election.*

***** Webinars offered for both public and trustee benefit.

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others

++ Outstanding Continuous Learning Item from 2018-2022 Trust Council term on FUAL report – TC-2022-103 "*Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.*"

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Governance Committee	**Date Prepared:**	February 20, 2026

SUBJECT: Trustee Remuneration Policy Amendments and Bylaw Repeal

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RECOMMENDATION:

1. THAT Trust Council adopt the amended Policy 7.2.1 Trustee Remuneration dated March 10, 2026.

2. THAT Trust Council request staff to implement new Trustee Remuneration rates effective April 1, 2027, using 2026 published remuneration, population and folio data.

3. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a First Time.

4. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Second Time.

5. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Third Time.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The proposed policy amendments reflect the recommended option and changes presented in the consultant's report on trustee remuneration. If Trust Council opts to adopt a different option from the recommended one, the policy can be amended accordingly. Per the recommendations, any changes to remuneration rates approved by this Council will not take effect until April in the year 1 following the election. This means there would be no impact to the fiscal 2026/27 budget before Council for consideration.

Trustees should note that section 104 (1)(c) of the *Community Charter* provides an exemption from conflict-of-interest restrictions when "the matter relates to remuneration, expenses or benefits payable to one or more council members in relation to their duties as council members."

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1 PURPOSE:

To update Trust Council Policy 7.2.1 Trustee Remuneration

2 BACKGROUND:

While trustee remuneration has increased annually in line with policy, remuneration values and methodologies have not been independently reviewed since 2010.

Best practice suggests any review should take place in the last year of a council term, with any revisions to elected remuneration taking effect in the subsequent term. This can be seen as alleviating some of the bias or conflict of interest that would see sitting trustees establishing their own rates of pay.

As part of the approved 2025/26 budget, Trust Council approved funds to hire an external consultant to review trustee remuneration values, methodologies, and rationales for future increases. Islands Trust engaged the Brentwood Consulting Firm to complete this work, and has received a remuneration review report (attached).

The consultant's report recommends, among other things, that any revisions to the Trustee Remuneration Policy take effect at the start of the first fiscal year (April 1) after elections. Staff agree that making changes in line with the fiscal year aligns with best practice, past practice, and practice seen in other public sector organizations.

Draft Amendments to Policy 7.2.1 Trust Remuneration

Draft amendments have been made to Trust Council's Trustee Remuneration Policy based on the recommendations of the consultant.

The following amendments have been made:

1. added a new section "Principles", with five new principles,
2. set Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration;
3. set the Trust Council Base equal to 30% of Median Regional District Electoral Area Director Remuneration;
4. set the Local Trust Council Base equal to 23% of Median Regional District Electoral Area Director Remuneration;
5. set the Local Trust Council Population and Folio amounts equal to a combined 7% of Median Regional District Electoral Area Director Remuneration;
6. set the Council Committee meeting fee at $150 for Trustees and $200 for the Chair;
7. setting a pro-rata reduction of $400 per half day or $800 per full day non-attendance at regularly scheduled or special Trust Council or Committee of the Whole meetings;
8. maintained the current Trust Vice Chair premium at the Salt Spring Island Trustee rate plus 10%;
9. set the Trust Chair premium at the Vice Chair rate plus 15%;
10. added definitions for "median electoral area director remuneration", "half-day session", "full-day session", and revised the definition of "folios";
11. changed the dollar figures for benefits in lieu;
12. changed how benefits are administered for trustees enrolling in family plans; and
13. revised the "implementation" section to establish how the changes will take effect in 2027 and subsequent years, and to establish policy driven periodic independent reviews.

Islands Trust Council Trustee Remuneration 2013-14 Bylaw

In 2013 Trust Council adopted remuneration values by bylaw. There is no legislative requirement for Trust Council to adopt a trustee remuneration bylaw. A bylaw is more formal, and cannot be varied by Trust Council without amending the bylaw (three readings, followed by adoption). Policy, on the other hand, may be amended by Council

by simple majority resolution, and as it is policy, Trust Council can choose to ignore or waive section if it wishes to do so.

Staff recommend that Trust Council repeal Islands Trust Council Trustee Remuneration 2013-14 Bylaw.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Higher remuneration for trustees may attract a wider range of candidates.

FINANCIAL:
No effect on the 2026/27 Fiscal budget. Any increases to trustee pay will affect the 2027/28 budget.

POLICY:
The draft policy will replace the existing remuneration policy.

IMPLEMENTATION/COMMUNICATIONS:
Implementation will be through information provided to candidates and incoming trustees on remuneration during the 2026 election. Staff will implement the new trustee remuneration amounts beginning in the new term April 1, 2027. Staff will publish the new policy on the Islands Trust website.

FIRST NATIONS RELATIONS:
No First Nations Relations implications.

OTHER:
No other implications.

4 RELEVANT POLICY(S):

Trust Council Policy 7.2.1 Trustee Remuneration
Trust Council Bylaw 153 - Trustee Remuneration

5 ATTACHMENT(S):

a. **Consultant's Report**
b. **Draft Policy Amendments – marked up**
c. **Draft Policy amendments – clean version**
d. **Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw 207**

RESPONSE OPTIONS

Recommendation:

1. THAT Trust Council adopt the amended Policy 7.2.1 Trustee Remuneration dated March 10, 2026.

2. THAT Trust Council request staff to implement new Trustee Remuneration rates effective April 1, 2027, using 2026 published remuneration, population and folio data.

3. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a First Time.

4. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Second Time.

5. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Third Time.

Alternative:
Trust Council could decide to accept some, but not all, of the recommendations. In this case, the following resolutions would be appropriate:

THAT Trust Council request staff to amend draft Policy 7.2.1 by [replacing X with Y, by removing X, by adding X).

Trust Council may then adopt the policy as amended using the following resolution:

THAT Trust Council adopt the amended Policy 7.2.1 Trustee Remuneration dated March 10, 2026 as amended.

Prepared By: David Marlor, Director, Legislative and Information Services

Reviewed By/Date: Director, Financial and Employee Services/Feb 13, 2026
Chief Administrative Officer/Feb 12, 2026
Governance Committee/February 17, 2026

Islands Trust

Trustee Remuneration Review

January 23rd, 2026

The recommendations contained within this memo are developed using findings from consultations, input from interview sessions and surveys, appropriate benchmarking, research, and analysis within the scope of the engagement, and was supported by the Brentwood Advisory Group's experience working with other local governments.

Any final decisions with respect to the recommendations contained in this report rest with elected representatives and management. The Islands Trust should conduct its own due diligence and verification to ensure optimal outcomes in adopting and implementing any of the report's recommendations.

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The Assignment

In some areas of British Columbia, specific local authorities can provide local services and administration. These are not local governments, and they either predate the regional district system or exist for a specific purpose. Examples include improvement districts, the Islands Trust, University Endowment Lands, special purpose boards and the unincorporated Stikine region. The Islands Trust is a unique, special-purpose local government established under the Islands Trust Act with a statutory object to preserve and protect the Trust Area. No other B.C. body combines:

- Regional-scale land-use authority
- Local trust committee planning functions
- A multi-island federation structure
- A public-interest conservation mandate

The Islands Trust is undertaking a review of Trustee Remuneration which includes: the current remuneration framework, the current remuneration levels and the methodology for future increases. This includes a survey of Trustee workload and responsibilities and a context scan of comparable councils, boards, and special-purpose authorities.

In keeping with best practices, any adjustments to trustee remuneration are planned to be approved by the outgoing Trust Council, with changes taking effect April 1st of the first year of the new Trust Council term.

Executive Summary

The remuneration approach now in use was originally established in 2010 based on Regional District Electoral Area Director remuneration, the use of population and folio factors as a proxy for relative workload and a premium for Vice Chair and Chair additional workload and responsibility. Since that time Trustee remuneration has been increased using CPI factors and a Council Committee per meeting fee was introduced in 2019. In 2022, Islands Trust staff and Financial Planning Committee undertook a review of the policy to bring policy language more in alignment with UBCM best practices. Those recommendations are considered and incorporated into this report.

UBCM characterizes Regional District Director workload in qualitative terms, emphasizing responsibility, variability, and availability rather than hours worked. In contrast, School Board

trustee workload is more commonly described using indicative monthly or annual time ranges, reflecting a more cyclical and committee-driven governance model. The Islands Trust Trustee role shares elements of both models, supporting the use of annualized peer comparators supplemented by workload-based reasonableness checks. Trustees report higher workload within a more defined role and responsibility than Electoral Area Directors hold.

The current remuneration methodology is reasonable, although not perfect. Keeping the approach as simple as possible, while linking compensation to market comparators that are published and updated regularly is key.

In the survey Trustees describe a role where workload is driven by Trust Council and Local Trust Committee activity and preparation, complexity matters more than size, leadership roles are materially heavier, and current proxies (folios, population alone) feel misaligned. Trustees report significant, variable time commitments driven primarily by Local Trust Committee activity, preparation, and community engagement.

Leadership roles are recognized as carrying materially higher responsibility, while overall remuneration levels are viewed as a barrier to accessibility and renewal. Taken together, the survey confirms the need for a remuneration framework that emphasizes base compensation, clear role-based premiums, objective activity measures and periodic independent review.

1. Policy Review:

The current policy aligns quite well with UBCM best practice tests and can be improved with a combination of the recommended changes from 2022 Financial Planning Committee, and we recommend the following modest policy language edits:

- ✓ ***A set of guiding principles.***
- ✓ ***Reference the use of an independent external consultant resource for each formal review.***
- ✓ ***A formal review of remuneration and benefits once per trustee term (e.g., to be completed within 12 months before elections, to apply to next term), with CPI increases in the interim.***
- ✓ ***A more flexible review definition (not just limited to "the calculations", i.e. all factors and comparatives).***
- ✓ ***Reference to a standard comparator set (Regional District Electoral Directors updated during the formal review each term), and***
- ✓ ***Reference to the publishing of the review results.***

2. Comparator Group:

While no governance body in British Columbia mirrors the unique preserve and protect mandate and federated land-use authority of the Islands Trust, the closest functional and workload comparator group continues to be Regional District Electoral Area Directors in adjacent regional districts. UBCM recommends that local governments should consider using base remuneration paid to elected officials in similar local government jurisdictions as the preferred basis for determining remuneration.

- ✓ ***We recommend no change in the comparator group: all geographically connected Regional District Electoral Area Directors, except for Metro Vancouver. Explicitly reference this in the policy.***

3. Trustee Base Remuneration:

Islands Trust Trustee and Vice Chair/Chair remuneration in many cases falls below or at the lower end of comparable BC governance roles, especially when also considering workload. Secondary comparators, including Municipal Councillors and BC School Trustees, reinforce that elected public service governance roles with high preparation and community engagement demands are frequently under-compensated on an hourly basis. Trust Council has also updated its meeting procedure bylaw to add four Committee of the Whole meetings to the Trustee schedule.

Increasing overall compensation will help address the concern expressed in the Trustee survey about workload and the new Committee of the Whole responsibilities, achieve better alignment with market comparators and help reduce barriers to entry. This compensation would come into effect April 1, 2027, using 2026 Electoral Area Director published remuneration rates and be updated by CPI each year - until the next review in 2030.

Electoral Area Directors have broader regional responsibility than Trustees, but this does not generally include specific local area land use planning. Trustees have perhaps more intense engagement and public scrutiny specific to their narrower mandate. Trustees have reported they have a higher degree of workload than the broad averages used by UBCM for Electoral Area Directors.

Recognising that Trustee positions are predominantly considered to be public service honoraria governance roles, three alternatives were developed that specifically reference Electoral Area Director remuneration as they too are public sector honoraria governance positions that also subjectively consider workload.

While an argument could be made that the combination of public service governance responsibility and workload considerations of an Islands Trust Trustee is equal to that of a comparable Regional District Electoral Area Director, setting remuneration at a lower proportion is both conservative, financially prudent and considers the imperfect nature of such a comparison. The three alternatives suggested for consideration are:

- Option 1 - Equalize Overall Median Trustee Remuneration to 35% of Electoral Area Director Median Rate (Increase rates by ~3%)

  Setting remuneration equal to 35% of Electoral Area Director median remuneration simply maintains overall cost to the Islands Trust but does not address the additional workload from Committee of the Whole, or reflect the relative workload reported by Trustees and the change in comparative market remuneration.

- Option 2 - Equalize Overall Median Trustee Remuneration to 50% of Electoral Area Director Median Rate (25% TC Base, 18% LTC Base and 7% to Population/Folio)

  Increasing the proportion to 50% of Electoral Area Director median remuneration helps correct the change in comparative market but does not substantially address the workload, more focused on public sector honoraria governance.

- Option 3 - Equalize Overall Median Trustee Remuneration to 60% of Electoral Area Director Rate (30% to TC Base, 23% to LTC Base and 7% to Population/Folio)

  Increasing to 60% of Electoral Area Director median remuneration still retains the focus on public sector governance honoraria but better reflects workload and new Committee of the Whole duties, given that Trustee workload is reported more than the average for Regional District Electoral Area Directors.

  This also keeps the financial impact in mind and, while this is the highest cost option, it is the closest to substantially reflecting workload and sets the compensation in the lower segment of the comparative market and could be phased in over time if required.

Directly linking all three components of overall remuneration to a proportion of the median Electoral Area Director remuneration provides consistency, simplicity and a means to regularly update. The lowest overall percentage (35%) simply is equalized to the current cost while the

highest percentage (60%) provides a conservative measure of comparability with the closest public sector governance role in the geographic area.

For these reasons we recommend:

- ✓ ***Option 3 - Establishing a principle of setting Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration.***

Using Option 3 as the recommended approach, we have allocated a portion of that total 60% factor to the Trust Council Base amount 30%, to the Local Trust Committee amount 23% and to Folio/Population 7%.

Using estimated 2025 EA Director rates, the following table shows the estimated 2026 remuneration for each Trustee in each of these alternatives (if implemented the actual rates will be slightly higher in 2027, being based on 2026 EA Director remuneration):

Trustee	Option 3 60%	Option 2 50%	Option 1 35%	Current
Bowen	9,800	7,000	4,600	4,310
Salt Spring	43,561	43,144	42,882	42,270
Denman	25,072	20,766	14,688	14,058
Gabriola	31,966	29,330	25,296	24,673
North Pender	27,792	24,189	18,893	18,266
Galiano	25,694	21,618	15,680	15,051
Hornby	25,119	20,878	14,784	14,155
Mayne	25,764	21,740	15,802	15,174
Gambier	24,785	20,647	14,350	13,720
Lasqueti	23,502	18,869	12,296	11,665
Saturna	23,652	19,084	12,539	11,908
South Pender	23,130	18,414	11,727	11,095
Thetis	23,877	19,389	12,896	12,265
Median	25,095	20,822	14,736	14,063
Low	23,130	18,414	11,727	11,095
High	43,561	43,144	42,882	42,270

4. Trust Council Base Amount

The Trust Council Base amount reflects overall Trustee role and responsibility, and the workload associated with Trust Council related activities.

The current base remuneration is not directly referenced to Electoral Area Director comparatives and survey respondents indicated a desire to increase the amount to better reflect workload.

On the assumption that Option 3 is the recommended approach, we have allocated from that 60% factor to the Trust Council Base amount 30%. This provides the base honoraria approach which can be supplemented by workload using population/folio. We recommend:

- ✓ ***Option 3 - Setting the Trust Council Base equal to 30% of Median Regional District Electoral Area Director Remuneration.***

5. Local Trust Committee Base Amounts

Local Trust Committee workload varies, depending on level of community engagement and activity in each area. While there are fewer committee meeting hours, they entail more intensive community engagement.

Using a slightly lower proportion for Local Trust Committee Base remuneration will retain room to differentiate for activity and engagement using the Population and Folio factors.

On the assumption that Option 3 is the preferred approach, using a 23% factor increases the Local Trust Council Base from $4,310 to $9,800 and leaves 7% remaining to use with Population and Folios. We recommend:

- ✓ ***Option 3 - Setting the Local Trust Council Base equal to 23% of Median Regional District Electoral Area Director Remuneration.***

6. Local Trust Activity Differential Proxy

Survey respondents did not indicate a strong preference for the use of both folio and population, with several noting it was difficult to assess its use in the remuneration formula.

The number of properties is intended to provide an *imperfect* means of differentiating Local Trust Activity, while population is also used as an *imperfect* measure of community engagement and activity.

Alternative methods did not provide a material improvement in allocation and were discounted. We recommend:

- ✓ ***Option 3 - Setting the Local Trust Council Population and Folio amounts equal to a combined 7% of Median Regional District Electoral Area Director Remuneration.***

7. Implementation

Collectively, this achieves an increase in the current Islands Trust Trustee median remuneration of $14,063 to a new median of $25,095 which is at the low end of current estimated 2026 Electoral Area Director compensation, with a range between $24,433 and $61,766.

If implemented, staff would update remuneration rates for the Electoral Area Director comparators using published 2026 information from each Regional District and the most recently available population and folio numbers.

The percentage factors would then be applied to build a similar table of remuneration which would establish the new base for the next term of the Trust and then the rates would be updated by CPI each year until the next review in 2030.

- ✓ ***We recommend implementing rates effective April 1, 2027, using 2026 published remuneration, population and folio data.***

8. Trust Council Committee Meeting Fees

We favour maintaining a larger base fee structure supplemented by modest meeting fees with a pro rata reduction for non-attendance, rather than a full meeting based fee schedule which is not the norm in practice.

Increasing the Trust Council Committee meeting fee to the previously recommended $150 level will reflect inflation since 2019, travel and preparation for those that attend these additional meetings.

- ✓ ***We recommend the Council Committee meeting fee be set at $150 for Trustees and $200 for the Chair.***

9. Trust Council and Committee of the Whole Attendance

We favour connecting an increase in base remuneration for Trust Council and Committee of the Whole, with a pro rata reduction for non-attendance.

The proposed Trust Council Base fee is $12,600; there are the equivalent of 12 working days for Trust Council and 4 working days for Committee of the Whole for a total of 16 meeting days per year.

Therefore, a reduction of say $400 per half day regularly scheduled meeting or $800 per full day regularly scheduled meeting not attended could be considered.

- ✓ ***We recommend the introduction of a pro rata reduction of $400 per half day or $800 per full day non-attendance at regularly scheduled Trust Council or Committee of the Whole meetings.***

10. Vice Chair Premium

Unlike most Regional District Vice-Chairs, who primarily assume leadership responsibilities when the Chair is absent or through discrete committee assignments, Islands Trust Vice-Chairs actively participate in Executive Committee meetings every three weeks and typically hold ongoing responsibility for chairing several Local Trust Committees.

The current 10% leadership premium approach is broadly consistent with Regional District and School District practice.

Connecting the base Vice Chair rate to local trust workload by using the busiest volume Trustee rate (Salt Spring Island) is also reasonable. The Vice Chair premium rises from $46,497 to $47,917

- ✓ ***We recommend maintaining the current Trust Vice Chair premium at the Salt Spring Island Trustee rate plus 10%.***

11. Chair Premium

The Chair of the Trust Council receives a leadership premium above trustee remuneration in recognition of primary leadership responsibilities, executive committee and the assignment to chair several Local Trust Committees.

This is consistent with similar practice norms in Regional Districts, albeit at a higher percentage which likely was reflective of the lower base on which it was originally established.

- ✓ ***We recommend the Trust Chair premium be set at the Vice Chair rate plus 15%.***

12. Method for Future Increases

Updating remuneration annually or at least very regularly is recommended by UBCM as best practice, especially when paired with a more comprehensive independent review that is tied to the Trustees' term of office.

- ✓ ***We recommend continuing the practise to update remuneration rates annually using the Victoria Area CPI with the change to take effect April 1st of the following year.***

This current approach to complete a more comprehensive census based review every five years does not align with the Trustees' four year term of office. UBCM best practice is to conduct this kind of review each term and apply the results effective in the first year of the next Trust Council term. This could be started in the third year of the term and completed in the fourth year, in time for budget preparation and application in first year of new Trust Council term.

- ✓ ***We recommend specifying a regular policy review to be completed in the fourth year of Trust Council's term of office with application to take effect April 1st of the next (first year of next Trust Council) term of office.***

13. Financial Implications and Phasing

To implement all recommendations at the 60% median remuneration level will have a budget impact of ~$260,000 or the equivalent of a ~2.8% increase in Islands Trust Property taxes if initiated in one year. As the policy is intended to be implemented April 1st the impact in the first year would be less.

Alternatively, a phased approach could also be employed to smooth the impact over a period of years during the next Trust Council's term.

For example: implementing equally over two years would require $130,000 or a ~1.4% lift each year, or over three years would require $85,000 per year or ~0.9% lift each year.

Using a maximum phase in of three years would allow for the next scheduled remuneration review to occur in the fourth year for implementation during the term of the subsequent Trust Council.

Review of Trustee Remuneration Framework

Effective trustee remuneration is essential to supporting good governance, strengthening decision-making, and ensuring that the Islands Trust can attract and retain a diverse group of capable elected officials from across the region. Appropriate remuneration helps remove barriers to participation—particularly for individuals who may not have independent income, flexible employment, or personal resources to absorb uncompensated workload demands.

In the context of the Islands Trust, where trustees carry a unique, multi-layered mandate spanning local land-use planning, Trust Council duties, Executive Committee responsibilities, Islands Trust Conservancy functions, and intergovernmental engagement, compensation should reflect the complexity, time commitment, and accountability inherent in these roles. When setting remuneration, several factors should be considered, including:

- the scope and intensity of trustee responsibilities across multiple bodies.
- comparative benchmarks from similar local governments and regional authorities.
- the principle of fairness and transparency to the public.
- workload variability among committees and geographic areas.
- cost-of-living realities across island communities; and
- the need for a predictable, defensible methodology for future adjustments.

A well-structured remuneration framework ultimately supports Council effectiveness, strengthens the legitimacy of governance processes, and promotes broader accessibility and representation within the Islands Trust's democratic institutions.

The Islands Trust Council's *Policy on Trustee Remuneration* establishes the basis for determining trustee remuneration, sets current remuneration values, and outlines a four factor method for calculating remuneration. The basis for remuneration, remuneration values, and the methodology for determining periodic increases have not been comprehensively reviewed since 2010. While not within scope of this assignment, the Trustee Travel Policy also has not been comprehensively reviewed since 2014 and UBCM best practice suggests a review while remuneration reviews occur.

In 2022, an internal review of the *Policy on Trustee Remuneration* was conducted against the Union of BC Municipalities '*Council & Board Remuneration Guide*'. This review by Financial Planning Committee identified several recommendations. These recommendations have been incorporated in this report.

What the current Remuneration Policy does well

The current policy already achieves significant alignment with the Union of BC Municipalities' UBCM Recommendations. There are a clear purpose and scope (Trustees, Executive Committee, and Trust Council Committee roles) and a workload proxy built into the formula. There is a periodic "structural" review trigger (census updates) for population/folio-driven adjustments, and the current policy is *structured and formula-based*, which is transparent and repeatable:

- The core remuneration formula is sound (simple, explainable, formula-based).
- Annual CPI indexing is adequate when combined with regular review.
- There are defined Chair, Vice Chair and Executive Committee differentials.
- Use of meeting supplements and committee recognition are generally appropriate.
- Benefits access is broadly consistent with UBCM guidance.

Where the current Remuneration Policy could be improved

Consistent with areas noted in the 2022 review, we have identified structural/technical changes that would serve to further improve the policy approach, none of which materially change the practical application of the process.

Guiding Principles

Including a set of guiding principles in the Remuneration Policy would provide clarity of purpose and a rationale for the overall approach:

1. *Public Service, Not Employment.* Remuneration recognizes service to the public and does not constitute a salary or employment relationship.
2. *Equity and Accessibility.* Compensation should not create undue financial barriers to participation and should reflect differing workload realities.
3. *Transparency and Predictability.* The methodology for setting and adjusting remuneration shall be clear, formula-based, and publicly explainable.
4. *Workload and Responsibility Recognition.* Remuneration should reasonably reflect the governance, committee, travel, and representational demands of the role.
5. *Independence and Integrity.* Structural changes to remuneration should be reviewed independently and implemented in a manner that avoids real or perceived conflicts of interest.

✓ *We recommend adding policy language that identifies a set of guiding principles.*

A UBCM aligned governance process

UBCM's guide emphasizes fair, transparent, locally appropriate remuneration processes which are already referenced in the current approach. An improved alignment can be achieved with modest language changes.

We recommend adding improved policy language which requires:

- ✓ *a formal review once per trustee term (e.g., the fourth year of the term).*
- ✓ *a more flexible review definition (not just limited to "the calculations").*
- ✓ *use of a standard comparator set (Regional Districts' Electoral Area Directors).*
- ✓ *documenting and publishing of the results.*

Reference the use of Independent External Review

UBCM recommends use of an independent Task Force as the preferred option for regular independent review. This independence from decision-makers, as well as staff, enables it to operate in a way that is free of local government involvement and more importantly is *perceived* to be free of such involvement.

The primary value of a remuneration task force is its independence from the local government. However, this can be quite expensive and time consuming, and the intent can be substantially achieved using an independent external consultant. We recommend:

- ✓ *Adding the use of an independent external consultant resource for each formal review.*

Benefits

UBCM suggests that local governments should periodically re-examine the benefits provided to ensure that benefits programs reflect changing needs and reduce barriers to participation. This is a standard component of remuneration programs, and while Trustees did not indicate a desire to substantially review the current benefits program, we recommend:

- ✓ *Aligning the review of benefits coverage at same interval as the remuneration review.*
- ✓ *Update Benefits Reimbursement to $1,350 per year.*

Communications

UBCM also suggests that local governments should consider including in their communications information the nature of elected official roles, the purposes of remuneration, principles to guide the setting of remuneration, details on remuneration levels, remuneration reviews, and expenditures made.

While much of this information is already communicated by the Islands Trust, structured communications each time a review occurred would provide added transparency. We recommend:

- ✓ *Including a requirement for structured communications during the remuneration review.*

Reconfirming the Comparator Framework

The Islands Trust is a unique, special-purpose local government established under the Islands Trust Act with a statutory object to preserve and protect the Trust Area.
No other B.C. body combines:

- Regional-scale land-use authority
- Local trust committee planning functions
- A multi-island federation structure
- A public-interest conservation mandate

While no governance body in British Columbia mirrors the unique preserve-and-protect mandate and federated land-use authority of the Islands Trust, the closest functional and workload comparator group continues to be Regional District Electoral Area Directors in adjacent regional districts.

UBCM characterizes Regional District Director workload in qualitative terms, emphasizing responsibility, variability, and availability rather than hours worked. In contrast, School Board Trustee workload is more commonly described using indicative monthly or annual time ranges, reflecting a more cyclical and committee-driven governance model.

The Islands Trust Trustee role shares elements of both models, supporting the use of annualized peer comparators supplemented by workload-based reasonableness checks. Primary comparators are organizations that:

- Operate within British Columbia and involve elected officials
- Exercise statutory governance authority
- Have regular meeting, preparation, and public accountability obligations
- Are routinely used in public-sector remuneration benchmarking

Islands Trust Trustees make a significant work commitment, aligning with Regional District Electoral Area Directors and Councillors in small or rural municipalities who:

- Exercise land-use authority in small or rural areas
- Represent dispersed island and/or rural populations

- Have high engagement with constituents
- Serve on multiple regional committees
- Face similar challenges in many cases of limited staff capacity, travel constraints, and diffuse community expectations

This was recognised in the 2010 McKivett Consultant Report, concluding explicitly: *"The mandate, responsibilities, activities and taxing authority for Islands Trust Trustees are more comparable to the position of regional district directors than any other body."* It was used in the 2010 remuneration model, reflecting combined governance, land-use, constituent, and committee work and the notion that previously historical Electoral Area Director remuneration ranges generally had aligned with historical Trustee ranges.

UBCM recommends that local governments should consider using base remuneration paid to elected officials in similar local government jurisdictions as the preferred basis for determining remuneration.

We recommend:

- ✓ *No change in the comparator group: all geographically connected Regional District Electoral Area Directors except for Metro Vancouver.*

This remuneration analysis relies primarily on regional district comparators, with broader context provided by reference to municipal and governance-context comparators (School Districts, Municipalities, Bowen Island and Salt Spring Islands Local Community Commission):

- Use Regional District Electoral Area Directors as the fundamental basis for pay structures and recognition of related workload and travel and geographic considerations.
- Use rural municipalities, the Salt Spring Island Local Community Commission and Bowen Island Municipality to provide general context on expectations of part-time elected officials. validate perception of fairness and committee and meeting-based compensation practices.
- Use BC School Trustees to provide general context on expectations of part-time elected officials, validate perception of fairness and meeting-based compensation practices.

Regional Districts (Electoral Area Directors)

Based on geography and overlapping responsibilities, we continue to compare with all geographically connected Regional Districts, except for Metro Vancouver due to the size and complexity of that organization. The comparators are:

- Capital (CRD)
- Cowichan Valley (CVRD)
- Squamish Lillooet RD (SLRD)
- Nanaimo (RDN)
- Sunshine Coast (SCRD)
- Comox Valley (CVRD)
- qathet (Powell River)

Small / Rural Municipalities (Part Time Councillors)

These municipalities provide context for workloads involving planning decisions, public hearings, local bylaws and community pressure on elected officials. Although municipalities are general purpose governments (services and land use), their elected officials are usually part-time, mirroring Trustee status and workloads. They serve as a reference for expected public service time commitment and overall remuneration. Contextual examples include:

- Village of Tahsis, Village of Alert Bay, Village of Masset, District of Highlands and Village of Cumberland.
- Bowen Island Municipality - Part of the Islands Trust federation and required to "have regard to" the Islands Trust. Councillors receive municipal remuneration and a smaller fixed amount from Islands Trust.
- Salt Spring Island Local Community Commission - Established by the Capital Regional District as a Local Community Commission in 2023, the LCC oversees and advises the Capital Regional District Board on economic development, wastewater disposal, community parks and recreation, small craft harbour facilities, transit and transportation services, street lighting, grants-in-aid and the contribution services for arts, public library, and search and rescue.

BC School Districts (Part Time Trustees)

BC School Trustees differ structurally but are relevant and a strong functional comparator because they are elected part time governance roles that carry consistent high meeting, preparation, and community engagement workloads.

They operate under stipend or simple remuneration models and face similar public expectations for carrying governance, not service-delivery responsibility despite modest compensation.

Survey Summary - What We Heard

The Islands Trust – Trustee Remuneration Survey polled all Islands Trust Trustees, and 100% were received. This provided a credible cross-section of Trustee experience rather than a single-interest view. Ten Trustees also took up the option of providing follow up comments via phone conversation.

The Trustee Remuneration Survey was designed to capture Trustees' actual experience of workload, role expectations, and compensation adequacy, and to test whether the existing remuneration framework aligns with those realities.

Trustees describe a role where workload is driven by TC and LTC activity and preparation, complexity matters more than size, leadership roles are materially heavier, and current proxies (folios, population alone) feel misaligned. Trustees report significant, variable time commitments driven primarily by Local Trust Committee activity, preparation, and community engagement.

Leadership roles are recognized as carrying materially higher responsibility, while overall remuneration levels are viewed as a barrier to accessibility and renewal. **Taken together, the survey confirms the need for a remuneration framework that emphasizes base compensation, clear role-based premiums, objective activity measures and periodic independent review.**

Overall time commitment and role intensity

Most trustees reported significantly higher time commitments than implied by an honorarium-style role. Typical monthly workloads clustered in the 30–65 hour range, with periodic peaks well above this during Local Trust Committee (LTC) cycles, hearings and referrals and Trust Council and committee periods. Trustees emphasized that workload is uneven and unpredictable, rather than evenly distributed across the year. This helps confirm that the Trustee role functions as a serious governance responsibility, not a light volunteer position and that annualized remuneration models are more appropriate than per-meeting or per-hour approaches.

What drives Trustee workload

Trustees consistently identified the following as the largest drivers of time and effort: Local Trust Committee meetings and agenda volume, preparation and file review, correspondence and community engagement.

Travel, while time-consuming, was generally described as expected and largely unavoidable, rather than a differentiating factor between islands.

This also helps confirm that Trustees' lived experience aligns with the hours data showing LTC meeting hours correlate with total workload and validates the use of activity-based measures rather than abstract proxies.

Perceptions of fairness and equity across Trust Areas

Many Trustees expressed concern that current formulas do not fairly differentiate workload between islands. There was skepticism that folio counts, or population alone accurately reflect effort, complexity, or intensity. Several respondents noted that small or low-population islands can still generate high conflict, engagement, and preparation demands. This suggests that Trustees themselves do not experience folios or population as fair workload proxies.

Population was generally seen as relevant to engagement and correspondence, but insufficient to explain overall workload. Folios were frequently described as hard to interpret or disconnected from day-to-day trustee effort. Few respondents expressed strong support for folios as a remuneration driver. Trustee perceptions mirror the statistical findings: population explains some workload, folios explain very little. And Trustees' intuition and the data point in the same direction.

Leadership and additional responsibility roles

There was broad recognition that Chair, Vice-Chair, and LTC chairing roles carry materially higher and less discretionary workloads. Respondents emphasized accountability, visibility, preparation burden, and decision-making risk. At the same time, some expressed concern that the current structure is difficult to understand or explain, even if leadership roles are acknowledged. From this we interpret that leadership premiums are accepted in principle and the issue is clarity and structure, not whether leadership should be compensated.

Adequacy of current remuneration

A clear majority indicated that current remuneration is too low relative to time commitment. Several respondents highlighted barriers to participation for working people, challenges for those without flexible employment or independent income and risk to diversity and renewal. Compensation levels affect who can realistically serve, not just how much they are paid, and this is a governance capacity issue.

Accountability, attendance, and public expectations

Trustees generally supported clear attendance expectations and accountability mechanisms. There was little appetite for purely per-meeting pay, or models that incentivize attendance over preparation and follow-through. Trustees value accountability but recognize that much of the work happens outside meetings. Base remuneration with standards is preferred to purely transactional pay models in this case.

Predictability and review over time

Respondents expressed support for periodic, principled reviews, and independent input. Trustees value stability, predictability, and legitimacy in how remuneration is set. Regular review is seen as good governance, not self-interest.

Remuneration Review and Recommendations

While no governance body in British Columbia mirrors the unique preserve-and-protect mandate and federated land-use authority of the Islands Trust, **the closest functional and workload comparator group continues to be Regional District Electoral Area Directors in adjacent regional districts, and no change to this comparative group is suggested.**

Broad context is provided by comparison to Bowen Island Municipality, Salt Spring Island Local Community Commission, School District Trustees and Small Municipalities:

- Island Trust Trustee 2026 Median $ 14,603
- All Comparative Regional District EA Director 2026 Median $ 41,907
- Salt Spring Island CRD Regional Director 2026 estimated $ 37,694
- Southern Gulf Islands CRD Regional Director 2026 estimated $ 48,449
- School District Trustee 2024 ~$ 25,900
- Salt Spring Island Community Commission Commissioner 2025 $ 13,129
- Bowen Island Councillor 2024 $ 19,711
- Small Municipality Councillor 2024 ~$ 15,000

Current Island Trust Trustee remuneration is about ~35% of median comparative Regional District Electoral Area Directors.

Regional District Electoral Area Directors

Regional District Electoral Area Directors in Districts aligned geographically were included in this comparator group, with exception of Metro Vancouver.

UBCM notes that Regional District Directors typically serve on the Regional Board, one or more standing committees and advisory or service-specific boards (e.g., transit, waste, water, emergency management). For Electoral Area Directors, this often includes additional service commissions that municipal directors do not sit on. Regional District Directors are compensated for responsibility, availability, and accountability, not just attendance.

UBCM also notes that Electoral Area Directors carry a heavier workload than municipal directors because they represent residents without municipal councils, act as the primary political contact for constituents, manage local service areas directly and handle land-use, infrastructure, and community issues personally. This will be slightly different for those that represent within Islands Trust areas as the Islands Trust Trustees represent residents in land use and other Trust mandated matters.

Electoral Area Directors are paid a base remuneration including expense allowance with additional premiums paid for these committee responsibilities, meeting attendance and leadership (Chair and Vice Chair) roles.

When the 2010 report was completed, Electoral Area Directors in the Regional Districts associated with the Islands Trust geographic area received between $8,000 and $28,000 per annum with a median of $22,400. Since that time Director remuneration has increased to between $24,400 and $61,800 with a median of $41,907.

Of specific interest the CRD Salt Spring Island Regional Director remuneration is $37,694 and the Southern Gulf Islands Director is $48,449. The Salt Spring Island Local Community Commission Commissioners received 13,129 each in 2025.

Small Community Municipal Councillors

Municipal Councillor remuneration comparisons typically assume a part-time governance workload. Guidance from UBCM and FCM, along with established municipal remuneration review practice in British Columbia, supports a normal workload range of approximately 30 to 50 hours per month with a midpoint of approximately 40 hours per month commonly used as a comparator.

Bowen Island provides a connected example for context and a Councillor in that municipality receives remuneration of ~$20,700 in 2026. Other small municipality Councillors receive in the range of $16,000 to $21,000 annually. An Island Trust Trustee receives a typical 2026 remuneration of $14,603; this is materially lower with a higher average workload than Bowen Island and many small community municipal Councillors such as in Highlands, Tofino, Ucluelet.

School District Trustees

A typical Trustee (Non Chair) is reported by the BC School Trustee Association and BC Ministry of Education to commit 20 to 35 hours per month or between 240 and 420 hours per year. This rises when the Trustee has some committee leadership or complex portfolio responsibility to 30 to 45 hours a month or between 360 and 540 hours per year. Duties are cyclical, committee-based, and calendar-driven.

In comparison an Islands Trust Trustee (median of 760 hours per year) typically makes a time commitment at the upper end of the typical School Trustee, and like School Board Trustees attends structured meetings, committees and hearings. Like regional District Directors they consider land-use decisions, have community level accountability and travel.

Most recent published (2024) School District Trustee remuneration ranges between $15,599 (SD48 Sea to Sky) and $28,531 (SD68 Nanaimo) with a median of $21,303. An Island Trust Trustee receives typical 2026 remuneration of $14,603 and this is materially lower than all School District Trustees in the comparator group, with a higher workload. Typical Islands Trust Trustee remuneration is currently about 50% of the School District Trustee rate.

Trustee Remuneration:

Islands Trust Trustee and Vice Chair/Chair remuneration generally aligns with, but in many cases falls below, comparable BC governance roles, especially when also considering workload. Secondary comparators, including Municipal Councillors and BC School Trustees, reinforce that elected public service governance roles with high preparation and community engagement demands are frequently under-compensated on an hourly basis.

Trustee remuneration was originally linked to the low and high comparatives of Electoral Area Director Remuneration; however, Electoral Area Director remuneration has increased substantially since that time and outpaced CPI increases.

The 2026 median Islands Trust Trustee remuneration of $14,603 represents ~35% of the median estimated 2026 Regional District Electoral Area Director remuneration of $41,907.

Survey respondents reported a median workload of ~760 hours per year and feel that remuneration is not reflective of workload. We have apportioned these hours for purposes of this analysis 80% to Local Trust related activities and 20% to Trust Council.

Survey respondents also discussed the merits of connecting remuneration to attendance. General practice in the Regional District sector continues to focus on the use of fixed base rates, with small meeting fee increments to reflect additional workload.

Electoral Area Directors have broader regional responsibility than Trustees, but this does not include specific local area land use planning. Trustees have perhaps more intense engagement and public scrutiny specific to their narrower mandate.

While an argument could be made that the combination of public service governance responsibility and workload considerations of an Islands Trust Trustee is equal to that of a comparable Regional District Electoral Area Director, setting remuneration at a lower proportion is both conservative, financially prudent and considers the imperfect nature of such a comparison.

The current remuneration policy approach generally reflects this and no change in overall approach is suggested. We favour maintaining the use of base fees with a pro rata reduction for nonattendance, rather than a return to a full meeting based fee schedule which is not the norm in practice.

Increasing overall compensation will help address the concern expressed in the Trustee survey about workload and the new Committee of the Whole responsibilities, achieve better alignment with market comparators and help reduce barriers to entry.

Recognising that Trustee positions are predominantly considered to be public service honoraria governance roles, three alternatives were developed that specifically reference Electoral Area Director remuneration as they too are public sector honoraria governance positions that also subjectively consider workload.

Directly linking all three components of overall remuneration to a proportion of the median Electoral Area Director remuneration provides consistency, simplicity and a means to regularly update. The lowest overall percentage (35%) simply is equalized to the current cost while the highest percentage (60%) provides a conservative measure of comparability with the closest public sector governance role in the geographic area.

Three options were developed:

Option 1 – Equalize to 35% of Electoral Area Director Median Rate

Median Remuneration equalized to **35%** of EA Director Median Remuneration

- Increase rates by 3%
- Keeps cost about the same and doesn't address low remuneration concern
- Median remuneration increases from $14,603 to 14,736
- Cost ~$658,000

Setting remuneration equal to 35% of Electoral Area Director median remuneration simply maintains overall cost to the Islands Trust but does not address the additional workload from Committee of the Whole, or reflect the relative workload reported by Trustees and the change in comparative market remuneration.

Option 2 – Equalize to 50% of Electoral Area Director Median Rate

Median Remuneration equalized to **50%** of EA Director Median Remuneration

- Modest increase and minimally addresses lower remuneration
- 25% to TC Base, 18% to LTC Base and 7% to Population/Folio
- Median remuneration increases from $14,603 to $20,822
- Cost ~$796,000 or 1.8% Tax Impact

Increasing the proportion to 50% of Electoral Area Director median remuneration helps correct the change in comparative market but does not substantially address the workload, more focused on public sector honoraria governance.

Option 3 – Equalize to 60% of Electoral Area Director Rate

Median Remuneration equalized to **60%** of EA Area Director Median Remuneration

- Reasonable increase in remuneration and closer link to EA Director workload
- 30% to TC Base, 23% to LTC Base and 7% to Population/Folio
- Median remuneration increases from $14,603 to $25,095
- Cost ~$895,000 or 2.8% tax impact and consider phasing this in.

Increasing to 60% of Electoral Area Director median remuneration still retains the focus on public sector governance honoraria but better reflects workload and new Committee of the Whole duties, given that Trustee workload is reported more than the average for Regional District Directors.

This also keeps the financial impact in mind and, while this is the highest cost option, it is the closest to substantially reflecting workload and sets the compensation in the lower segment of the comparative market and could be phased in over time if required.

For these reasons we recommend:

- ✓ *Option 3 - Establishing a principle of setting Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration.*

On the assumption that Option 3 is the recommended approach, we have allocated a portion of that total 60% factor to the Trust Council Base amount 30%, to the Local Trust Committee amount 23% and to Folio/Population 7%.

The following table shows the estimated 2027 remuneration (based on 2026 estimated Electoral Area Director Remuneration rates) for each Trustee in each of these alternatives:

Trustee	Option 3 60%	Option 2 50%	Option 1 35%	Current
Bowen	9,800	7,000	4,600	4,310
Salt Spring	43,561	43,144	42,882	42,270
Denman	25,072	20,766	14,688	14,058
Gabriola	31,966	29,330	25,296	24,673
North Pender	27,792	24,189	18,893	18,266
Galiano	25,694	21,618	15,680	15,051
Hornby	25,119	20,878	14,784	14,155
Mayne	25,764	21,740	15,802	15,174
Gambier	24,785	20,647	14,350	13,720
Lasqueti	23,502	18,869	12,296	11,665
Saturna	23,652	19,084	12,539	11,908
South Pender	23,130	18,414	11,727	11,095
Thetis	23,877	19,389	12,896	12,265
Median	25,095	20,822	14,736	14,063
Low	23,130	18,414	11,727	11,095
High	43,561	43,144	42,882	42,270

Trust Council Base Amount

The Trust Council Base amount is intended to reflect overall Trustee role and responsibility, and the workload associated with Trust Council related activities. The current base remuneration is not directly referenced to Electoral Area Director comparatives and survey respondents indicated a desire to increase the amount to better reflect workload.

Trustee workload attributed to Trust Council activities is generally estimated at a minimum of 300 hours per year including meetings, preparation and travel. Adding say 20% of reported community engagement hours raises this to ~390 hours per year.

Using 30% of Median Electoral Area Director remuneration for Trust Council Base is a conservative comparative allocation, compensates for the added COTW meetings and would increase the Trust Council Base from $5,657 to $12,600. We recommend:

- ✓ *Option 3 - Setting the Trust Council Base equal to 30% of Median Regional District Electoral Area Director Remuneration.*

Local Trust Committee Base Amounts

Local Trust Committee workload varies, depending on level of community engagement and activity in each area. For context, five year average reported hours for local trust committee meetings range between 11 and 64 hours per year with a median of 26 hours but also entails significant community engagement outside of those meetings. Reported community engagement hours range between 40 and 945 hours per year with a median of 384.

We have allocated 20% of community engagement hours to Trust Council related work which leaves 80% allocated to Local Trust Committee work, bringing the median hours for Local Trust Committee to ~370 per year. While there are fewer committee meeting hours, they entail more intensive community engagement.

Using a slightly lower proportion of Electoral Area Director comparative remuneration for Local Trust Committee Base remuneration will retain some room to differentiate for activity and engagement using Population and Folio factors. Using a 23% factor increases the Local Trust Council Base from $4,310 to $9,800 and leaves 7% remaining to use with Population and Folios. We recommend:

- ✓ *Option 3 - Setting the Local Trust Council Base equal to 23% of Median Regional District Electoral Area Director Remuneration.*

Local Trust Committee Activity Differential Proxy – Folio and Population

Survey respondents did not indicate a strong preference for the use of both Folio and Population with several indicating it was difficult to assess its use in the remuneration formula.

The number of properties is intended to provide an *imperfect* means of differentiating Local Trust Activity, while population is also used as an *imperfect* measure of community engagement and activity. Attempting to use more specific measures such as recorded Local Trust Committee meeting time was considered but ultimately discounted as they did not provide a substantial improvement in differentiation.

Imperfect and high level as these are, we considered if there was a stronger relationship with the five year long run average of LTC meeting hours with application activity and engagement intensity, rather than Folio and Population. We found that substituting the LTC Hours average did not produce materially different remuneration results than with Population and Folios, even though LTC hours might be a more intuitive measure and retained the current formula.

Based on the recommended overall principle of 60% of Median Regional District Electoral Area Director remuneration with 30% allocated to the Trust Council and 23% to Local Trust Committee Base amounts, 7% remained to be used equally between the population and folio factors to provide a differentiation between island areas. We recommend:

- ✓ *Option 3 - Setting the Local Trust Council Population and Folio amounts equal to a combined 7% of Median Regional District Electoral Area Director Remuneration.*

Implementation

Collectively, this achieves an increase in the current Islands Trust Trustee median remuneration of $14,603 to a new 2027 estimated median of $25,095 which is at the low end of current Electoral Area Director compensation, with a range between $24,433 and $61,766.
If implemented, staff would update remuneration rates for the Electoral Area Director comparators using actual published 2026 information from each Regional District and the most recently available population and folio numbers.

The percentage factors would then be applied to build a similar table of remuneration which would establish the new base for the next term of the Trust and then the rates would be e updated by CPI each year until the next review in 2030. We recommend:

- ✓ *Implement rates effective April 1, 2027, using 2026 remuneration population and folio data.*

Trust Council Committee Meeting Fees

Survey respondents noted the merits of connecting remuneration to attendance and the current level of Council Committee meeting fee. General practice in the regional district sector continues to focus on the use of fixed base rates, with small meeting fee increments to reflect additional workload in some cases. The current policy approach reflects this and no change in approach is suggested. However, with the introduction of higher base remuneration levels, policy language could also be added that provides for an attendance standard.

We suggest maintaining a larger base fee structure supplemented by modest meeting fees with a pro rata reduction for non-attendance, rather than a full meeting based fee schedule which is not the norm in practice.

The base meeting fee for attendance at Council Committees (Trust Programs Committee - TPC, Regional Planning Committee - RPC, Financial Planning Committee - FPC, Governance Committee - GOV, Accessibility Committee and Islands Trust Conservancy Board - ITCB) was originally recommended at $150 in 2010 but rejected at that time. In 2019 it was established at $100 and has not increased since. The closest comparative is the Capital Regional District which has $110 meeting fees.

Increasing the Trust Council Committee meeting fee to the previously recommended $150 level will reflect inflation since 2019, travel and preparation for those that attend these additional meetings. We recommend:

- ✓ *The Council Committee meeting fee be set at $150 for Trustees and $200 for the Chair.*

Trust Council and Committee of the Whole Attendance

We suggest connecting an increase in base remuneration for Trust Council and Committee of the Whole, with a pro rata reduction for non-attendance.

The proposed Trust Council Base fee is $12,600 and there are four Trust Council meetings of three days each and four Committee of the Whole Meetings. This is the equivalent of sixteen days per year and therefore a reduction of $400 per half day regularly scheduled meeting or $800 per full day regularly scheduled meeting not attended could be considered.

Trustees are remunerated monthly so any reduction would be processed at the next monthly pay cycle after the meeting missed.

In person attendance continues to be preferred, but virtual attendance capability is provided and would not result in a reduction for those that participate by that means. We recommend:

- ✓ *The introduction of a pro rata reduction of $400 per half day or $800 per full day non-attendance at regularly scheduled Trust Council or Committee of the Whole meetings.*

Vice Chair Premiums

Unlike most Regional District Vice-Chairs, who primarily assume leadership responsibilities when the Chair is absent or through discrete committee assignments, Islands Trust Vice-Chairs actively participate in Executive Committee meetings every three weeks and typically hold ongoing responsibility for chairing several Local Trust Committees. This role includes presiding over quasi-judicial hearings, managing procedural fairness, and leading land-use decision-making at the community level.

The Islands Trust Vice Chairs are responsible to lead on average three local Trust Committees, which annually have a total of twenty four meetings (median of 75 hours and 96 applications) and requires a minimum commitment of 220 hours per committee and a total annual commitment of 660 hours. This can increase depending on the allocation of Local Trust Council responsibilities, although every attempt is made to balance workload among the Vice Chairs. The Vice Chair also receives the base remuneration which includes compensation for one Local Trust Committee.

As a result, the Islands Trust Vice-Chair role entails a higher and more continuous leadership burden than is typical for Regional District Vice-Chairs, supporting a Vice-Chair remuneration differential toward the upper end of Regional District comparator ranges. Across comparable Regional Districts, Vice-Chair remuneration typically represents an additional 10% to 25% above Electoral Area Director remuneration, reflecting a supporting leadership role distinct from the Islands Trust Vice Chair role.

School Boards within the comparator group also appoint Vice Chairs; however, these roles are typically compensated at the same level as trustees or receive only modest additional remuneration, generally in the range of 0–15%, although in many cases this amounts to less than $5,000 annually. Regional District Vice-Chair premiums are higher, reflecting greater governance and committee responsibilities.

The current 10% leadership premium is generally consistent with Regional District and School District practice. Connecting the base Vice Chair rate to local trust workload by using the busiest volume Trustee rate (Salt Spring Island) is also reasonable.

Alternately either of the Salt Spring Island or Southern Gulf Islands Regional District Electoral Director rates could also be considered as the base. The Vice Chair premium rises from $46,497 to $47,917. We recommend:

- ✓ *Maintaining the current Trust Vice Chair premium at the Salt Spring Island Trustee rate plus 10%.*

Trust Chair Premium

The Chair of the Trust Council receives a leadership premium above trustee remuneration in recognition of primary leadership responsibilities, executive committee and the assignment to chair several Local Trust Committees. This compensates for:

- Overall leadership and spokesperson role
- Agenda-setting and coordination with administration
- Board/Trust Council effectiveness and crisis leadership
- External relations and intergovernmental engagement
- Presiding over quasi-judicial LTC hearings
- Procedural rulings and reasons for decision
- Elevated legal/reputational risk
- Preparation, travel, and continuity of adjudicative leadership

The current method was established to provide recognition of the equivalent level of workload as a Vice Chair on Executive Committee and several Local Trust Committees plus the equivalent of a 25% premium for the Chair's leadership responsibility. This is consistent with similar practice norms in Regional Districts, albeit at a higher percentage which likely was reflective of the lower base on which it was originally established.

Given the proposed increase in base remuneration, reducing the Chair's premium from 25% to 15% would provide a modest increase but remain comparative to the market. The median Chair remuneration would rise to $25,095 as a Trustee plus a premium of $59,896 for a total of $84,991. This is in the mid range of comparatives for Chairs of Regional Districts which range between ~$44,200 and ~$120,700. We recommend:

- ✓ *The Trust Chair premium be set at the Vice Chair rate plus 15%.*

Method for Future Increases

Since the establishment of the remuneration approach the original dollar amounts have been updated each year using the Victoria Area consumer price index. These indexes are generally provided on a broader area basis such as Victoria, Vancouver and Nanaimo. Continuing this

practice using the Victoria Area CPI rather than using a mix of area specific CPI combinations is recommended, especially given that a more comprehensive review would be anticipated every four years. We recommend:

- ✓ *Continuing the practise to update remuneration rates annually using the Victoria Area CPI with the change to take effect April 1st.*

Updating remuneration annually or at least very regularly is recommended by UBCM as best practice, especially when paired with a more comprehensive review that is tied to the Trustees' term of office. The Islands Trust Policy mostly reflects this best practice; however, the timing of the review has been tied to the availability of census information which is generally every five years.

This does not align with the Trustees' four year term of office. UBCM best practice is to conduct this kind of review each term and apply the results effective in the first year of the next Trust Council term.

We recommend adjusting policy to conduct a remuneration policy review in the fourth year of the term of office before the Trust Council elections, for application in the first term of office of the next Trust Council. This would mean that adjustments based on any changes would be implemented on April 1st of the first year of office.

When conducted each term, this review would naturally tend to become fairly streamlined with a focus on updating of comparables and data rather than a complete rethink of approach unless circumstances materially changed. We recommend:

- ✓ *Specifying a regular policy review in the fourth year of Trust Council's term of office with application taking effect April 1st of the next (first year of next Trust Council) term of office.*

Financial Implications and Phasing

To implement all recommendations at the 60% median remuneration level will have a budget impact of ~$260,000 per year when fully implemented or the equivalent of a ~2.8% increase in Island Trust Property taxes if initiated in one year. As the policy is intended to be implemented April 1st the impact in the first year would be less.

Alternatively, a phased approach could also be employed to smooth the impact over a period of years during the next Trust Council's term. For example: implementing equally over two years would require $130,000 or a ~1.4% lift each year, or over three years would require $85,000 per year or ~0.9% lift each year.

Using a maximum phase in of three years would allow for the next scheduled remuneration review to occur in the fourth year for implementation during the term of the subsequent Trust Council.

Appendix 1 - Summary of Recommendations

A set of guiding principles:

- ✓ *Reference the use of an independent external consultant resource for each formal review.*
- ✓ *A formal review of remuneration and benefits once per Trustee term (e.g., within 12 months before elections to apply to next term), with CPI increases in the interim.*
- ✓ *Update Benefits Reimbursement to $1,350 per year.*
- ✓ *A more flexible review definition (not just limited to "the calculations", i.e. all factors and comparatives).*
- ✓ *Reference to a standard comparator set (Regional District Electoral Directors updated during the formal review each term), and*
- ✓ *A reference to the publishing of the results.*

Comparator Group:

- ✓ *We recommend no change in the comparator group: all geographically connected Regional District Electoral Area Directors, except for Metro Vancouver. Explicitly reference this in the policy.*

Trustee Base Remuneration:

- ✓ *Option 3 - Establishing a principle of setting Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration.*

Trust Council Base Amount

- ✓ *Option 3 - Setting the Trust Council Base equal to 30% of Median Regional District Electoral Area Director Remuneration.*

Local Trust Committee Base Amounts

- ✓ *Option 3 - Setting the Local Trust Council Base equal to 23% of Median Regional District Electoral Area Director Remuneration.*

Local Trust Activity Differential Proxy

- ✓ *Option 3 - Setting the Local Trust Council Population and Folio amounts equal to a combined 7% of Median Regional District Electoral Area Director Remuneration.*

Implementation

- ✓ *Implement rates effective April 1, 2027, using 2026 published remuneration population and folio data.*

Trust Council Committee Meeting Fees

- ✓ *The Council Committee meeting fee be set at $150 for Trustees and $200 for the Chair.*

Trust Council and Committee of the Whole Attendance

- ✓ *The introduction of a pro rata reduction of $400 per half day or $800 per full day non-attendance at regularly scheduled Trust Council or Committee of the Whole meetings.*

Vice Chair Premium

- ✓ *Maintaining the current Trust Vice Chair premium at the Salt Spring Island Trustee rate plus 10%.*

Chair Premium

- ✓ *The Trust Chair premium be set at the Vice Chair rate plus 15%.*

Method for Future Increases

- ✓ *Continuing the practise to update remuneration rates annually using the Victoria Area CPI with the change to take effect April 1st of the following year*

- ✓ *Specifying a regular policy review to be completed in the fourth year of Trust Council's term of office with application take effect April 1st of the next (first year of next Trust Council) term of office.*

Appendix 2 - Background

In some areas of British Columbia, specific local authorities can provide local services and administration. These are not local governments, and they either predate the regional district system or exist for a specific purpose. Examples include improvement districts, the Islands Trust, University Endowment Lands, special purpose boards and the unincorporated Stikine region.

The Islands Trust is a unique, special-purpose local government established under the Islands Trust Act with a statutory object to preserve and protect the Trust Area. No other B.C. body combines:

- Regional-scale land-use authority
- Local trust committee planning functions
- A multi-island federation structure
- A public-interest conservation mandate

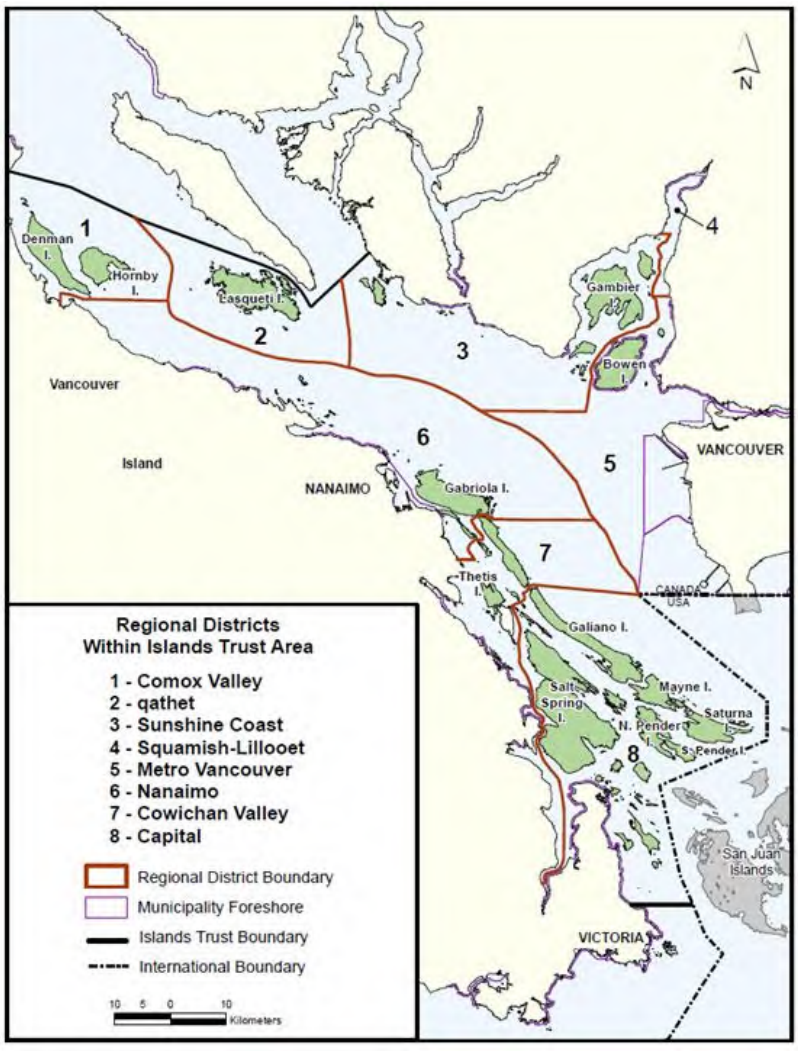
The Islands Trust Area covers 5,200 square kilometres and includes 13 major islands and over 450 smaller islands. The region is home to 26,000 residents, 10,000 non-resident property owners and is the homeland of over 28,000 Coast Salish Peoples.

Islands Trust Council is committed to reconciliation and acknowledges that the Trust Area is located within the treaty lands and territories of the BOḴEĆEN, K'ómoks, Lək̓ ʷəŋən, Lyackson, MÁLEXEŁ, Qualicum, Quw'utsun Tribes, scəẃaθən məsteyəxʷ, Scia'new, səl̓ lwətaʔɬ, SEMYOME, shíshálh, Sḵwxw̱ ú7mesh, Snaw-naw-as, Snuneymuxw, Spune'luxutth, SȾÁUTW̱, Stz'uminus, ɬaʔəmen, toq qaymɬxʷ, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, WJOŁEŁP, W̱SIḴEM, Xeláltxw, Xwémalhkwu/ʔop qaymɬxʷ, and xʷməθkʷəy̓əm First Nations. These Nations had and still have village sites, cultural areas, and spiritual areas in the lands and waters comprising the Trust Area.

The mandate of Islands 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, other persons and organizations, and the government of British Columbia"* (Islands Trust Act). The Trust Area features spectacular beauty, extensive archaeological and culturally important sites, and some of the worlds most endangered and biodiverse ecosystems.

Across the Trust Area, there are thirteen local trust areas and Bowen Island Municipality. Every four years, island residents elect two Trustees to represent them on their Local Trust Committee, Bowen Island Municipal Council and the regional Islands Trust Council. Local Trust Committees and Bowen Island Municipality make decisions about local land use planning and regulation.

As a regional body, the Trust Council acts on matters that affect the entire Islands Trust Area, including setting the annual budget, creating and monitoring a Trust-wide Strategic Plan, implementing and amending the Islands Trust Policy Statement, advocating on issues important to the entire region, and engaging with First Nations and other governments, agencies, and organizations to preserve and protect the Trust Area for future generations. Official community plans and land use bylaws in the Trust Area have a strong emphasis on preserving and protecting the unique amenities and environment of the region.



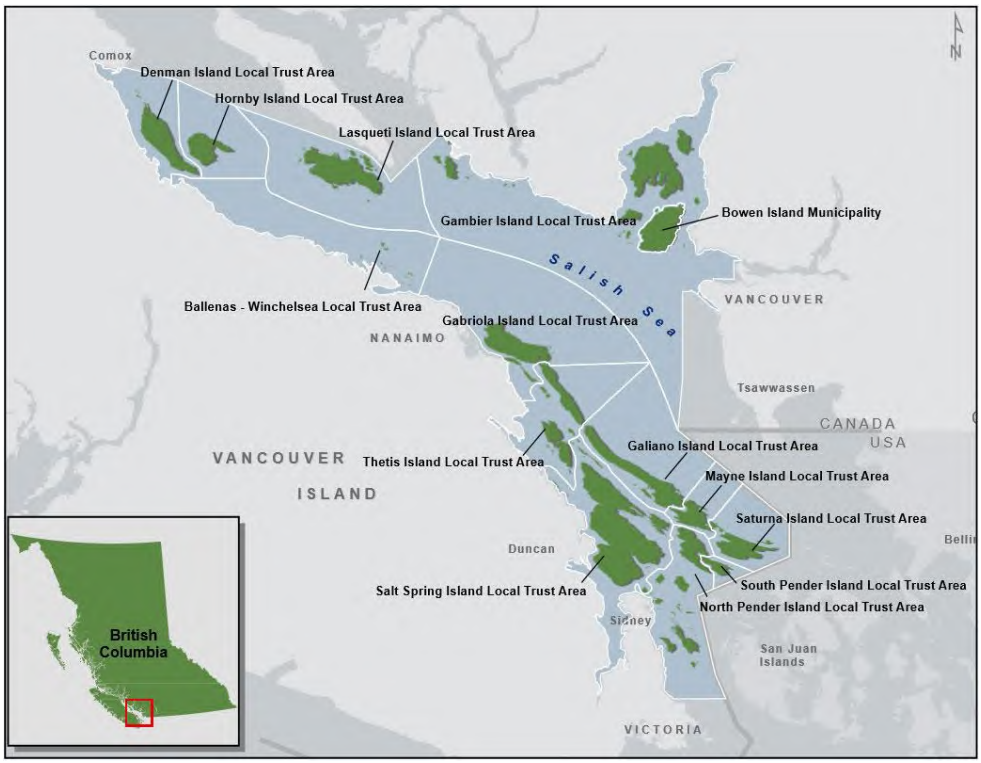
Islands Trust has a governance structure unique in the world. Islanders vote to be represented by islanders.

Without Islands Trust, regional district boards would make land-use decisions from Vancouver Island or the BC Mainland, decisions that would not be rooted in a mandate to preserve and protect.

Each major group of islands (known as a local trust area) and Bowen Island Municipality elect two representatives that sit on Islands Trust Council. The Trust Council then elects from its 26 elected members a Chair and three Vice-Chairs, who sit as the Executive Committee. The Trust Council meets both as

Council and as Committee of the Whole. The Committee of the Whole allows all Trust Council members to sit as a Committee in a less formal structure to discuss complex issues that may require more in-depth consideration. Committee of the Whole is not a decision-making entity and will consider and provide recommendations to the Trust Council.

The Executive Committee is comprised of the Chair of the Islands Trust and three Vice-Chairs, elected for four-year terms by the Trust Council from amongst its members. The Executive Committee's primary functions include overseeing the day-to-day business of the Islands Trust and reviewing bylaws.



In local Trust Areas, the two locally elected representatives, along with the Chair, or a Vice-Chair, make up a three-person Local Trust Committee. Local land-use planning decisions are made by the Local Trust Committee except for Bowen Island, which voted to become an island municipality. This governance model ensures that island communities have local representation, while the off-island Chair brings a valued regional perspective to local decisions and can share best practices from other islands. All decisions must be consistent with the mandate of the Islands Trust to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and British Columbia as a whole.

About Trustees

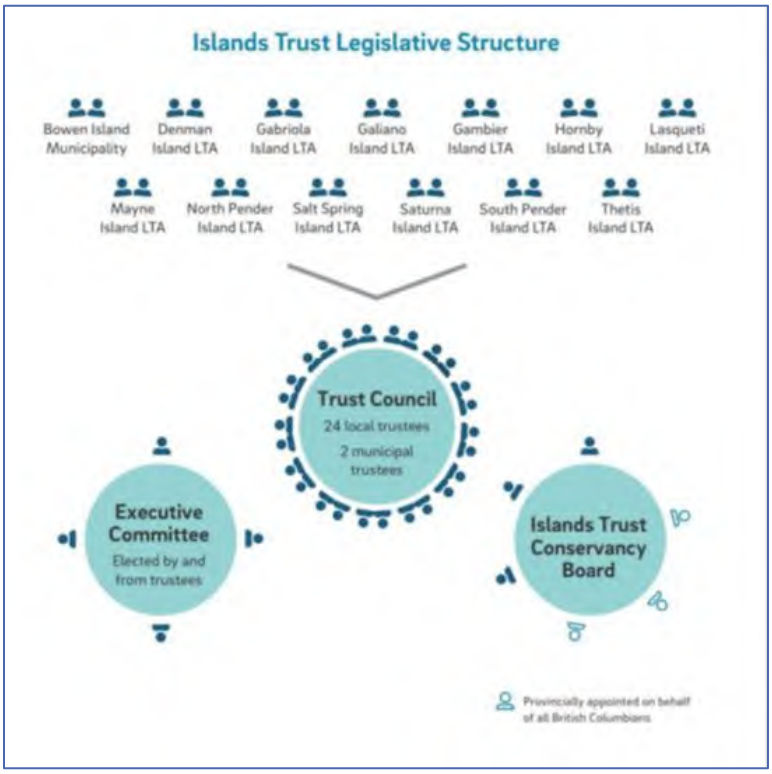
All Trustees serve on Local Trust Committees or Bowen Island Municipal Council to vote on local land-use decisions and on the Islands Trust Council, which sets policies for the whole Islands Trust Area and guides the operations of Islands Trust.

Islands Trust Conservancy

Up to six Trustees serve on the Islands Trust Conservancy Board. Two Trustees are elected by Trust Council from its membership, one is elected from the Executive Committee, and three Trustees are appointed by the Minister of Municipal Affairs as coordinated through the Crown Agencies and Board Resourcing Office. The Islands Trust Conservancy is guided by a five-year plan which is approved by the Minister of Municipal Affairs.

Legislation, Policy & Strategic Plan

Local Trust Committees, Trust Council and its committees, the Islands Trust Conservancy and Bowen Island Municipality must comply with the Islands Trust Act and related legislation.



The Islands Trust Council, Executive Committee, Local Trust Committees, and some decisions of Bowen Island Municipality, are guided by the Island Trust Policy Statement that is approved by the Minister of Municipal Affairs.

Islands Trust Council appoints staff and auditors, adopts the annual budget, and elects Trustees to the Executive Committee and Islands Trust Conservancy Board. The Trust Council creates strategic plans to identify its goals and develop a plan to achieve them.

The Islands Trust Executive Committee and the Minister of Municipal Affairs approve Local Trust Committee's official community plans and land use bylaws. Bowen Island Municipality must submit its Official Community Plan (OCP) bylaws to the Executive Committee and Minister for approval and refers non-OCP bylaws that include a reference to a matter included in the Policy Statement to the Executive Committee.

Appendix 3 - What We heard from the Survey

Trustees describe a role where workload is driven by LTC activity and preparation, complexity matters more than size, leadership roles are materially heavier, and current proxies (folios, population alone) feel misaligned. Trustees report significant, variable time commitments driven primarily by Local Trust Committee activity, preparation, and community engagement.

Leadership roles are recognized as carrying materially higher responsibility, while overall remuneration levels are viewed as a barrier to accessibility and renewal. Taken together, the survey confirms the need for a remuneration framework that emphasizes base compensation, clear role-based premiums, and objective activity measures, supported by periodic independent review

Overall time commitment and role intensity

Most Trustees reported significantly higher time commitments than implied by an honorarium-style role. Typical monthly workloads clustered in the 30–65 hour range, with periodic peaks well above this during Local Trust Committee (LTC) cycles, hearings and referrals and Trust Council and committee periods. Trustees emphasized that workload is uneven and unpredictable, rather than evenly distributed across the year.

This helps confirm that the Trustee role functions as a serious governance responsibility, not a light volunteer position and that annualized remuneration models are more appropriate than per-meeting or per-hour approaches.

What drives Trustee workload

Trustees consistently identified the following as the largest drivers of time and effort:

- TC and LTC meetings and agenda volume
- Preparation and file review
- Correspondence and community engagement

Travel, while time-consuming, was generally described as expected and unavoidable, rather than a differentiating factor between islands. This also helps confirm that Trustees' lived experience aligns with the hours data showing LTC meeting hours correlate with total workload and validates the use of activity-based measures rather than indirect proxies.

Perceptions of fairness and equity across Trust Areas

Many Trustees expressed concern that current formulas do not fairly differentiate workload between islands. There was skepticism that folio counts, or population alone accurately reflect

effort, complexity, or intensity. Several respondents noted that small or low-population islands can still generate high conflict, engagement, and preparation demands. This suggests that Trustees themselves do not experience folios or population as fair workload proxies.

Population was generally seen as relevant to engagement and correspondence, but insufficient to explain overall workload. Folios were frequently described as hard to interpret or disconnected from day-to-day Trustee effort. Few respondents expressed strong support for folios as a remuneration driver. Trustee perceptions mirror the statistical findings: population explains some workload, folios explain very little. And Trustees' intuition and the data point in the same direction.

Leadership and additional responsibility roles

There was broad recognition that Chair, Vice-Chair, and LTC Chairing roles carry materially higher and less discretionary workloads. Respondents emphasized accountability, visibility, preparation burden, and decision-making risk. At the same time, some expressed concern that the current remuneration structure is difficult to understand or explain, even if leadership roles are acknowledged. From this we interpret that leadership premiums are accepted in principle and the issue is clarity and structure, not whether leadership should be compensated.

Adequacy of current remuneration

A clear majority indicated that current remuneration is too low relative to time commitment. Several respondents highlighted barriers to participation for working people, challenges for those without flexible employment or independent income and risk to diversity and renewal. Compensation levels affect who can realistically serve, not just how much they are paid, and this is a governance capacity issue.

Accountability, attendance, and public expectations

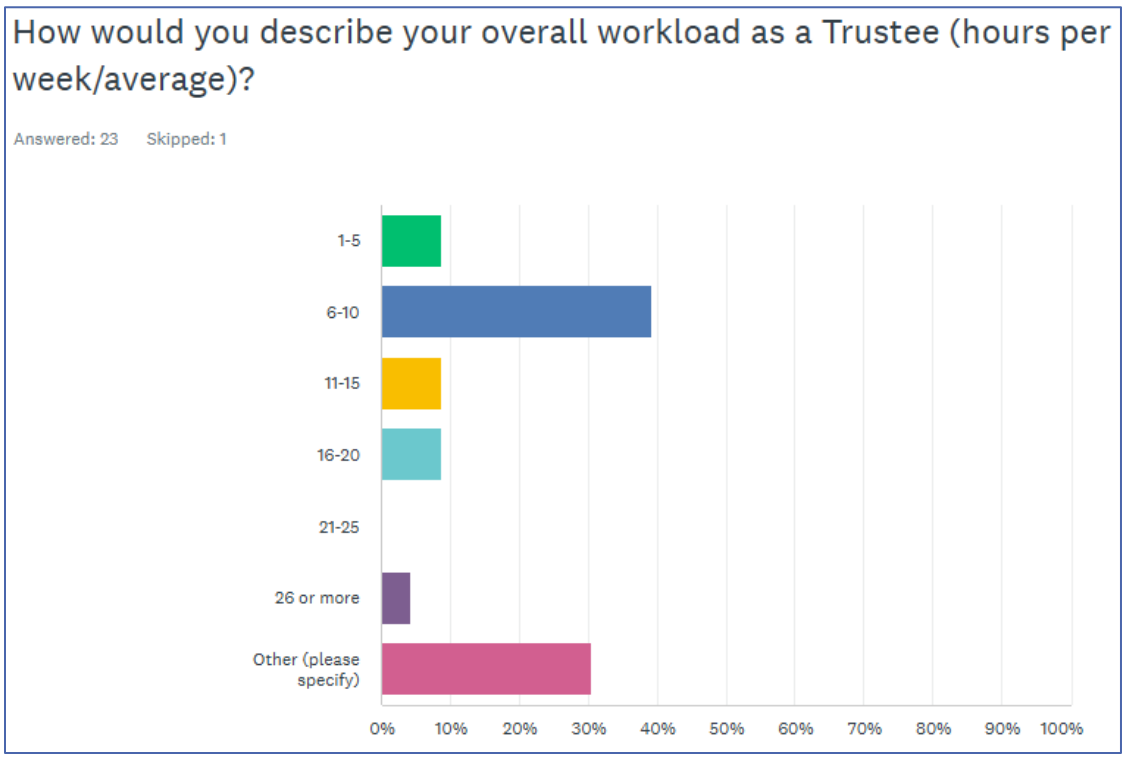
Trustees generally supported clear attendance expectations and accountability mechanisms. There was little appetite for purely per-meeting pay, or models that incentivize attendance over preparation and follow-through. Trustees value accountability but recognize that much of the work happens outside meetings. Base remuneration with standards is preferred to purely transactional pay models in this case.

Predictability and review over time

Respondents expressed support for periodic, principled reviews, and independent input. Trustees value stability, predictability, and legitimacy in how remuneration is set. Regular review is seen as good governance, not self-interest.

Workload and Time Commitment

Trustees report substantial weekly/monthly time commitments, driven by meeting preparation and the reading of complex planning and legal materials, committee work, community engagement and travel. The median response indicates a typical overall workload of 40 hours per month or 480 hours per year for a Trustee.

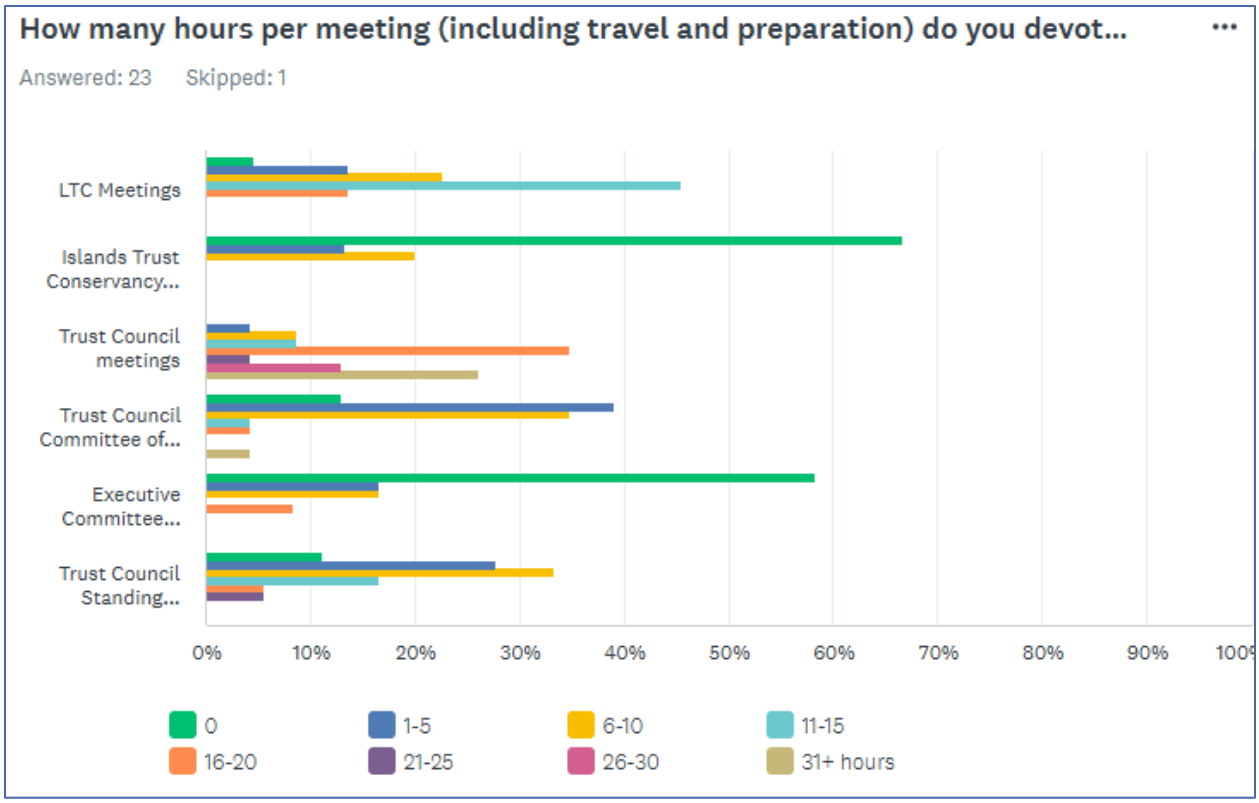


When we compare this to the detailed survey responses this rises to 65 hours per month or 780 per year. TC and COTW prep were estimated at 1.5x meeting time, TC travel at .5x meeting time, LTC 10 year average meeting time, no COTW or LTC travel time and community engagement as submitted by respondents:

- Trust Council 80
- TC Prep 120
- TC Travel 40
- COTW 30
- COTW Prep 45
- LTC Meeting 26
- LTC Meeting Prep 38
- Community Engagement 384

Total Per year 763 or ~65 hours per month

Substantial additional workload and travel is associated with Vice Chair (Executive Committee) and Chair responsibilities and compensated separately. Respondents report a median public Trust Council meeting time of 16 to 20 hours per meeting or 80 hours per year and a Trust Committee of the Whole meeting median of 3 to 4 hours per meeting or 30 hours per year.

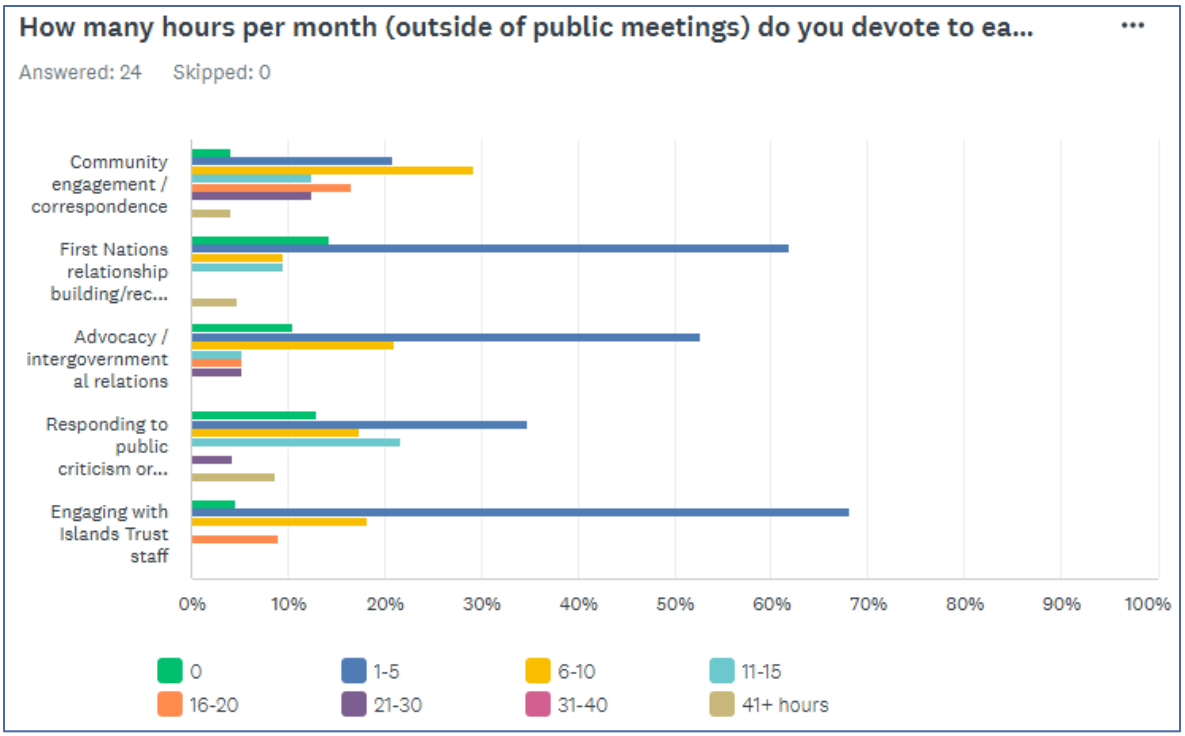


Local Trust meeting time commitments currently range from between 1-5 hours to between 16-20 hours with a median of 11 to 15 hours per meeting and median of 8 meetings per year. This translates to a median reported meeting workload of 25 hours per month or between 8 and 120 hours per year. For purposes of this analysis, we have used the ten year median of 26 hours and 38 prep hours for a total of 62 hours per year.

Individual workload survey responses suggest a median of 32 hours a month or 384 hours per year outside of public meetings:

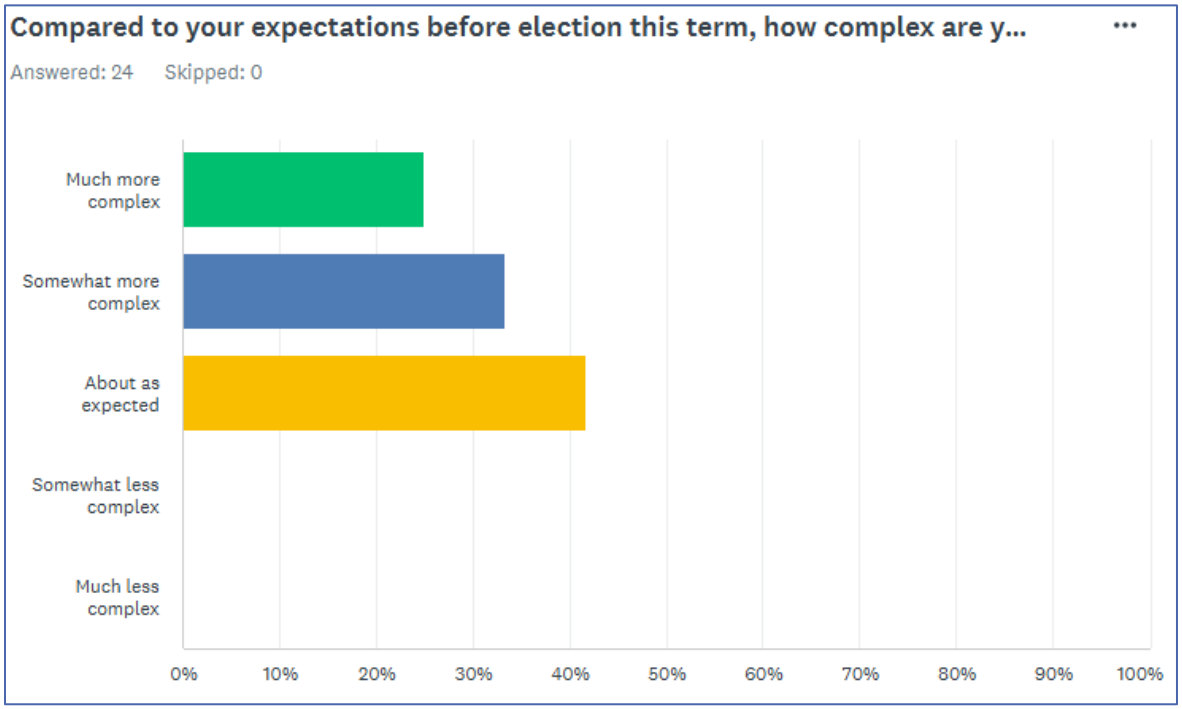
- Engagement and correspondence – 6 to 10 hours
- FN Relationship Building and Reconciliation – 1 to 5 hours
- Advocacy and Intergovernmental relations – 1 to 5 hours
- Responding to public- 6 to 10 hours
- Engaging with Trust staff 1 to 5 hours

The reported median Trustee workload of 760 hrs per year is above the general average used for Municipal Council or Regional District Electoral Directors of 40 hrs/month or 480 hrs/year.



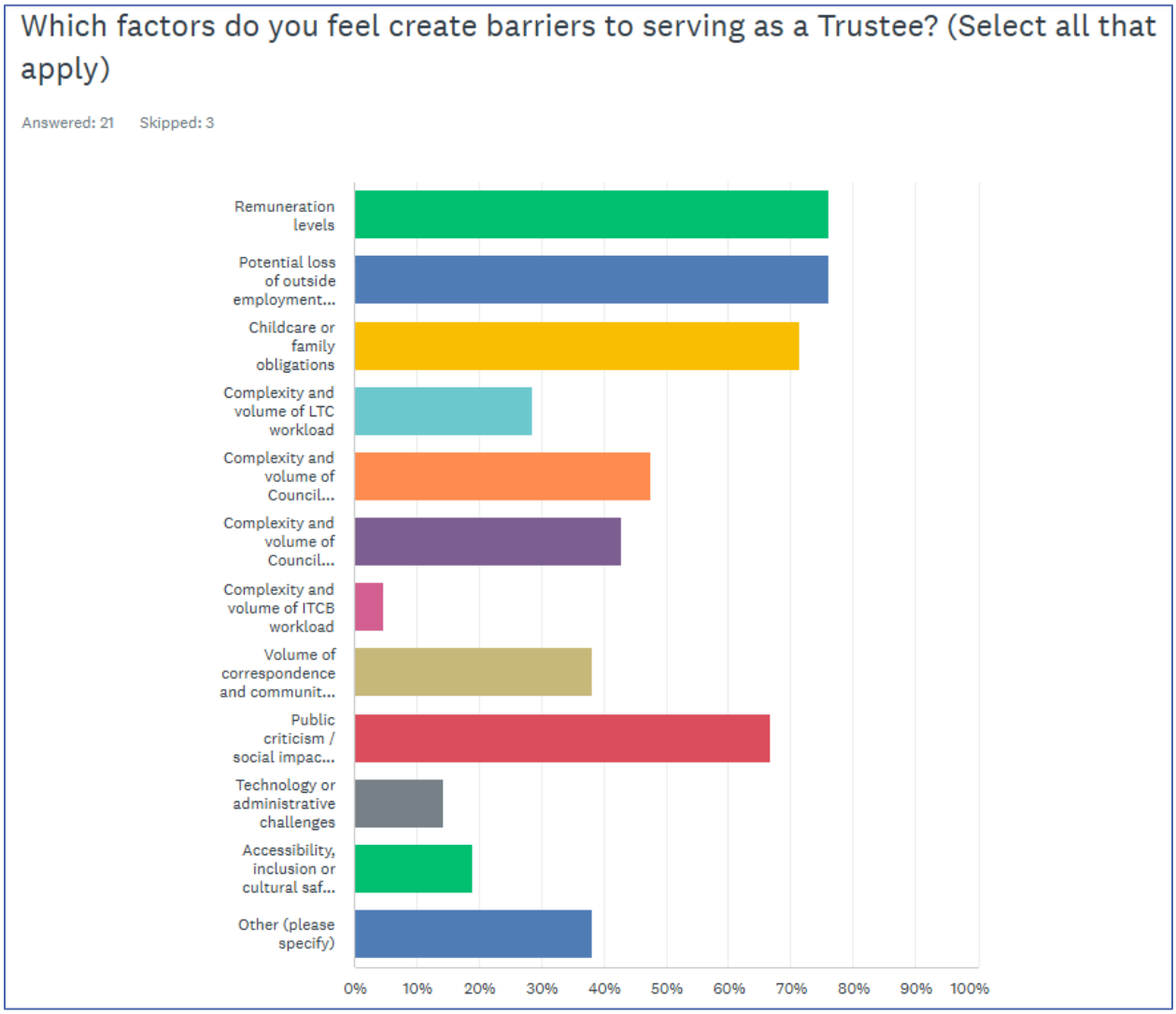
Role complexity

While many Trustees feel the role is as complex as they expected, a majority (58%) feel that it is either somewhat or much more complex than expected before the last election.



There is some informal benchmarking of workload against Regional District Electoral Area Directors or Municipal Councillors and there is a feeling that Trusteeship is equal or greater in effort, yet less consistently compensated. They suggest the role resembles at minimum a part-time governance position, not a casual advisory role and the time required exceeds "honorarium level" expectations.

Barriers include remuneration, loss of income, childcare and the social impact and public criticism.

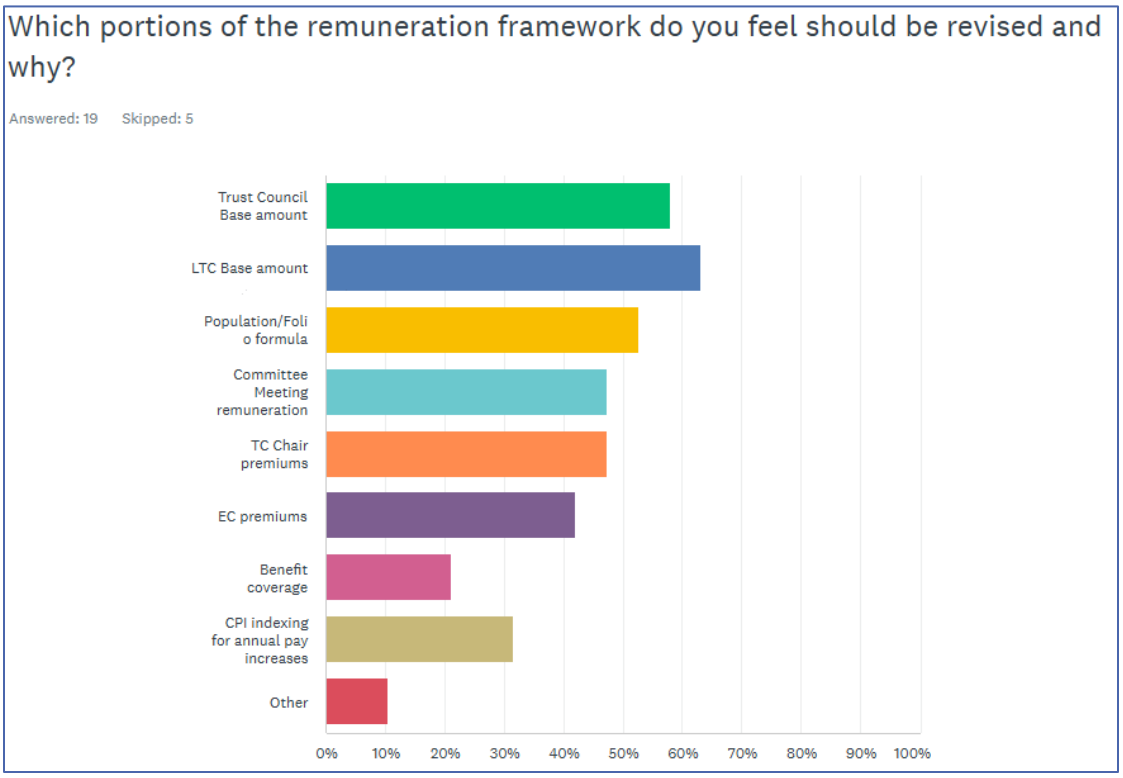


Adequacy of Current Remuneration:

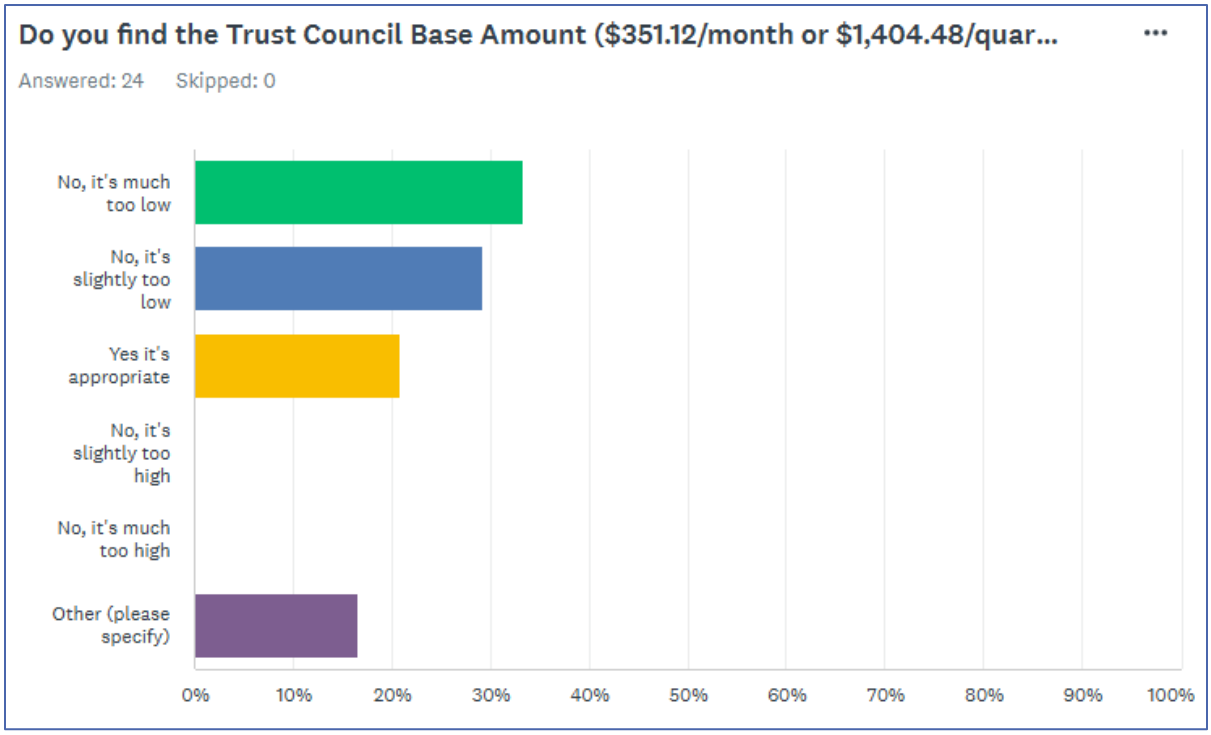
There is strong consensus that the current compensation is inadequate. This is not a marginal dissatisfaction; it is a structural concern. A majority disagree or strongly disagree that current remuneration reflects workload, responsibility, travel and risk or that current remuneration supports retention of qualified trustees.



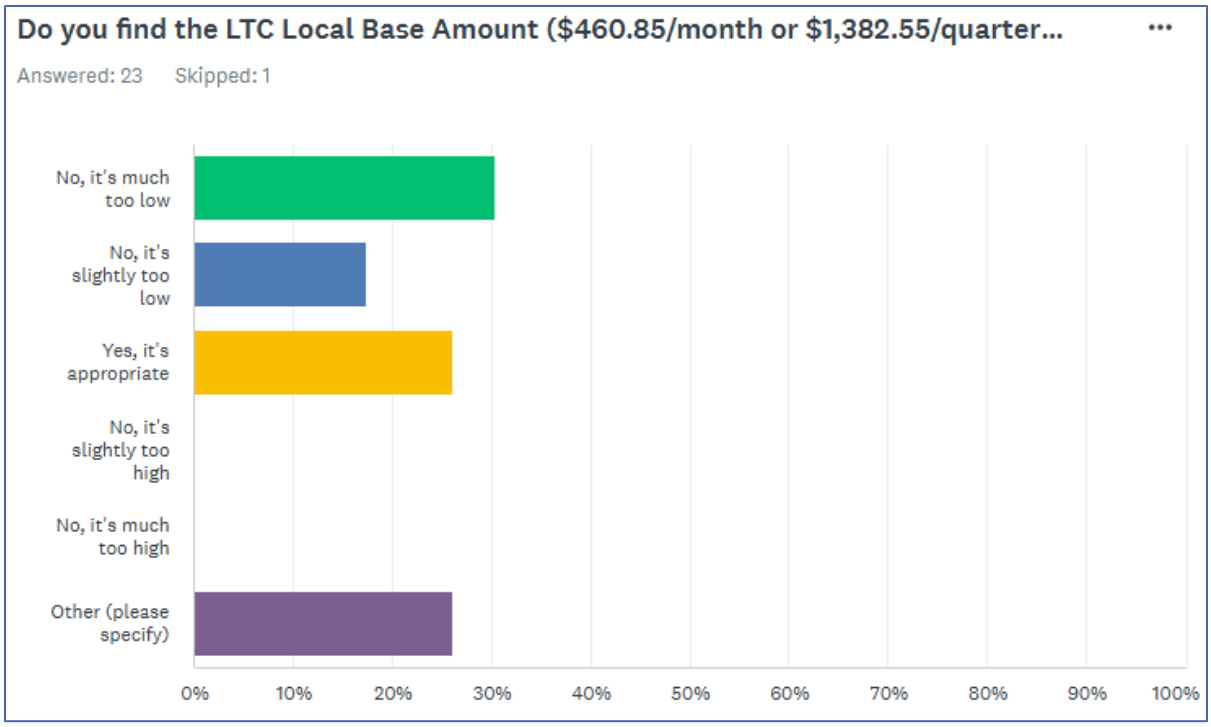
Some feel that organizational or governance changes might help with managing workload by being more efficient. Barriers include remuneration, loss of income, childcare, social impact and public criticism. A majority indicate that the TC and LTC Base amounts should be revised with minority support to update the Population/Folio and committee meeting fees.



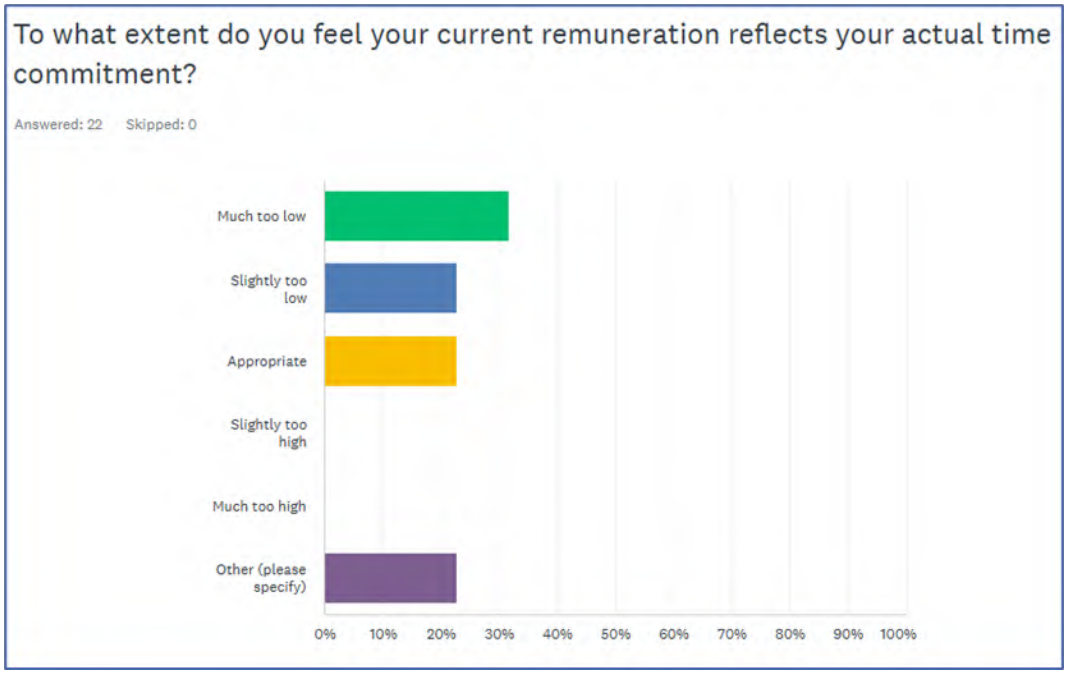
A majority (70%) of respondents feel the TC base amount is either slightly or much too low. This includes those responding *'Other'* to indicate a broader commentary about why the rate was low.



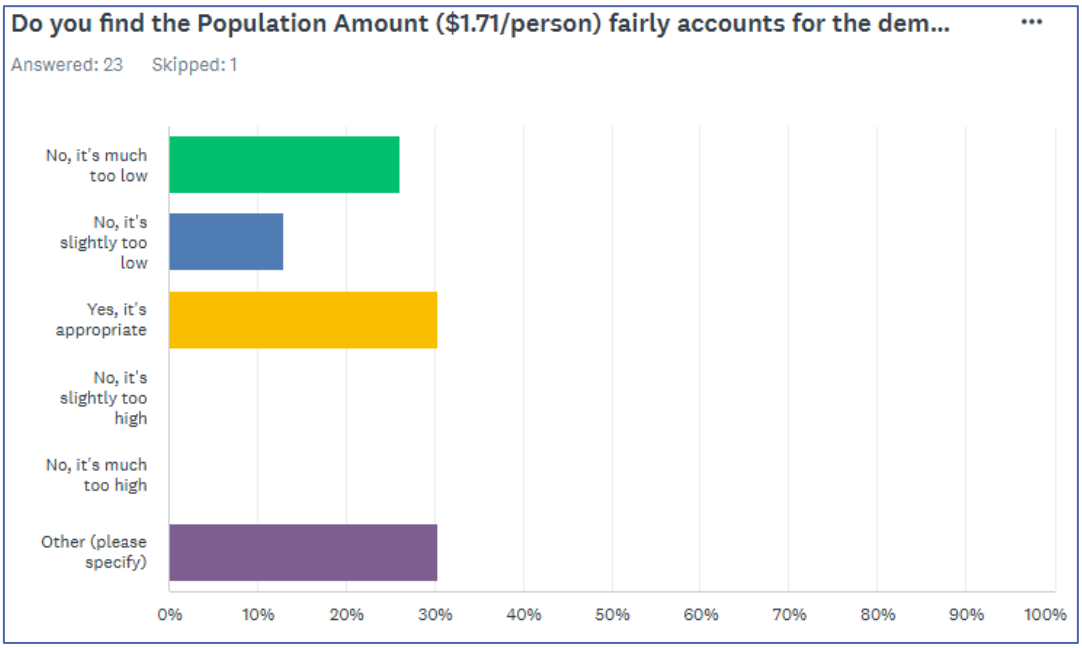
Most respondents (63%) feel the LTC base is either slightly too low or much too low. About a third (37%) feel it is appropriate. This included those in the 'Other' category indicating the rate is low.



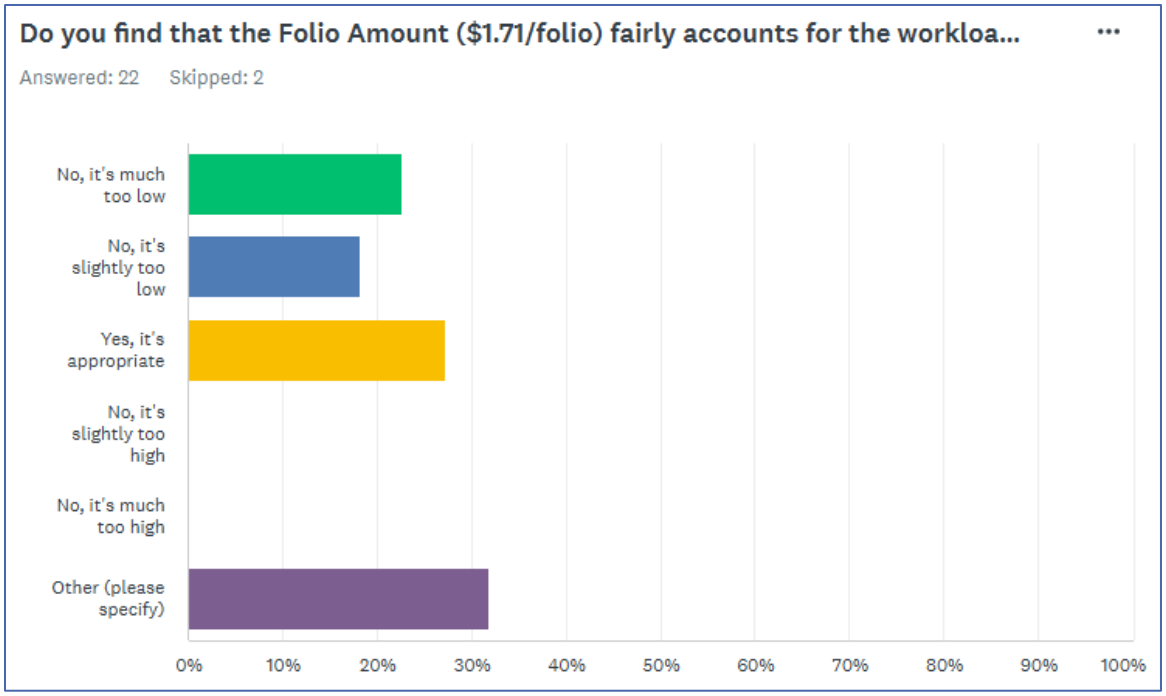
Consistent with survey responses, a majority of Trustees feel that the overall remuneration does not reflect the time commitment and does not explicitly include travel or attendance.



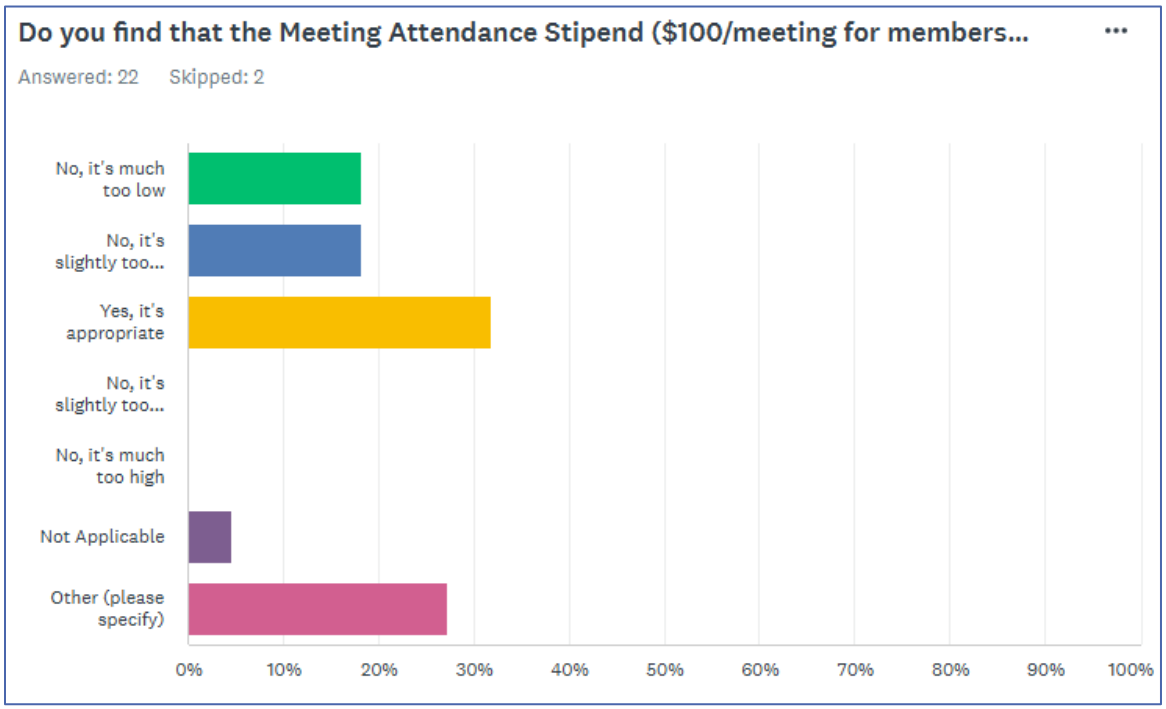
A minority of respondents felt the population amount was either slightly too low or much too low, however several respondents indicated this was difficult to assess but felt population might not be a good proxy for the relative effort needed for LTC work on each Island. Others felt that the workload is mostly consistent for this work except for Salt Spring Island.



Respondents similarly less convinced that the Folio amount needed to change, with about 40% indicating it was slightly too low or much too low. Again, several noted they were unsure how to rank or questioned its use as a proxy, noting difficulty in effectively measuring that factor.



Similarly, a minority (45%) indicated that the meeting stipend was either slightly too low or much too low, relative to the additional workload and travel associated with those meetings.

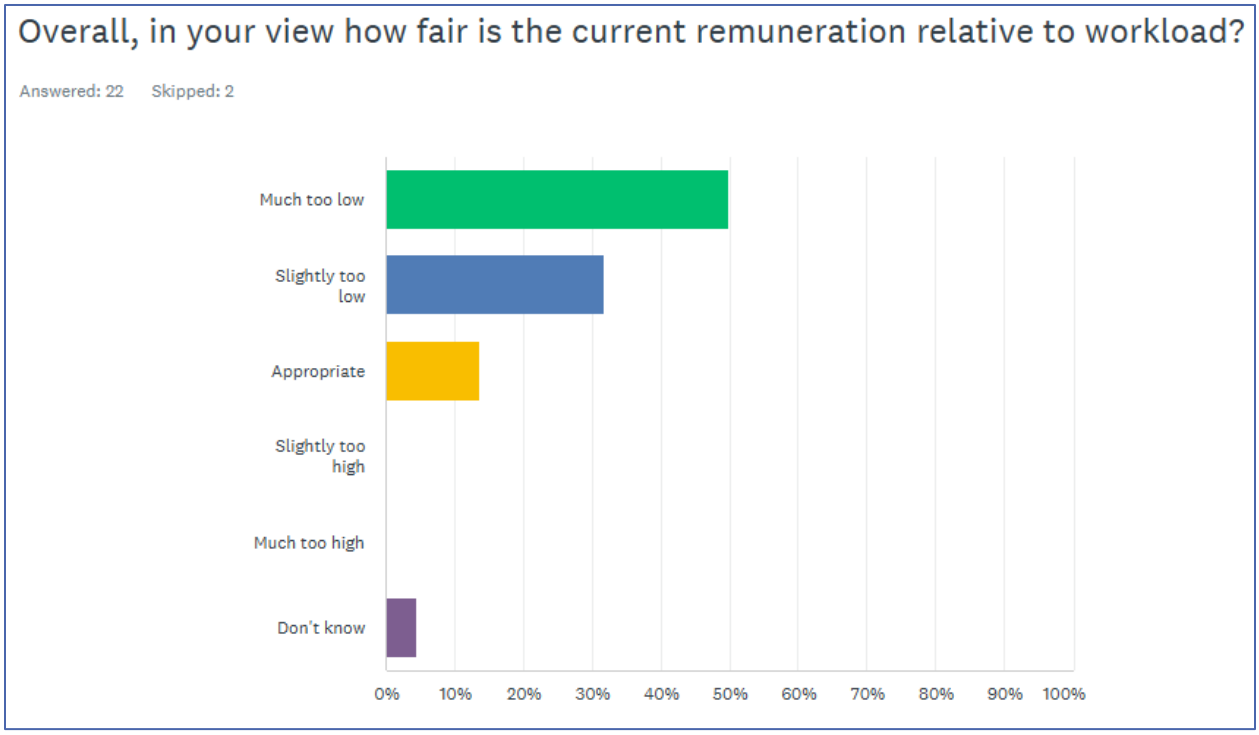


Trustee Sustainability:

Current remuneration is seen as a system equity issue. Respondents link current remuneration to personal financial strain, reduced ability to take unpaid leave from employment, reliance on retirees or those with independent income and is a barrier to younger or working-age candidates. Compensation levels shape '*who can afford to serve*'.

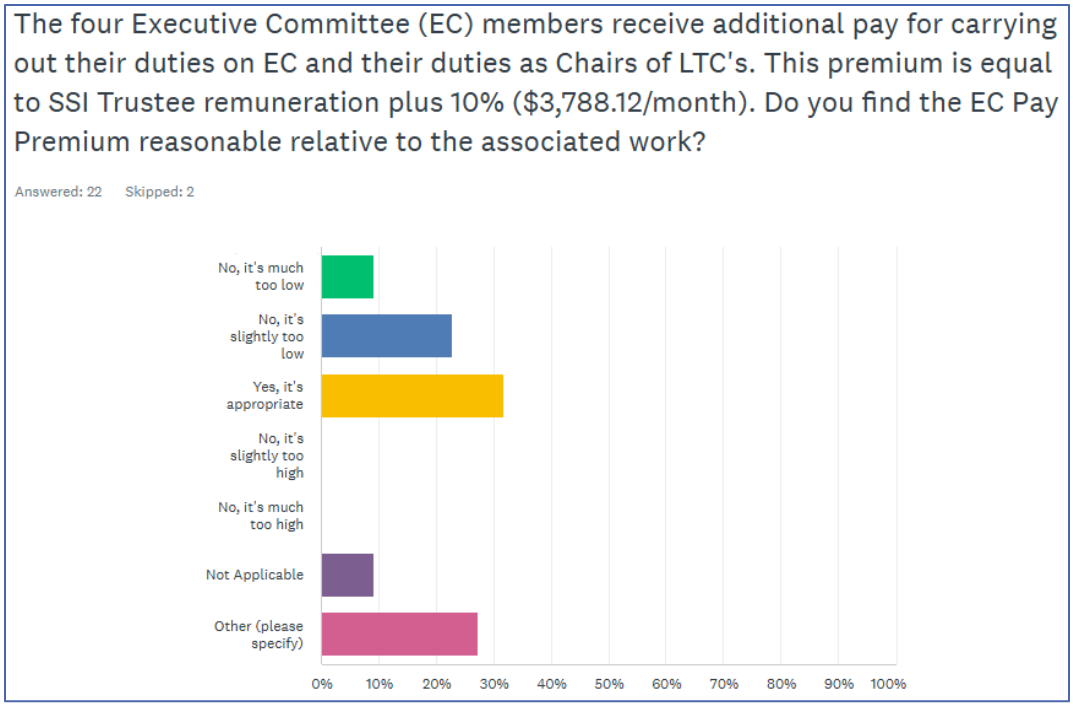
Fairness, Equity & Consistency

Respondents indicate there is some perceived inconsistency across roles. Respondents identify inequities between Trustees vs. comparable elected officials elsewhere in BC, Trustees with heavy committee or executive responsibilities vs. base amounts and Islands with high development pressure vs. low activity areas.

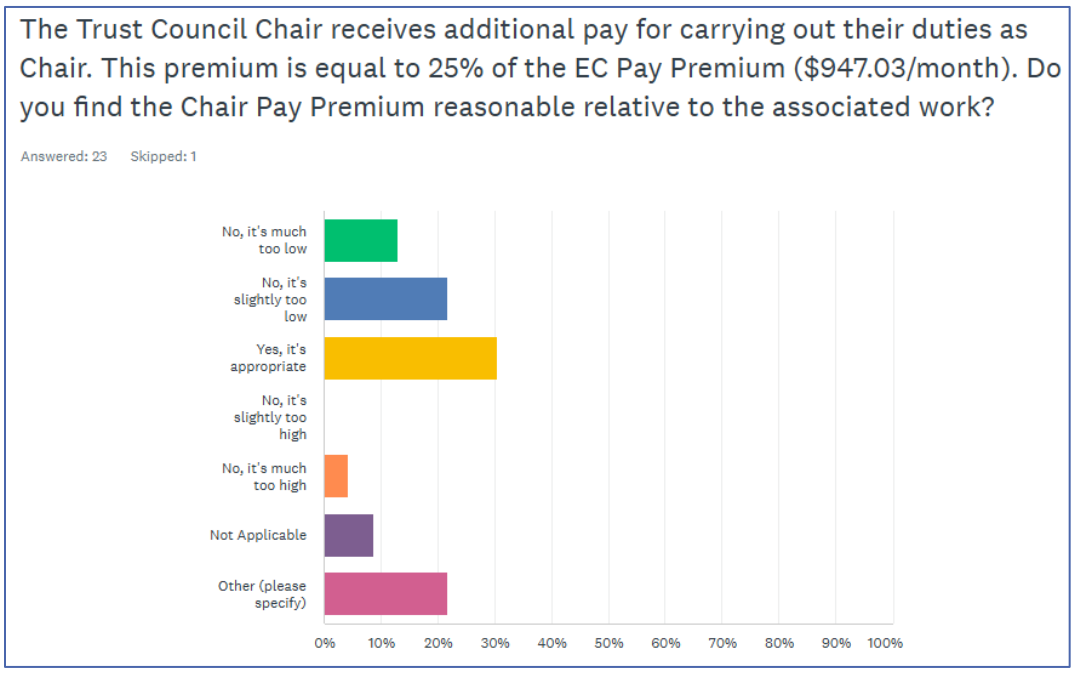


There is support for consideration of adjustments to the base remuneration and workload sensitive formulas with continued recognition of Chair / Vice-Chair / committee leadership roles. Where there are substantial additional committee responsibilities those should be reflected somehow.

Respondents recognise that Executive Committee workload is substantial, noting that structural changes to the organization could possibly relieve some of that workload and that the use of Salt Spring Trustee remuneration as a base for the calculation feels arbitrary.



Similarly, there is recognition of the additional workload and responsibility that comes with the role of Chair, with about a third feeling the amount is appropriate. About one third indicate the rate is low and should be reviewed.



Benefits

We also asked if any changes to the benefits would improve feasibility of serving as a Trustee and, while most indicated that the benefit program did not need a significant change, improvements to mental health coverage with the program were noted.

Organizational Change

Some support was noted for considering organizational change but in a limited and conditional manner. A minority did express interest in streamlining processes, reducing administrative burden and improving staff support and clarity of roles. However, very few respondents framed organizational change as a substitute for fair compensation. The dominant framing was: *"Workload improvements are welcome, but they do not address the core issue."*

Where questions touched on the time burden, role expectations and ability to sustain the role, respondents linked dissatisfaction to total responsibility and accountability, not just hours, unavoidable statutory and governance duties and decision-making risk, not administrative inefficiency. This implies that even if workload were reduced the nature of the role would still justify higher remuneration. Open-ended comments that mentioned organizational change generally fell into three categories:

- "Efficiency would help, but it won't fix this." Comments acknowledged the need for better agendas, fewer late materials and more staff filtering of minor issues but explicitly stated these would not materially change time demands overall, emotional labour and governance risk.
- "The workload is inherent to the mandate." Several trustees noted that the Islands Trust's statutory role, planning complexity and community conflict are structural, not procedural. In other words: this is not self generated "busywork" that can simply be designed away.
- "Reducing workload risks weakening governance." Some cautioned that over-streamlining could undermine local decision-making, democratic accountability and Trustee oversight, being wary of "efficiency" becoming a proxy for downloading responsibility to staff or consultants.

Qualitative Themes (Open-Ended Responses)

The open text comments suggest five themes:

- Role complexity has increased. "The role today is not the role it was even 10 years ago." Planning files are more complex, legal exposure is higher, public scrutiny/conflict is intensified.
- Governance risk is under recognized. Trustees cite personal liability concerns, reputational risk and emotional labour in community conflict as risk areas.
- Recruitment and retention are at risk. Respondents fear that fewer qualified candidates will choose to run for Trustee positions; there will be burnout among experienced trustees and a loss of institutional knowledge.
- Motivation is public service, not pay. Trustees do not argue for high compensation, they argue for fair, respectful, defensible compensation. This strengthens the legitimacy of the findings.
- Desire for Transparent, Principled Policy. Trustees favour clear rationale, comparable benchmarks, periodic review and predictability.

Appendix 4 - Summary of Hours

						COMMUNITY ENGAGEMENT						
	LTC	TC	COTW	PREP	TRAVEL	COMMUNITY	FN	ADVOCACY	PUBLIC C/I	ENG STAFF	CE ANNUAL TOTAL	TOTAL
Bowen	0	80	30	165	40	96	36	66	36	66	300	615
Denman	18	80	30	192	40	156	36	36	66	66	360	720
Gabriola	46	80	30	234	40	216	66	36	96	66	480	911
Galiano	22	80	30	197	40	81	188	66	36	36	407	776
Gambier	15	80	30	187	40	96	36	216	156	36	540	892
Hornby	16	80	30	189	40	156	6	6	26	16	210	566
Lasqueti	3	80	30	170	40	41	16	16	41	16	130	453
Mayne	17	80	30	191	40	156	36	96	66	216	570	928
North Pender	20	80	30	194	40	51	-	-	16	6	73	437
Salt Spring	45	80	30	232	40	126	96	306	156	36	720	1,147
Saturna	11	80	30	181	40	66	36	36	36	36	210	552
South Pender	26	80	30	204	40	171	156	-	492	126	945	1,326
Thetis	10	80	30	180	40	6	6	6	16	6	40	380
Median	18	80	30	191	40	111	36	36	54	36	384	748

Appendix 5 - Application Volumes

Application volumes have significantly increased since the last survey.

Current application volumes by LTA are as follows:

LTA	BW	DE	GB	GM	HO	LA	TH	SS	GL	MA	NP	SA	SP
App Volumes	**0**	**31**	**73**	**35**	**25**	**0**	**8**	**201**	**34**	**32**	**55**	**8**	**11**
Apps as % of all LTAs	0.0%	6.0%	14.2%	6.8%	4.9%	0.0%	1.6%	39.2%	6.6%	6.2%	10.7%	1.6%	2.1%

ISLAND TRUST
Average Number of Applications by Type for Each LTC over 3 Fiscal Years (plus details for the individual fiscal years)

Average # of Applications over 3 years	Denman	Gabriola	Gambier	Hornby	Lasqueti	Thetis	Galiano	Mayne	North Pender	Saturna	South Pender	Salt Spring	TOTAL
Agricultural Land Reserve	2.3	1.3		0.7				1.0	1.0			5.0	11.3
	-	-		-	-	-	-	-		-	-		-
	-	-		-	-		-	-	-	-	-		-
Crown Lease	-	-	-	-	-	-	-	-	-	-	-	0.3	0.3
Development Permits	0.7	0.3	0.3	1.0	-	-	2.3	0.3	5.3	-	-	4.3	14.7
Development Variance Permits	1.0	2.3	7.0	2.7	-	0.3	3.3	5.0	6.7	2.0	0.7	11.3	42.3
Heritage Alteration Permits	-	-	-	-	-	-	-	-	-	-	-	0.3	0.3
LCB	-	0.3	-	-	-	-	-	-	-	-	-	-	0.3
Liquor Licencing	-	-	-	-	-	-	-	-	0.3	-	-	-	0.3
Rezoning	2.0	1.7	1.0	1.3	-	-	2.3	0.7	-	0.7	-	3.3	13.0
		-	-		-	-	-	-	-	-	-	-	-
Soil deposit and Removal	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0
Strata Conversion	-	-	-	-	-	-	-	-	-	-	-	0.7	0.7
Subdivision	3.0	2.7	2.0	2.3	1.0	1.0	1.3	1.0	2.7	0.7	1.3	9.7	28.7
Temporary Use Permit	-	0.7	-	0.3	-	-	-	0.3	1.7	-	-	1.3	4.3
LUB	-	-	-	-	-	-	-	-	-	-	-	0.3	0.3
	9.0	9.3	10.3	8.4	1.0	1.3	9.3	8.3	17.7	3.3	2.0	37.7	

Appendix 6 - Remuneration Context

Regional District Electoral Area Directors:
(Estimated 2025 rates using 2024 published SOFI information plus 2%)

Capital	SGI EA Director	$47,129
Capital	SSI EA Director	$36,929
Sunshine Coast	EA	$34,030
Qathet		$23,767
Squamish-Lillooet	EA	$44,589
Comox Valley		$31,751
Cowichan Valley		$52,128
Nanaimo		$60,083
Median		$40,759
Median Estimated for 2026		$41,800

Small Community Municipal Councillors:
(Estimated 2025 rates using 2024 published SOFI information plus 2%)

Tahsis	$ 5,476
Alert Bay	$ 4,595
Daajing Giids	$ 8,817
Cumberland	$15,916
Highlands	$11,203
Salt Spring LCC	$13,392
Bowen Island	$19,788
Ucluelet	$21,850
Tofino	$22,997

Estimated Range for 2026 between $16,000 and $21,000

Appendix 7 - Remuneration Context

Mayors and Chairs:
(Estimated 2025 rates using 2024 published SOFI information plus 2%)

Capital Region	Board Chair	$105,427
Nanaimo	Board Chair	$115,250
Comox Valley	Board Chair	$ 73,455
Cowichan Valley	Board Chair	$ 80,968
Squamish-Lillooet	Board Chair	$ 69,982
Islands Trust	Chair (budgeted)	$ 56,822
District of Tofino	Mayor	$ 52,025
Sunshine Coast	Board Chair	$ 50,987
Qathet	Board Chair	$ 42,127
Bowen Island Municipality	Mayor	$ 40,247
Cumberland	Mayor	$ 26,527
Village of Daajing Giids	Mayor	$ 14,768
Village of Tahsis	Mayor	$ 10,420

Board Chair Range for 2026 estimated between $44,200 and $120,800

School Districts:
(Estimated 2025 rates using 2024 published SOFI information plus 2%)

	Trustee	Chair
SD 61 – Greater Victoria	27,739	30,799
SD 62 – Sooke	22,265	25,539
SD 63 – Saanich	19,912	24,047
SD 68 – Nanaimo–Ladysmith	28,531	30,745
SD 71 – Comox Valley	22,538	25,788
SD 79 – Cowichan Valley	18,880	21,594
SD 48 – Sea to Sky	15,599	21,505
SD 46 – Sunshine Coast	20,341	25,719

Median Trustee	21,303
Median Chair	25,717

Policy:	7.2.1
Approved By:	Trust Council
Approval Date:	**December 8, 2010**
Amendment Date(s):	December 8, 2010; June 15, 2011; March 11, 2015; June 21, 2017; January 16, 2019, March 10, 2026
Policy Holder:	Director of ~~Administrative~~ Financial and Employee Services

TRUSTEE REMUNERATION

Purpose

To define the process for determining the remuneration and benefits received by trustees, Executive Committee members, and members of Trust Council Committees.

A. Principles

Public Service, Not Employment. Remuneration recognizes service to the public and does not constitute a salary or employment relationship.

Equity and Accessibility. Compensation should not create undue financial barriers to participation and should reflect differing workload realities.

Transparency and Predictability. The methodology for setting and adjusting remuneration shall be clear, formula-based, and publicly explainable.

Workload and Responsibility Recognition. Remuneration should reasonably reflect the governance, committee, travel, and representational demands of the role.

Independence and Integrity. Structural changes to remuneration should be reviewed independently and implemented in a manner that avoids real or perceived conflicts of interest~~. but that doesn't look to be the case.~~

~~A.~~B. Definitions

Benefits

Benefits are defined as:

1. Premiums for dental plans available through the Union of BC Municipalities
2. Premiums for extended health care available through the Union of BC Municipalities
3. Employee Family Assistance Program available through the Union of BC Municipalities

Executive Committee

Executive Committee means the committee referred to in section 20(1) of the *Islands Trust Act*, and is composed of the Chair and Vice-Chairs.

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Folios

Folio counts for local Trust Areas are determined by the most recently available annual BC Assessment Roll. Folios are individual properties as defined by BC Assessment.

Full-Day Session

A full-day session is a session starting before 12 noon and ending after 12 noon and is more than 3.5 hours in length (excluding recess for recess).

Half-Day Session

A half-day session is a session that begins after 12 noon or ends before 12 noon or is 3.5 hours or less if it begins before 12 noon and ends after 12 noon (excluding time for recesses).

Median Electoral Area Director Remuneration

Median Electoral Area Director Remuneration means the most recent median of Electoral Area Director Remuneration from the Regional Districts of Capital (CRD), Nanaimo (RDN), Comox Valley (CVRD), Cowichan Valley (CVRD), Sunshine Coast (SCRD), qathet (qRD) and Squamish Lillooet RD (SLRD).

Population

Population for Local Trust Areas is determined from the most recent Government of Canada Census.

Trust Council Committees

Trust Council Committees are the standing committees of Council as defined in Trust Council Policy 2.3.1, exclusive of the Executive Committee.

Trustees

Trustees are elected officials as defined in the *Islands Trust Act*, Sections 6 (local trustees) and 7 (municipal trustees).

~~**Trustees**~~

~~Trustees are elected officials as defined in the *Islands Trust Act*, Sections 6 (local trustees) and 7 (municipal trustees).~~

~~**Population**~~

~~Population for Llocal Trust Areas is determined from by the most recent Government of Canada Census. census conducted by Statistics Canada.~~

~~**Folios**~~

~~Folio counts for local Trust Areas are determined by the most recently available annual BC Assessment Roll.~~

~~1. Folios are individual properties as defined by BC Assessment.~~

~~2. The number of folios in each local Trust Area is determined annually by BC Assessment and reported to the Islands Trust.~~

~~**Median Electoral Area Director Remuneration**~~

~~Median Electoral Area Director Remuneration means the most recent median of Electoral Area Director Remuneration from the Regional Districts of Capital (CRD), Nanaimo (RDN), Comox Valley~~

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~~(CVRD), Cowichan Valley (CVRD), Sunshine Coast (SCRD), qathet (qRD) and Squamish Lillooet RD (SLRD).~~

~~**Trust Council Committees**~~

~~Trust Council Committees are the standing committees of Council as defined in Trust Council Policy 2.3.1, exclusive of the Executive Committee.~~

~~**Executive Committee**~~

~~Executive Committee means the committee referred to in section 20(1) of the *Islands Trust Act*, and is composed of the Chair and Vice-Chairs.~~

~~**Half-Day Session**~~

~~A half-day session is a session that begins after 12 noon or ends before 12 noon or is 3.5 hours or less if it begins before 12 noon and ends after 12 noon.~~

~~**Full-Day Session**~~

~~A full-day session is a session starting before 12 noon and ending after 12 noon and is more than 3.5 hours in length (excluding recess for lunch).~~

~~**Benefits**~~

~~1. Benefits are defined as:~~

~~1.1 Premiums for Medical Services Plan (MSP)~~

~~1.2 Premiums for dental plans available through the Union of BC Municipalities (UBCM)~~

~~1.3 Premiums for extended health care available through the Union of BC Municipalities (UBCM)~~

~~1.4 Employee Family Assistance Program available through the Union of BC Municipalities~~

C. Policy

Trustee Remuneration will be set, at the start of each term, based on the principle of Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration, and is calculated as the sum of the following ~~four~~five factors:

~~A. **Policy**~~

~~The Islands Trust endeavors to provide trustee remuneration that reflects the relative workload of individual trustees due to their membership on local trust committees (LTC), Trust Council and Trust Council Committees.~~

~~Trustee Remuneration will be calculated based on the sum of four factors:~~

1.

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~~2~~1.1 An amount for all Trustees membership on Trust Council. This amount will be equal to 30% of the Median Electoral Area Director Remuneration ~~the remuneration paid to municipal trustees~~ and will be referred to as the "Trust Council Base Amount".

~~2~~1.2 A base~~n~~ amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee ~~TC~~ business and Local Trust Committee~~TC~~ meetings. This amount will be equal to 23% of the Median Electoral Area Director Remuneration and will be referred to ~~This amount shall be referred to~~ as the "Local Trust Committee ~~TC Local~~ Base Amount".

~~2~~1.3 An amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee business based on the population within a Local Trust Area. This amount will be equal to 4% of Electoral Area Director Remuneration divided by total Trust Area population for the current year, multiplied by the population in each individual Local Trust Area and shall be referred to as the "Population Amount".

~~2~~1.4 An amount for all Trustees, except Municipal Trustees, participation in Local Trust committee business based on the ~~the~~ number of folios within a Local Trust Area. This amount will be equal to 3% of Electoral Area Director Remuneration divided by total Trust Area Folios for the current year, multiplied by folios in each individual Local Trust Area and ~~This amount~~ shall be referred to as the "Folio Amount".

~~2~~1.5 ~~The amounts for each of the above factors are defined set out in Section EC: Implementation.~~

~~2.6~~ An ~~Effective April 1, 2019, an~~ amount for attendance at Trust Council C~~c~~ommittee and Islands Trust Conservancy Board meetings
(excluding Executive Committee, which is remunerated in accordance with Section 3). Meeting attendance will be remunerated at $1500~~.00~~ per meeting attended for committee members, and $200~~150~~ per meeting attended if ~~for~~ chaired~~committee Chairs~~.

~~3.~~2. Additional Remuneration for the Executive Committee:

~~3~~2.1 Members of the Executive Committee receive remuneration for carrying out their duties on the Executive Committee and their duties as chairs of Local Trust Committees~~TCs~~.

~~3~~2.2 The vice-chairs' remuneration shall be defined as equal to the Salt Spring Trustee Remuneration amount, plus 10%.

~~3~~2.3

~~3.3~~ The chair's remuneration shall be defined as the vice-chair remuneration, plus 1~~2~~5%.

D. Implementation

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3. The defined annual compensation amounts in section D.2 for the first implementation of this policy in 2027 will be based on estimated 2026 Electoral Area Director remuneration and the most recently available population and folio data as follows:

   3.1 A Trust Council Base of $12,600

   3.2 A Local Trust Committee Base of $9,800

   3.3 A Folio rate of $1.10 per folio

   3.4 A Population rate of $1.18 per person

~~Municipal TrusteesMunicipal TrusteesMunicipal Trustees~~

4. The defined annual compensation amounts in section E.4 and subsequently D.2 of this policy will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December. Adjustments to Trustee Remuneration that result from inflation will be implemented on April 1st of the following year.

5. ~~Overall~~Periodic Review of Trustee Remuneration

   ~~6~~5.1 A formal review of remuneration and benefits will be completed once per Trustee term, within 12 months before elections, with intent to take effect April 1 of the next Trust Council term.

   ~~6~~5.2 The defined annual compensation amounts in section D.2 of this policy will be updated at the same time as the overall review using most recent Electoral Area Director Remuneration, Population and Folio data.

   ~~6~~5.2 This review may be conducted by an external independent consultant.

   ~~6~~5.3 This review may consider all factors, calculations and comparatives.

6. Trust Council and Committee of the Whole Attendance for Remuneration Calculation Purposes:

   ~~7~~6.1 Trustees are generally expected to attend Trust Council and Committee of the Whole meetings, unless they are absent from illness.

   ~~7~~6.2 Attendance may be virtual using the Islands Trust's online meeting system, and in accordance with the Islands Trust Council meeting procedure Bylaw.

   ~~7~~6.3 Trustees must attend a minimum of ~~at least~~ 50% of each half-day session to be in attendance for the purposes of this remuneration section.

   ~~7~~6.4 Trustees must attend a minimum of 50% of each full day session to be in attendance for the purposes of this remuneration section.

   ~~7~~6.3 Trust Council Base amounts will be reduced by $375 per half day or $750 per full day for non-attendance at regularly scheduled or Special Trust Council or Committee of the Whole meetings.

   ~~7~~6.~~3~~4 Reductions will be processed on the next available monthly payroll.

~~4.~~7. Payment of Benefit Premiums for Trustees

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~~8~~47.1 Trustees will be offered the opportunity to have benefit premiums paid by the Islands Trust. Payments for trustee benefit premiums may be subject to income tax as defined by the Canadian Revenue Agency.

~~8~~47.2 Islands Trust will cover the cost of enrollment for trustees in the single coverage benefit plan. Trustees who request to enroll in the family coverage plan are responsible for paying the difference in cost between the single and family plans.

~~8~~47.3~~2 Trustees who do not subscribe to benefit coverage through Islands Trust will receive an annual amount as defined in Section C: Implementation.~~

~~**B. Implementation**~~

~~1. The implementation of this policy will commence with swearing in of trustees elected in November 2011.~~

~~2. The defined annual compensation amounts for the first implementation of this policy are the sum of:~~

~~2.1 Trust Council Base Amount = $3,200.00~~

~~2.2 LTC Local Base Amount = $4,200.00~~

~~2.3 Population Amount = $1.30 per person~~

~~2.4 Folio Amount = $1.30 per folio~~

~~3. The defined annual compensation amounts in section C.2 of this policy, and the methodology for making adjustments as defined in sections C.4 and C.5 of this policy, will be incorporated into a Trust Council Trustee Remuneration Bylaw.~~

~~4. Overall Review of Trustee Remuneration~~

~~4.1 take effect the first April 1 of~~The ~~Trustee Remuneration calculations will be reviewed when the results are available from the most recent census. Any adjustments based on changes in population or folios will be implemented on April 1st of the following year.~~

~~5. Annual Adjustments for Inflation~~

~~5.1 The defined annual compensation amounts in section C.2 of this policy will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December. Adjustments to Trustee Remuneration that result from inflation will be implemented on April 1st of the following year.~~

~~6. Payments to Trustees Who Do Not Register for Benefits Through Islands Trust~~

~~6.1~~ Local trustees who do not register for benefits through Islands Trust will receive an annual payment of $1,350~~000.00~~, paid evenly over the fiscal year (i.e., $113~~83.33~~ per month).

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7~~8~~6.4~~2~~ If local trustees take office part way through the fiscal year, this payment will be applied proportionately based on how many ~~months~~months there are remaining in the fiscal year.

~~C.~~E. Legislated References

~~Annual Budget Document~~

Islands Trust Act

~~Report on Proposed Trustee Remuneration prepared by Paul McKivett of James R. Craven and Associates dated August 24, 2010~~

~~Trustee Remuneration Committee Report dated August 24, 2010~~

~~RFD on Trustee Remuneration approved by Trust Council September 15, 2010~~

~~Trust Council Policy 2.3.1 – Council Committee System~~

~~D.~~F. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

- Report on Proposed Trustee Remuneration prepared by Brentwood Advisory Group January 23, 2026
- RFD on Trustee Remuneration approved by Trust Council October 31, 2010
- Trust Council Policy 2.3.1 – Council Committee System
- Annual Budget Document

~~n/a~~

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Policy:	7.2.1
Approved By:	Trust Council
Approval Date:	**December 8, 2010**
Amendment Date(s):	December 8, 2010; June 15, 2011; March 11, 2015; June 21, 2017; January 16, 2019, March 10, 2026
Policy Holder:	Director of Financial and Employee Services

TRUSTEE REMUNERATION

Purpose

To define the process for determining the remuneration and benefits received by trustees, Executive Committee members, and members of Trust Council Committees.

A. Principles

Public Service, Not Employment. Remuneration recognizes service to the public and does not constitute a salary or employment relationship.

Equity and Accessibility. Compensation should not create undue financial barriers to participation and should reflect differing workload realities.

Transparency and Predictability. The methodology for setting and adjusting remuneration shall be clear, formula-based, and publicly explainable.

Workload and Responsibility Recognition. Remuneration should reasonably reflect the governance, committee, travel, and representational demands of the role.

Independence and Integrity. Structural changes to remuneration should be reviewed independently and implemented in a manner that avoids real or perceived conflicts of interest

B. Definitions

Benefits
Benefits are defined as:

1 Premiums for dental plans available through the Union of BC Municipalities

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3 Employee Family Assistance Program available through the Union of BC Municipalities

Executive Committee
Executive Committee means the committee referred to in section 20(1) of the *Islands Trust Act*, and is composed of the Chair and Vice-Chairs.

Folios
Folio counts for local Trust Areas are determined by the most recently available annual BC Assessment Roll. Folios are individual properties as defined by BC Assessment.

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Trust Council Committees
Trust Council Committees are the standing committees of Council as defined in Trust Council Policy 2.3.1, exclusive of the Executive Committee.

Trustees
Trustees are elected officials as defined in the *Islands Trust Act*, Sections 6 (local trustees) and 7 (municipal trustees).

C. Policy

1. Trustee Remuneration will be set, at the start of each term, based on the principle of Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration, and is calculated as the sum of the following five factors:

    1.1 An amount for all Trustees membership on Trust Council. This amount will be equal to 30% of the Median Electoral Area Director Remuneration and will be referred to as the "Trust Council Base Amount".

    1.2 A base amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee business and Local Trust Committee meetings. This amount will be equal to 23% of the Median Electoral Area Director Remuneration and will be referred to as the "Local Trust Committee Base Amount".

    1.3 An amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee business based on the population within a Local Trust Area. This amount will be equal to 4% of Electoral Area Director Remuneration divided by total Trust Area population for the current year, multiplied by the population in each individual Local Trust Area and shall be referred to as the "Population Amount".

    1.4 An amount for all Trustees, except Municipal Trustees, participation in Local Trust committee business based on the number of folios within a Local Trust Area. This

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amount will be equal to 3% of Electoral Area Director Remuneration divided by total Trust Area Folios for the current year, multiplied by folios in each individual Local Trust Area and shall be referred to as the "Folio Amount".

1.5 An amount for attendance at Trust Council Committee and Islands Trust Conservancy Board meetings (excluding Executive Committee, which is remunerated in accordance with Section 3). Meeting attendance will be remunerated at $150 per meeting attended for committee members, and $200 per meeting attended if chaired.

2. Additional Remuneration for the Executive Committee:

2.1 Members of the Executive Committee receive remuneration for carrying out their duties on the Executive Committee and their duties as chairs of Local Trust Committees.

2.2 The vice-chairs' remuneration shall be defined as equal to the Salt Spring Trustee Remuneration amount, plus 10%.

2.3 The chair's remuneration shall be defined as the vice-chair remuneration, plus 15%.

D. Implementation

3. The defined annual compensation amounts in section D.2 for the first implementation of this policy in 2027 will be based on estimated 2026 Electoral Area Director remuneration and the most recently available population and folio data as follows:
   - 3.1 A Trust Council Base of $12,600
   - 3.2 A Local Trust Committee Base of $9,800
   - 3.3 A Folio rate of $1.10 per folio
   - 3.4 A Population rate of $1.18 per person

4. The defined annual compensation amounts in section E.4 and subsequently D.2 of this policy will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December. Adjustments to Trustee Remuneration that result from inflation will be implemented on April 1st of the following year.

5. Periodic Review of Trustee Remuneration

5.1 A formal review of remuneration and benefits will be completed once per Trustee term, within 12 months before elections, with intent to take effect April 1 of the next Trust Council term.

5.2 The defined annual compensation amounts in section D.2 of this policy will be updated at the same time as the overall review using most recent Electoral Area Director Remuneration, Population and Folio data.

5.2 This review may be conducted by an external independent consultant.

5.3 This review may consider all factors, calculations and comparatives.

6. Trust Council and Committee of the Whole Attendance for Remuneration Calculation Purposes:

6.1 Trustees are generally expected to attend Trust Council and Committee of the Whole meetings, unless they are absent from illness.

6.2 Attendance may be virtual using the Islands Trust's online meeting system, and in accordance with the Islands Trust Council meeting procedure Bylaw.

6.3 Trustees must attend a minimum of 50% of each half-day session to be in attendance for the purposes of this remuneration section.

6.4 Trustees must attend a minimum of 50% of each full day session to be in attendance for the purposes of this remuneration section.

6.3 Trust Council Base amounts will be reduced by $375 per half day or $750 per full day for non-attendance at regularly scheduled or Special Trust Council or Committee of the Whole meetings.

6.4 Reductions will be processed on the next available monthly payroll.

7. Payment of Benefit Premiums for Trustees

7.1 Trustees will be offered the opportunity to have benefit premiums paid by the Islands Trust. Payments for trustee benefit premiums may be subject to income tax as defined by the Canadian Revenue Agency.

7.2 Islands Trust will cover the cost of enrollment for trustees in the single coverage benefit plan. Trustees who request to enroll in the family coverage plan are responsible for paying the difference in cost between the single and family plans.

7.3 Local trustees who do not register for benefits through Islands Trust will receive an annual payment of $1,350, paid evenly over the fiscal year (i.e., $113 per month).

7.4 If local trustees take office part way through the fiscal year, this payment will be applied proportionately based on how many months there are remaining in the fiscal year.

E. Legislated References

Islands Trust Act

F. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

- Report on Proposed Trustee Remuneration prepared by Brentwood Advisory Group January 23, 2026
- RFD on Trustee Remuneration approved by Trust Council October 31, 2010
- Trust Council Policy 2.3.1 – Council Committee System
- Annual Budget Document

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TRUST COUNCIL

TRUSTEE REMUNERATION BYLAW

BYLAW NO. 207

A Bylaw to repeal Trustee Remuneration Bylaw 153

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

1. This bylaw may be cited as “Islands Trust Council Trustee Remuneration Repeal Bylaw".

2. Trust Council Bylaw 153, cited as “Islands Trust Council Trustee Remuneration 2013-14” is hereby repealed.

READ A FIRST TIME THIS	_____	DAY OF	_____,	20___
READ A SECOND TIME THIS	_____	DAY OF	_____,	20___
READ A THIRD TIME THIS	_____	DAY OF	_____,	20___
ADOPTED THIS	_____	DAY OF	_____,	20___

_____ _____

CHAIRPERSON SECRETARY

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Governance Committee	**Date Prepared:**	February 17, 2026

SUBJECT: Trust Council Policy 2.1.15 Secretariat Services

RECOMMENDATION:
THAT Trust Council replace the current Policy 2.1.15 Secretariat Services with the draft updated Policy 2.1.15 Secretariat Services dated January 23, 2026 for reference.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The revised policy updates the policy to reflect current needs, and better reflects the intent of legislation and the object of Islands Trust.

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1 PURPOSE: To update the Secretariat Services policy.

2 BACKGROUND:
Staff has undertaken a review of the means in which Trust Council provides coordination support to other bodies in alignment with the Islands Trust legislation and object.

The revised policy makes the link between the program and legislation clearer, retains approval of funding with Trust Council, and establishes a method to accept application, review and allocate the funds that is more manageable for staff, Executive Committee and Trust Council.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
No organizational implications

FINANCIAL:
No financial implications

POLICY:
No policy implications

IMPLEMENTATION/COMMUNICATIONS:
Staff will forward to Trust Council in March 2026 along with a Request for Decision with the Governance Committee recommendation, and the information contained in the background of this Request for Decision

FIRST NATIONS RELATIONS:
No First Nations relations implications

OTHER:
No other implications

4 RELEVANT POLICY(S):
n/a

5 ATTACHMENTS:
1. **Draft Updated Policy 2.1.15 Secretariat Services**
2. **Current Policy 2.1.15 Secretariat Services**

RESPONSE OPTIONS

Recommendation:
THAT Trust Council replace the current Policy 2.1.15 Secretariat Services with the draft updated Policy 2.1.15 Secretariat Services dated January 23, 2026 for reference.

Alternative:
As determined by Trust Council.

Options include to request changes to the draft policy, and in this case, staff would bring those back to a future Trust Council meeting.

Prepared By: **David Marlor, Director, Legislative and Information Services**

Reviewed By/Date: **Chief Administrative Officer/January 28, 2026**
Governance Committee/ January 28, 2026

Policy:	2.1.15
Approved By:	Islands Trust Council
Approval Date:	September 15, 2020
Amendment Date:	March xx, 2026
Policy Holder:	Director Trust Area Services

SECRETARIAT SERVICES

Purpose

To support non-profit organizations and Indigenous Governing Bodies in the coordination, determination, and implementation of regional, improvement district, and government of British Columbia policies that increase public awareness, understanding, and appreciation of the history and heritage of the Islands Trust Area and the unique amenities and environment of the Island Trust Area.

To define a Trust Council process for allocating funding to support administrative functions undertaken by coordinating groups within the Islands Trust Area in support of the Islands Trust object.

A. Definitions

Coordinating Group means a group comprised of Indigenous Governing Bodies, organizations, and/or interested parties that convene regularly to share information and collaborate or to determine, implement or carry out Indigenous Governing Body, regional district, improvement district, or government of British Columbia policies in the Trust Area.

Secretariat Services means the provision of administrative support including, but not limited to, meeting organization, meeting administration, public notices, recording and distribution of meeting notes or minutes, and website hosting and updating.

Secretariat Services Budget refers to annual funding granted by the Islands Trust Council for the provision of secretariat services.

Trust Object means the Object of Islands Trust as set out in section 3 of the *Islands Trust Act*.

B. Policy

In accordance with Section 8(2) of the *Islands Trust Act*, the Islands Trust Council has discretionary powers for the purposes of carrying out the Trust Object. Section 8(2)(b) particularly allows for the allocation of funds for the coordination and assistance in the determination, implementation and carrying out of municipal, regional and improvement district, and government of British Columbia policies for the preservation and protection of the Islands Trust Area and its unique amenities and environment.

1. Requests for financial assistance may be submitted throughout the year.
2. In September of each year the Executive Committee will recommend to the Islands Trust Council an allocation for the Secretariat Services budget for the following fiscal year.
3. In March, Islands Trust Council will allocate Secretariat Services funds based on the submissions received.
4. If unallocated funds remain following the March meeting, Islands Trust Council may disperse the funds at subsequent meetings during the fiscal year.

5. Islands Trust Council may only allocate funding to or undertake Secretariat Services for Coordination Groups that:
   5.1 have an appointed representative of Islands Trust Council, Bowen Island Municipality, a local trust committee, or the Islands Trust Conservancy Board as a member or regular participant; and,
   5.2 invite and encourage Indigenous Governing Bodies' involvement and leadership in a manner that is consistent with the Islands Trust Council's First Nations Engagement Principles Policy and Reconciliation Declaration; and,
   5.3 undertake work that coordinates and assists in the determination, implementation, and carrying out of municipal, regional and improvement district, and government of British Columbia policies that carry out the Trust Object.
6. When Islands Trust Council allocates funding from the Secretariat Services budget for Secretariat Services to a Coordination Group, the amount may not exceed the direct award commitment spending level in Islands Trust Council's Policy 6.5.3 (Procurement).
7. Where Islands Trust Council commits to undertaking Secretariat Services directly, the Council will seek staff advice regarding staff availability.
8. Coordinating groups seeking Secretariat Services shall submit the attached Secretariat Services form outlining the requirement including the following information:
   8.1 name of and contact information for coordinating entity;
   8.2 information regarding the requirement for secretariat services;
   8.3 funds requested.

C. Legislated References

Islands Trust Act

Islands Trust Council Policy 6.5.3 (Procurement)

Islands Trust Council Policy 6.1.1 (First Nations Engagement Principles)

D. Attachment

1 - Secretariat Services application form

ISLANDS TRUST

SECRETARIAT SERVICES

Name of Co-ordinating Entity:	
Email Address:	
Phone Number:	
Contact Name:	
How does a Local Trustee or Municipality Elected Office participate in the organization or the First Nation?	
What is the linkage between the requesting organization, policy direction and Trust Object?	
What type of support is requested? If financial support is requested, please specify the amount and how the funds will be used.	
What will be the impact if the requested support is provided or not provided?	
Applicant Signature	
Date of Submission	
Approved/Not Approved Date:	**Funds Approved:**

Collection Notice: Personal information contained on this form is collected under the authority of the *Local Government Act* and is subject to the *Freedom of Information and Protection of Privacy Act*. The personal information will be used for purposes associated with the Secretariat Services program. Enquiries about the collection or use of information in this form can be directed to the Director, Legislative and Information Services at 250-405-5169, or send an email to FOI@islandstrust.bc.ca.

Policy:	2.1.15
Approved By:	Trust Council
Approval Date:	September 15, 2020
Amendment Date(s):	
Policy Holder:	Director of Trust Area Services

SECRETARIAT SERVICES

Purpose

1. To define a process for allocating funding and staff time with respect to administrative support for Coordination Groups in the Trust Area, in accordance with Trust Council's authority to coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district and government of British Columbia policies.

2. To reinforce that Trust Council, its committees and the Executive Committee are not permitted to provide grants-in-aid in support of other organizations, unless consistent with the Procurement Policy (6.5.3) and the History, Heritage and Conservation Grants-In-Aid Policy (2.1.14), but may support coordination and assistance in the determination, implementation and/or carrying out of First Nation, regional, improvement district, and government of British Columbia policies.

Background

Section 8(2) of the *Islands Trust Act* establishes the discretionary powers of Trust Council for the purpose of carrying out the Trust Object. In accordance with section 8(2)(b), the Trust Council may "coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district and government of British Columbia policies for the preservation and protection of the Trust Area and its unique amenities and environment." Part II of the Islands Trust Policy Statement further provides that:

> *"To achieve its object, the Islands Trust must be an educator, coordinator, and initiator, guiding individuals, organizations and other agencies in support of the object. While the Islands Trust can provide the necessary leadership, responsibility for stewardship of the Trust Area rests with many. Individuals, other government agencies, organizations, and the Province itself all have important roles to play. Cooperative actions are required of other agencies, organizations and individuals to ensure that activities are carried out in a manner that is sensitive to the needs of Trust Area ecosystems and island communities."*

A. Definitions

"**Coordination Group**" means a group comprised of First Nations, organizations and/or stakeholders that convene to share information and collaborate or to determine, implement or carry out First Nation, regional district, improvement district, or government of British Columbia policies in the Trust Area.

"**Secretariat Services**" means the provision of administrative support including, but not limited to, meeting organization, meeting administration, public notices, recording and distribution of meeting notes or minutes, and website hosting and updating.

"**Secretariat Services Budget**" has the meaning set out in section 1.1 hereof.

"**Trust Object**" means the object of the trust as set out in section 3 of the *Islands Trust Act*.

B. Policy

1. Funding Source

1.1 By September of each year, the Trust Programs Committee will recommend to the Financial Planning Committee an allocation for the Secretariat Services budget for the following fiscal year (the "Secretariat Services Budget").

2. Policy for Providing Secretariat Services

2.1 Trust Programs Committee will assess opportunities to provide Secretariat Services at its first meeting of the fiscal year. If staff resources or funding remain unallocated after this meeting, the Trust Programs Committee may consider additional opportunities at future meetings.

2.2 Trust Programs Committee may only allocate funding to or undertake Secretariat Services for Coordination Groups that:

2.2.1 have an appointed representative of the Trust Council, Bowen Island Municipality, a local trust committee, or the Islands Trust Conservancy as a member or regular participant;

2.2.2 invite and encourage First Nations involvement and leadership in a manner that is consistent with the Islands Trust Council's First Nations Engagement Principles Policy and Reconciliation Declaration; and

2.2.3 undertake work that coordinates and assists in the determination, implementation and carrying out of municipal, regional and improvement district and government of British Columbia policies that carry out the Trust Object.

2.3 Trust Programs Committee is encouraged to prioritize support for Coordination Groups that work collaboratively and respectfully with First Nations governments and Indigenous Peoples within the Trust Area.

2.4 When Trust Programs Committee allocates funding from the Secretariat Services budget for Secretariat Services for a Coordination Group, the amount may not exceed the direct award commitment spending level in Trust Council's Procurement Policy 6.5.3.

2.5 Where Trust Programs Committee commits to undertaking Secretariat Services directly, the Committee will seek staff advice regarding availability of staff.

C. Legislated References

Islands Trust Act, Section 3

Islands Trust Act – Subsections 8(2)(b) & (f)-(h)

Islands Trust Policy Statement, Part II - The Islands Trust Object and its Meaning

Policy Manual: History, Heritage and Conservation Grants-In-Aid (2.1.14)

Policy Manual: Procurement (6.5.3)

Policy Manual: First Nations Engagement Principles (6.1.1)

D. Other References

Islands Trust Council's Reconciliation Declaration, March 14, 2019

E. Attachments

N/A

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Financial Planning Committee	**Date Prepared:**	February 19, 2026

SUBJECT: DECEMBER 31, 2025 FINANCIAL REPORT

RECOMMENDATION:
That Trust Council approve the December 31, 2025 Financial Report.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The third quarter financial report indicates that Islands Trust is trending below expected spending for 2025/26 to December 31, 2025. This is primarily due to the impacts of the BCGEU strike, legal cost awards offsetting some legal spending, and underspending resulting from staff vacancies, many of which have recently been filled.

1 PURPOSE:
To summarize the findings of the December 31, 2025 third quarter financial report.

2 BACKGROUND:
Islands Trust *Policy 2.3.1 Council Committee Systems* requires the Financial Planning Committee (FPC) to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and forwarded to Trust Council as part of this requirement.

Financial Report Findings
The benchmark for non-tax, non-grant revenue sources and operational expenditures after three months of operations can be estimated at 75% of the annual budget. As at December 31, 2025 Islands Trust has consumed a net 67% of the annual approved budget, below the straight-line benchmark for this time of year.

Individual areas may experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 75% benchmark (where significance is determined as more or less than 10%, and more or less than $5,000) are discussed in this report.

REVENUES
Total revenue reports at 98% of the annual approved budget, with approximately $231,000 remaining to collect in order hit revenue targets for the year. Details of individual revenue streams are as follows:

- *Fees* are higher than benchmark by $16,000 (8%), due to applications advancing through due process slightly ahead of budgeted averages. The amount of fees revenue received in the first three quarters of the fiscal year was $167,000. The portion of fees recognised as revenue correlates with the portion of the application process completed.

- *Provincial Grant - Unrestricted* reports at 100% due to the full value of the unrestricted operating grant received in the second quarter of the year.

- *Federal and Provincial Grants – Restricted* reports at lower than benchmark by $14,000 (3%). This is due primarily to:
    - Less revenue recognised related to the Species at Risk, and Environment and Climate Change Canada grants due to delays in advancing this work in the first three quarters of the year.
    - Grant revenue recognised related to the Housing Needs Assessments project, where work spilled over into the current year.

- All revenues from taxation *(General Property Tax Levy, Special Property Tax Requisition, and Bowen Tax Levy)* report at 100% of budget due to the full value of all of them being received in the second quarter of the year.

- *Investment Income reports at 62%,* below benchmark by $28,000 (13%). This is primarily due to lower interest rates on investment compared to projections at the time of budget approval.

EXPENSES BY SERVICE AREA

TRUST COUNCIL (TC) SERVICES

TC Services expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus, an allocation of general administrative expenses. Inclusive of the general admin allocation, these expenses report at $1,243,000 (65% of budget) which is lower than the 75% benchmark by $194,000 (10%). Individual expense lines within Council services that deviate significantly from benchmark are as follows:

- Trust Council spending is $37,000 (8%) below benchmark due primarily to:
    - No costs have been incurred on the Trustee Remuneration Review project as at the date of the report. This work takes place in the fourth quarter. The budget for this project is $10,000.
    - No costs have been incurred on the Trust Council Policy Review project as at the date of the report. This work will not advance in the current year due to staff capacity issues. The budget for this project is $6,000.
    - Trust Council's meeting expenses are lower than benchmark by $14,000 (11%) due to all three in-person Trust Council meetings that have taken place this fiscal costing less than budgeted.
    - Reconciliation Action Plan costs are lower than benchmark by $10,000 (21%) as progress towards completing protocol agreements with First Nations groups has been slower than expected.

- Executive Committee spending is $8,000 (6%) below benchmark due primarily to fewer applications for land use planning applications being received and approved in the year, to date. With applications now being approved by Trust Council, these costs will be reflected in Trust Council's area moving forward. To date, $1,500 has been approved by Trust Council for this program.

- Trust Area Services spending is $85,000 (11%) below benchmark due primarily to:
    - Staff salaries and benefits reporting below expected by $58,000 (9%) due to 9-month vacancy for the Temporary Senior Policy Advisor, a 2-month vacancy for the Grants Manager, reduced salaries and benefits spending due to the three-week long BCGEU

strike, and no costs incurred for excluded staff salary increases, due to likely directives from the province to hold salaries stable.
- Trust Areas Services Legal budget ($4,000) remains untouched as there has been no need for general legal advice in this area as at the date of the report.
- Policy Statement Review Project costs are lower than benchmark by $5,000 (10%) due to less LTC demand for on-Island in-person engagement than anticipated and some advertising savings.
- Secretariat Services costs are lower than benchmark by $7,000 (38%) due to:
    - Fewer secretariat service applications being received resulting in the full budget for this program not being required or utilized.
    - The Bayne Sound Lambert Channel Ecosystem Forum not able to use the $2,500 earmarked to support them, due to vacancies in their director positions impacting capacity.
- Stewardship Education costs are lower than benchmark by $1,500 (15%), due to the timing of education sessions, which are scheduled to take place in Q4.
- Training and conference, travel for training and travel costs are collectively lower than benchmark by $6,000 (49%) due to reduced time available for non-project travel and training due to workloads, and the BCGEU strike.

- The General Admin Allocation to TC Services reports at 62% of budget, lower than benchmark due to underspending in General Administration discussed later in this report.

LOCAL TRUST COMMITTEE (LTC) SERVICES

LTC Services expenses include costs related to five main areas: Local Trust Committees (LTCs); planning services projects; planning services staff; facilities; the Salt Spring Island office move/renovation; and bylaw enforcement; as well as an allocation of general administrative expenses.

Inclusive of the general admin allocation, these expenses report at $5.5M (70% of budget) which is lower than benchmark by $367,000 (5%). Individual expense lines within LTC services that deviate from benchmark are as follows:

- **Local Trust Committees (LTC) costs** are comprised of rent, phone, internet and office service for on-island trustee offices, the trustee portion of insurance costs, general legal costs, bylaw enforcement legal costs, legal litigation costs, statutory notices, EC travel expenses to chair LTC meetings; trustee-incurred expenses, LTC and APC meeting expenses, LTC communications, special project expenses, LTC statutory notices and the LTC portion of trustee remuneration and benefits.

  Total LTC spending to December 31, 2025 is $864,000 which is $111,000 (89% of budget), higher than benchmark by $132,000 (14%), due primarily to the following:

  - Legal General costs are lower than benchmark by $5,000 (5%) due to fewer legal advice requests sought by Local Trust Committees in Q1, Q2 and Q3.
  - Bylaw Enforcement legal costs are below benchmark by $190,000 (118%) due to a court-ordered cost recovery of $147,000 related to a property clean up on Thetis Island being awarded to Islands Trust. The costs incurred by Islands Trust for the property clean up were incurred last fiscal year, but with that fiscal year closed, these awarded costs are recorded against expenses in the current year.
  - Litigation costs are significantly higher than benchmark by $353,000 (336%) due primarily to significant legal files progressing through the courts. This line also includes $29,500 in cost recoveries awarded to Islands Trust for files on Galiano Island and Salt Spring Island.

- LTC costs for trustee expenses, executive expenses on LTC, LTC meetings, APC meetings and communications are lower than benchmark by a combined total of $16,000 (20%) due to the cancelation of some meetings during the BCGEU strike action.

- **Planning Projects** costs are comprised of all LTC and Regional Planning Committee projects, including the regional freshwater management and housing needs assessment, as well as coordination and project work undertaken by the Salt Spring Island Watershed Protection Alliance (SSIWPA).

  Planning projects report at $147,000 (33% of budget), which is less than benchmark by $189,000 (42%). Straight-line benchmarking can be less appropriate for project work as project plans often see work advancing in uneven portions throughout the years. Underspending on planning projects is due primarily to a combination of the following:

  LTC Major and Minor Projects: Spending on LTC major and minor projects reports at $110,000 (25% of budget). This is primarily due to planned completion of projects later in the fiscal period:

  - **Denman Island LTC Housing Review -** Spending to date is $4,600 (29% of budget)**,** primarily due to the project being slightly delayed. Expected expenses for public hearing, communications and legal will occur at first reading in March, 2026.
  - **Denman OCP Amendment – Technical and First Nations Updates**
    No spending to the end of Q3 against the $4,000 budget. Project expenditures are expected by the end of Fiscal 2026.
  - **Gabriola – OCP/LUB**
    Spending is at $38,000 (79%) of the $48,000 budget to the end of Q3 and the remaining work is expected to take place by the end of fiscal 2026.
  - **Galiano – Small Island LUB Update**
    Minimal spending to the end of Q3 against the $4,000 budget. The public hearing for this project is expected to take place in fiscal 2027.
  - **Gambier – OCP/LUB Review**
    Minimal spending to the end of Q3 against the $10,000 budget. The project was delayed due to an LTC request to modify the work plan. The forecast indicates that only 25% ($2,500) of this total budget will be spent in fiscal 2026.
  - **Hornby – OCP/LUB**
    Spending is at $11,853 (63%) of the $18,750 budget to the end of Q3. There have been delays in the scheduling of the public hearing for this project which will take place in Q4.
  - **Lasqueti – OCP/LUB Review**
    No spending to the end of Q3 against the $15,500 budget. The 2025 Feasibility Assessment for this Lasqueti LTC project indicated this project would start once staff resources are available. Resources were not made available due to longer than expected timelines for other Regional Planning Team projects and impacts from BCGEU strike. There will be no spending for this project in fiscal 2026.
  - **Mayne Island – Housing Project**
    Minimal spending to the end of Q3 against the $8,000 budget. A public hearing will be held in January, with expenditures expected later in the fiscal year. There will be minor spending of $1,000 on this project to the end of fiscal 2026.
  - **North Pender – Raptor Nest DPA Update**
    Minimal spending to the end of Q3 against the $5,000 budget. A public hearing is scheduled for March.
  - **North Pender – Housing Access and Affordability**
    Spending the end of Q3 is $2,000 (28% of budget)**,** where a mail out has not yet taken place and is scheduled to be done in Q4. There will be a total of $4,000 (50%) of this $8,000 budget spent by the end of fiscal 2026.

- **Salt Spring – OCP/LUB Review**
  Spending to date is $50,000 (25%) against this $204,000 budget. This project has been delayed primarily due to a delay in hiring the contractor as well as staff vacancies. It is expected that there will be a total of $130,000 spent to the end of Fiscal 2026 with the remainder of $74,000 coming from surplus to fund the project in fiscal 2027.
- **Salt Spring – Housing Action Program**
  No spending to the end of Q3 against the $5,000 budget. Delay in spending is primarily due to delay in First Nations referral of Bylaw No 537. There is expected to be no spending for the project in fiscal 2026.
- **SSIWPA – Plan Coordination**
  No spending to the end of Q3 against the $55,000 budget. This project is not expected to advance this fiscal year and has not been included in the 2026/27 budget.
- **Salt Spring – Groundwater Sustainability Strategy**
  No spending to the end of Q3 against the $16,500 budget. This project is not expected to advance this fiscal year and has not been included in the 2026/27 budget**.**
- **Saturna – Minor Housing Review**
  No spending to the end of Q3 against the $2,000 budget. The LTC is proceeding without the public hearing these funds were allocated to, therefore this budget will not be spent this fiscal year.
- **South Pender LUB Minor Amendments**
  Spending to date is $1,400 against this $3,000 budget. The public hearing has been completed. No additional expenditures are expected on this project.
- **Thetis – Targeted LUB Amendment**
  No spending to the end of Q3 against the $4,500 budget. This project has been delayed due to BCGEU strike action resulting in extending the timelines in the workplan. No additional expenditures are expected on this project.

- **Other projects –** Spending on regional planning projects is $37,000 over the annual approved budget:
  - Regional Freshwater Management – the budget of $12,000 has been fully spent on a consultant for the Freshwater Atlas.
  - Housing Needs Assessments – there was no budget for spending on The Housing Needs Assessment in this fiscal as it was expected to be completed by the end of the prior year. Therefore, this is showing as overspent by $25,000. This overspend if offset by an equal amount in grant revenues recorded.

- **Planning Staff Costs** include employee salaries, benefits, training, travel, and contracted human resources supporting planning activities. As of December 31, 2025, spending totals $2.3M, representing 68% of the annual budget — $228,000 below benchmark primarily due to underspending on staff salaries and benefits:
  - The Northern Office Planning Team salaries and benefits costs report at 70% of the budget due to a vacancy of 5.5 months in the Office Administrative Assistant position, savings due to the BCGEU strike, and no costs incurred for excluded staff salary increases, due to likely directives from the province to hold salaries stable.
  - The Southern Planning Team has been fully staffed during for the first three quarters of the fiscal year with the exception of the Co-op student position which was budgeted in this area but was hired into the Northern Planning Services team. There were also small savings due to the BCGEU strike and from excluded staff not receiving raises. Despite these savings, salaries and benefits expense for this team report at 74% of budget, almost exactly at benchmark, due to most savings in this area being offset by staff overtime. As a large portion of the savings have been offset by staff overtime.
  - The Salt Spring Office Planning Team salaries and benefits costs report at 57% of the budget due to savings from the BCGEU strike, savings from excluded staff not receiving increases, and vacancies in the Legislative Services Clerk (2.5 months) and Island

Planner (9 months) roles. Some underspending in this budget line was anticipated, and was reallocated to fund SSI office renovation project budgets.

- **Salt Spring Island Office Move/Renovation** spending to December 31, 2025 reports at $179,000 (183%), which is higher than the annual budget by $81,000. This is due to an incorrect portion of the total project budget landing in the approved budget.

- **Bylaw Enforcement** costs include staff salaries and benefits, training, mobile devices, travel costs and the Cityview Bylaw Portal project. Spending to December 31, 2025 reports at $368,000 (67% of budget), which is lower than benchmark by $44,000. This is due primarily to planned spending on the Cityview Bylaw Portal project not making significant advancements until Q4.

- The General Administrative allocation to LTC Services reports at 67% of budget, lower than benchmark due to underspending in General Administration discussed later in this report.

ISLANDS TRUST CONSERVANCY (ITC) SERVICES

Total ITC expenses include costs related to four main areas: Board expenses; Operating expenses; Property management expenses; and Programs as well as an allocation of general administrative expenses.

Inclusive of the general admin allocation, these expenses report at $909,000 (54% of budget), which is lower than benchmark by $344,000.

Individual expense lines within ITC services that deviate significantly from benchmark are as follows:

- **Conservancy Staff and Associated Costs** include employee salaries, benefits, safety equipment, memberships, mobile devices, training and travel costs, as well as any contracted human resources associated with ITC work. This line reports at $581,000 (61%), lower than benchmark by $138,000 primarily due to underspending on salaries and benefits resulting from staff vacancies:
  - ITC Team Lead (5.5 months)
  - Covenant Outreach Specialist (4.5 months)
  - Savings from the BCGEU strike
  - Savings due to no costs incurred for excluded staff salary increases, due to likely directives from the province to hold salaries stable.

  This underspending was slightly offset by overtime for property management staff in the field during the summer and early fall, and by contracted temporary services.

- **Property Management** costs include Professional Consultant Fees, ITC property management expenses, ITC conservation planning and land securement expenses, and First Nations engagement planning. Property management expenses report at $74,000 (32% of budget), lower than benchmark by $102,000. This is due primarily to the following:
  - *Professional Consultant Fees* – no costs have been incurred against the budget to the end of the second quarter and as such this line reports at $14,000 (75%) below benchmark due to delays securing a bookkeeper and a First Nations advisor consultant. Some of these expenditures are expected to take place Q4.
  - *Property Management* – these costs report at $74,000 (32%), lower than benchmark by due to staff vacancies and the BCGEU strike where planned field work did not take place..
  - *Conservation Planning & Land Securement* – these costs report at $250 (1%), lower than benchmark due to a delay executing legal services contracts for land securements, and

extensions given to First Nations referrals for a new covenant securement. It is expected this work will take place in Q4.
- *First Nations Engagement Plan* – these costs report at nil for the first quarter, lower than due to delays actioning First Nations engagement for the ITC Five-Year Plan. Some of these expenditures are expected to take place in Q4.

- **Programs** costs include costs for communications, ITC Ecosystem Mapping, and legal. Program costs report lower than benchmark by $30,000 (62%) primarily due to contractor unavailability and the seasonal timing required to undertake this work. Progress on the ecosystem mapping initiative is not anticipated in the current fiscal year as staffing vacancies continue to limit capacity.

- The general admin allocation to ITC Services reports at 52% of budget, lower than benchmark due to underspending in General Administration discussed later in this report.

General Administration

Total General Administrative expenditures include costs related to six main areas: Executive Office; Financial and Employee services; Office Operations; Legislative and Information Services; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three service areas of the Trust (Council, LTCs, and ITCB) based on their relative dollar magnitudes for the period.

General Administration expenses are reported at $1.2M (44% of budget), which is below benchmark by $878,000 due to the following:

- **Office Operations** includes costs for audit fees, bank charges, internet, payroll processing, insurance, portion of office rent and services contributed to the general admin area, postage and courier, recruitment costs, stationery and supplies, telephone, mobile devices, organization-wide training, and all staff meetings and recognition. Office operations costs report at $221,000 (62%), which is lower than benchmark by $45,000 primarily due to audit fees not yet incurred, as well as savings generated in the areas of recruitment and office supplies.

- **Financial and Employee Services** costs include staff salaries, benefits, training, and travel costs. These costs report at $403,000 (60% of budget), lower than benchmark primarily due to a vacancy in the Manager of Finance and Accounting position, savings from the BCGEU strike, and no costs incurred for excluded staff salary increases, due to likely directives from the province to hold salaries stable. Savings are offset in part by staff overtime costs and unused leave balances.

- **Legislative and Information Services** costs include all software support and licensing, technical support, technical supplies, meeting streaming services, mobile devices salaries, benefits, training, and travel costs associated with legislative and information services staff as well as costs for Freedom of information and records management. Legislative and Information Services costs report at $635,000 (64% of budget), below benchmark. This is primarily due to staff vacancies:
  - Senior Technical Analyst position (9 months)
  - Information Systems Specialist position (6.5 months), and
  - GIS Coop position not hired
  - Savings from the BCGEU strike
  - Savings from no costs incurred for excluded staff salary increases, due to likely directives from the province to hold salaries stable.

  These vacancies have been partially offset by $39,000 in contracted temporary services where backfill was necessary for the vacancy in the Information Systems Specialist position.

CONSOLIDATED EXPENSES BY OBJECT

Public Sector Accounting Standards determine that financial reporting for government entities be reported “by function” (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses “by object” (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results expenses by object are shown as follows:

Object	2025/26 Approved Budget	9 months ending Dec 31, 2025	9 months ending Dec 30, 2024	% of Budget Consumed
Staff Salaries and benefits	7,095,962	4,740,110	4,846,472	67%
Office Operations	1,456,242	1,163,806	998,404	80%
Council and trustee costs	1,111,872	781,997	800,279	70%
Programs	944,410	335,400	395,889	36%
Legal - General	90,000	62,969	43,224	70%
Legal - Bylaw Enforcement	161,000	(69,873)	236,363	-43%
Legal - Litigation	105,000	431,526	164,257	411%
Legal - Statutory Notices	15,000	15,407	7,533	103%
Travel/training and recruitment	219,245	114,113	216,141	52%
Subtotal	11,198,731	7,575,454	7,708,563	68%
Amortization	211,000	75,472	88,364	36%
Total Expenses	11,409,731	7,650,926	7,796,927	67%

Staff salaries and benefits are currently below benchmark due mainly to the following:

DEPARTMENT	2025/26 Approved Budget	**2025/26 Approved Budget to Dec 31, 2025**	**2025/26 Actual Spending to Dec 31, 2025**	Actuals over (under) Budget to Dec 31, 2025 ($)	*Portion of Annual Budget Consumed (%)*	PRIMARY REASON
Trust Area Services	654,118	**490,589**	432,842	(57,747)	*66%*	Vacancies: Temp Senior Policy Advisor (9 months), Grant Manager (2 months) plus strike savings
Islands Trust Conservancy Services	902,189	**676,642**	533,869	(142,773)	*59%*	Vacancies: Team Lead (5.5 months), Covenent Manager & Outreach Specialist (4.5 months) plus strike savings
Legislative Services	111,823	**83,868**	84,991	1,123	*76%*	Deviation from benchmark not significant
Information Services	535,048	**401,286**	272,713	(128,573)	*51%*	Vacancies: Senior Technical Analyst (9 months), Info Systems Specialist (6.5 months), GIS Coop (4 months) plus strike savings.
Financial & Employee Services	666,183	**499,637**	400,912	(98,725)	*60%*	Vacancies: Manager Finance and Accounting (9 months) plus strike savings
Office of the CAO	454,063	**340,547**	347,634	7,087	*77%*	Deviation from benchmark not significant
Southern Planning Services	877,456	**658,092**	651,149	(6,943)	*74%*	Deviation from benchmark not significant
						Vacancies: Legislative Services Clerk (2.5 months), Island Planner (9months), plus strike savings slightly offset by
SSI Planning Services	783,351	**587,513**	445,522	(141,991)	*57%*	Planner 1 acting in Planner 2 role
Northern Planning Services	996,359	**747,269**	696,979	(50,290)	*70%*	Vacancies: Office Administrative Assistant (5.5 months) plus strike savings
Planning Services Director & Specialists	680,775	**510,581**	505,589	(4,993)	*74%*	Deviation from benchmark not significant
Bylaw Compliance and Enforcement	419,596	**314,697**	311,250	(3,447)	*74%*	Deviation from benchmark not significant
SubTotal Salaries and Benefits	7,080,961	**5,310,721**	4,683,450	(627,271)	*66%*	
Contracted Temporary Staff all departments	15,000	**11,250**	56,660	45,410	*378%*	Backfill for ITC Communications, Info Systems Specialist, and assistance to new ITC Manager
TOTAL	7,095,961	**5,321,971**	4,740,110	(581,861)	*67%*	

The collective agreement between the Province and the BCGEU has now been ratified. The quarter three results include a 3% wage increase for included staff retroactive to April 1, 2025 as well as savings generated in salaries and benefits during the BCGEU strike action. No salary changes have been accrued for excluded staff, in anticipation provincial directive will restrict or prohibit these.

Office Operations costs are currently above expected, primarily due to the timing of computer hardware purchases which took place early in the fiscal year to complete IS installation and setup projects.

Council and trustee costs are tracking below budget, primarily due to savings for Trust Council meetings and underspending by LTCs against their meeting and communications budget.

Program costs are currently below benchmark, primarily due to delays in project advancement and in some cases the timing of planned project expenditures that will occur in Q4.

Total Legal expenses are below benchmark, broken down as follows:

- Legal General costs are slightly lower than expected due to less general legal advice sought by Local Trust Committees.
- Bylaw Enforcement legal costs are lower than expected due to a court-ordered cost recovery of $147,000 awarded to Islands Trust related to a property clean up on Thetis Island. The costs incurred by Islands Trust for the property clean up were incurred last fiscal year, but with that fiscal year closed, these awarded costs will offset legal expenses in the current year.
- Litigation costs are higher than expected due primarily to a significant legal file on Gabriola Island progressing through the courts. This line also includes $29,500 in legal cost recovery awarded to Islands Trust for a file on Galiano Island and Salt Spring Island.
- Statutory Notices are slightly higher than expected due primarily to large number of statutory notices on applications being processed during the first quarter.

Traveling/training and recruitment costs are below expected, due to staff vacancies, savings in staff recruitment costs as well as staff taking advantage of more online training.

Amortization expense is tracking as expected, given assets in development and use updated later in the fiscal year.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to December 31, 2025 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing staff will continue to receive financial reporting on their respective areas of oversight throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Islands Trust Policy 2.3.1 Council Committee System
Bylaw 201 Islands Trust Financial Plan Bylaw, 2025-2026

5 ATTACHMENT:

December 31, 2025 Financial Report

RESPONSE OPTIONS

Recommendation:
That Trust Council approve the December 31, 2025 Financial Report.

Alternative:
None.

Prepared By: N. Roggers, Finance Officer
Reviewed By: Director, Financial and Employee Services

Islands Trust
Detailed Statement of Operations
For The 9 Months Ending December 31, 2025

Expected % of Budget Received/Used as at Report date = **75%**
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% and +/- $5000 include explanations

Description	2025/26 Approved Annual Budget	9 months ending Dec 31, 2025	9 months ending Dec 31, 2024	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
REVENUE:					
Fees & Sales	**198,100**	164,835	132,553	*83%*	*33,265*
Provincial Grant - Unrestricted	**180,000**	180,000	199,000	*100%*	*-*
Federal and Provincial Grants - Restricted	**415,931**	298,131	360,382	*72%*	*117,800*
General Property Tax Levy - All LTAs	**9,262,200**	9,262,200	8,555,040	*100%*	*-*
Municipal Property Tax Levy - Bowen Island Municipa	**460,000**	460,000	391,260	*100%*	*-*
Investment Income	**211,000**	130,761	212,100	*62%*	*80,239*
Total Revenue	**10,727,231**	10,495,928	9,850,335	*98%*	*231,303*
EXPENSES:					
Trust Council Services					
Trust Council	**495,108**	333,859	327,916	*67%*	*161,249*
Executive Committee	**138,400**	95,359	109,365	*69%*	*43,041*
Trust Area Services	**804,128**	517,659	426,140	*64%*	*286,469*
General Admin Allocation - 16%	**478,850**	295,995	293,631	*62%*	*182,855*
Total Council Expenses	**1,916,486**	1,242,871	1,157,051	*65%*	*673,615*
Local Trust Committee Services					
Local Trust Committees	**975,053**	863,697	895,388	*89%*	*111,356*
Projects **- Note 1**	**448,000**	147,135	266,093	*33%*	*300,865*
Planning Staff	**3,416,860**	2,334,575	2,448,476	*68%*	*1,082,285*
LPS Facilities	**380,130**	296,799	293,994	*78%*	*83,331*
Salt Spring Island Office Move/Renovation	**98,000**	178,876	-	*183%*	*(80,876)*
Bylaw Enforcement	**549,281**	368,199	341,163	*67%*	*181,082*
General Admin Allocation - 72%	**1,954,297**	1,309,576	1,443,672	*67%*	*644,721*
Total Local Trust Committee Services	**7,821,621**	5,498,858	5,688,787	*70%*	*2,322,763*
Trust Conservancy Services					
Board	**10,350**	6,311	5,865	*61%*	*4,039*
Conservancy Staff and Associated Costs	**959,945**	581,529	626,829	*61%*	*378,416*
Property Management	**234,460**	74,290	65,242	*32%*	*160,170*
Programs	**49,200**	30,539	11,791	*62%*	*18,661*
General Admin Allocation - 12%	**417,669**	216,529	241,363	*52%*	*201,140*
Total Trust Conservancy Expenses	**1,671,624**	909,197	951,089	*54%*	*762,427*
General Administration Services					
Office of the CAO	**459,371**	349,503	523,694	*76%*	*109,868*
Financial and Employee Services	**676,199**	403,159	327,821	*60%*	*273,040*
Legislative and Information Services	**987,166**	634,565	625,517	*64%*	*352,601*
Office Operations	**353,980**	220,874	247,446	*62%*	*133,106*
Computer/Furniture & Equipment	**163,100**	138,526	182,498	*85%*	*24,574*
Amortization Expense	**211,000**	75,472	71,688	*36%*	*135,528*
General Admin Recovery	**(2,850,816)**	(1,259,348)	(1,978,665)	*44%*	*(1,591,468)*
TOTAL EXPENSES	**11,409,731**	**7,650,926**	**7,796,927**	***67%***	***3,758,805***
YTD Surplus (Shortfall)	**(682,500)**	**2,845,001**	**2,053,409**		
Amortization Adjustment	**(211,000)**	n/a	n/a		
Capital adjustment	**n/a**	317,402	182,498		
Adjusted surplus (shortfall)	**(471,500)**	3,162,404	2,235,907		
Funded by:					
Transfer from (to) General Revenue Surplus Fund	**201,000**	(3,253,419)	(2,393,480)		
Transfer from (to) LTC Reserve Fund	**199,000**	91,015	157,574		
Transfer from (to) Special Tax Requisition Fund	**71,500**	-	-		
Net Unfunded Balance	**-**	0	(0)		

Description	2025/26 Approved Annual Budget	9 months ending Dec 31, 2025	9 months ending Dec 31, 2024	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*

Note 1: LTC & Planning Services Project Spending	**2025/26 Approved Annual Budget**	**9 months ending Dec 31, 2025**	**9 months ending Dec 31, 2024**	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
Unallocated LTC Reserve Fund Draw	**9,000**	-	-	*0%*	*9,000*
Denman Housing Review	**15,750**	4,612	97	*29%*	*11,138*
Denman TUP Review	**-**	-	47	*0%*	*-*
Denman Amend OCP for technical + First Nations up	**4,000**	-	-	*0%*	*4,000*
Gabriola OCP/LUB	**48,000**	38,119	14,607	*79%*	*9,881*
Galiano Groundwater Strategy Implementation	**-**	-	1,241	*0%*	*-*
Galiano Small Islands LUB update	**4,000**	228	-	*6%*	*3,772*
Gambier OCP/LUB	**10,000**	75	-	*1%*	*9,925*
Gambier Keats Island Shoreline Protection Review	**-**	-	4,976	*0%*	*-*
Hornby OCP/LUB	**18,750**	11,853	-	*63%*	*6,897*
Lasqueti OCP/LUB	**15,500**	-	-	*0%*	*15,500*
Mayne Island Housing	**8,000**	516	-	*6%*	*7,484*
Mayne LUB Minor Amendments	**-**	-	1,241	*0%*	*-*
North Pender Raptor Nest DPA update	**5,000**	688	90	*14%*	*4,312*
North Pender Housing Access & Affordability	**8,000**	2,223	423	*28%*	*5,777*
Salt Spring OCP/LUB	**204,000**	50,253	134,084	*25%*	*153,747*
Salt Spring Housing Action Program	**5,000**	-	-	*0%*	*5,000*
SSIWPA Plan Coordination	**55,000**	-	-	*0%*	*55,000*
Salt Spring Groundwater Sustainability Strategy	**16,500**	-	-	*0%*	*16,500*
Saturna Minor Housing Review	**2,000**	-	250	*0%*	*2,000*
South Pender LUB Minor Amendments	**3,000**	1,450	517	*48%*	*1,550*
Thetis Targeted LUB Amendment	**4,500**	-	-	*0%*	*4,500*
Total LTC Projects	**436,000**	110,015	157,574	*25%*	*325,985*
Regional Freshwater Management	**12,000**	12,000	15,900	*100%*	*-*
Housing Strategy	**-**	-	8,000	*0%*	*-*
Cityview Planning Portal (LGDAP)	**-**	-	53,220	*0%*	*-*
Housing Needs Assessments	**-**	25,120	31400	*0%*	*(25,120)*
Total Regional Planning Projects	**12,000**	37,120	108,520	*309%*	*(25,120)*
Total All Planning Projects	**448,000**	147,135	266,093	*33%*	*300,865*

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Financial Planning Committee	**Date Prepared:**	February 18, 2026

SUBJECT: FINANCIAL FORECAST AS AT DECEMBER 31, 2025

PURPOSE:
To provide Trust Council with an overview of forecasted financial performance to the end of the current fiscal year, to support their responsibility for financial management oversight.

BACKGROUND:
The forecasted financial results to March 31, 2026 have been prepared based on actual financial performance to December 31, 2025, plus estimates of forecasted spending for the remainder of the fiscal year submitted by expense authorities across the organization.

DESCRIPTION	Approved Annual 2025/26 Budget	9 month Actual Spending to December 31, 2025	12 month Forecasted Spending to March 31, 2026	*Forecast Over (Under) Budget*
Tax revenues	9,722,200	9,722,200	9,722,200	-
Grant revenues	595,931	478,131	655,517	*59,586*
Other revenues	409,100	295,597	365,047	*(44,053)*
TOTAL REVENUE	**10,727,231**	**10,495,928**	**10,742,764**	**15,533**
Operating Expenses	10,444,631	7,056,038	9,740,000	*(704,631)*
Project Expenses	704,000	258,856	495,300	*(208,700)*
Capital Expenses	261,100	336,033	392,000	*130,900*
TOTAL EXPENDITURES	**11,409,731**	**7,650,926**	**10,627,300**	***(782,431)***
SURPLUS (SHORTFALL)	**(682,500)**	**2,845,002**	**115,464**	**797,964**
Funded by:				
Changes in amounts invested in TCA	211,000	173,375	231,200	*20,200*
Transfer from (to) Gen Rev Surplus Fund	201,000	(3,128,392)	(533,364)	*(734,364)*
Transfer from (to) LTC Project Reserve Fund	199,000	110,015	186,700	*(12,300)*
Transfer from (to) Special Property Tax Reserve Fund	71,500	-	-	*(71,500)*
Net unfunded	-	-	-	**0**

SUMMARY:

The forecast to March 31, 2026 reflects a projected annual surplus of $115,464. The approved budget expected a shortfall of $682,500.

Total revenue is forecasted to complete higher than budget primarily due to increased recognition of grant funds that is offset by a decrease in the investment income where interest rates have been lower than those expected at the time of budget approval.

Operating expenses are forecasted to complete below budget due primarily to underspending in salaries and benefits due to savings generated by the three-week long BCGEU strike, no raises included for excluded staff, and staff vacancies. Underspending in this area is offset by overspending in legal expenses associated with bylaw enforcement litigation and litigation defense.

Project spending is forecasted to complete lower than budget primarily due to LTC project delays, or projects not moving forward at all in the year. Project delays may arise from things such as staff vacancies, shifting political priorities, changes in project scope, or delays in securing contracts for consultant work.

Capital spending is forecasted to complete higher than budget due primarily to higher than budgeted cost incurred for the Salt Spring Island office renovation, which completed in September 2025.

An explanation of the significant revenue and expenditure areas contributing to this forecasted variance are as follows (where significance is determined as greater than or less than 10% from budget, and greater than or less than $5,000 from budget).

REVENUES:
Total revenues are forecasted to complete at $16,000 (0.14%) higher than budget due to:

- Revenue from grants is recorded when eligible spending of the funds takes place. Amounts forecasted as revenue reflect anticipated spending this fiscal year on the projects these grants are funding. Forecasted grant revenue recognition that differs from budget is as follows:
  - ~ Provincial Grant Income for the Community-to-Community grant for work with Tsawout grant revenue is forecasted at $20,000 (100%) higher than expected due to this grant only becoming available during the fiscal year and therefore was not anticipated at budget time.
  - ~ Provincial Grant Income for First Nations Engagement is forecasted $7,000 lower than expected due to lower than planned spending on First Nations capacity funding where work on agreements in place was slower than anticipated.
  - ~ Provincial Grant Income for the SPARC Accessibility grant is forecasted at $25,000 high than expected due to this grant only becoming available during the fiscal year and therefore was not anticipated at budget time.
  - ~ Provincial Grant Income for the Housing Initiatives Program is expected to be $25,000 (100%) higher than budget as eligible grant spending relating to the completion of this project did not take place until the beginning of this fiscal year where it was originally budgeted and forecasted for completion in the prior fiscal year.
  - ~ Interest Income is expected to be $46,000 (22%) lower than budget where interest rates have decreased in comparison to figures used at the time the fiscal 2026 budget was formulated.

EXPENDITURES:
Total expenditures are forecasted to complete at $780,000 (6.9%) lower than budget.

Significant areas of underspending and overspending by expense type include:

- Amortization Expense – forecasted underspending of $57,000 (27%) due to the timing of capital spending in the year, whereby fewer months of amortization are included in forecasted results compared to budget figures.
- Technical Support – forecasted overspending of $18,000 (19%) due to increased reliance on vendor support due to staff vacancies in the Information Services team.
- Meeting Streaming Services – forecasted underspending of $6,000 (40%) due to a vendor credit to correct erroneously charged PST in the prior year.
- Contracted Temporary Staffing – forecasted overspending of $58,000 (387%). This budget line is intended to record spending on contracted human resources to backfill staff positions. Forecasted spending consists of the following:
  - ~ $19,000 for consultant work for ITC for complex policy work
  - ~ $39,000 for consultant work to backfill vacancies in the Information Systems Specialist position and for technical assistance at Trust Council meetings. These expenditures are offset by savings in salaries and benefits budgets.
- Professional Consultant Fees – forecasted underspending of $8,000 (42%) due to delays in work with Indigenous Governing Bodies and knowledge holders on ITC management planning for the Link Island and Saturnina Nature Reserves.
- Conservation Planning and Land Securement – forecasted underspending of $6,000 (22%) due to a delay in legal services contracts for securements and extension for First Nations referrals on new covenant securement projects.
- Ecosystem Mapping – forecasted underspending of $9,000 (100%). This work has been deferred to next year due to capacity constraints and within the ITC Services team.
- Legal – the total forecasted overspending for all legal expense categories is $157,000 (44%), including spending on general legal advice, bylaw enforcement litigation, and litigation defense. A breakdown of the forecasted spending by category is as follows:
  - Legal General - forecasted underspending of $10,000 (11%) due to fewer legal advice requests sought by Trust Areas Services and Local Trust Committees.
  - Bylaw Enforcement - forecasted underspending of $196,000 (122%) due to a court-ordered cost recovery of $147,000 related to a property clean up on Thetis Island being awarded to Islands Trust. The costs incurred by Islands Trust for the property clean up were incurred last fiscal year, but with that fiscal year closed, these awarded costs are netted against expenses in the current year.
  - Litigation - forecasted overspending of $363,000 (346%) due primarily to significant legal files progressing through the courts. This line also includes $29,500 in cost recoveries awarded to Islands Trust for files on Galiano Island and Salt Spring Island.
- Local Trust Committees – forecasted combined underspending of $9,000 (11%) for trustee expenses, executive expenses on LTC, LTC meetings, APC meetings and communications due to the cancelation of some meetings during the BCGEU strike action.
- Notices Statutory & Non-Statutory – forecasted underspending of $7,000 (47%) due to some cancelled LTC meetings, as well as more LTCs adopting online notices reducing cost.

- Office Services – forecasted underspending of $15,000 (22%) due to savings on office services (such as hydro, garbage, recycling, and security monitoring) due to delays opening the Salt Spring Island office stemming from delayed completion of the renovation project.

- Recruitment & Labour Relations – forecasted overspending of $5,000 (25%) for Public Service Agency support on a labor relations matter.

- Safety – forecasted underspending of $7,000 due to costs for BIVY GPS devices coming in lower than expected.

- Salaries and Benefits - forecasted underspending totaling $760,000 (11%) broken down by business unit as follows:
  - ~ Trust Area Services: forecasted to be underspent by $50,000 (8%) due to the vacancy of the Temporary Senior Policy Advisor for 9 months and the Grant Manager (2 months), plus savings arising from the BCGEU strike.
  - ~ ITC: forecasted to be underspent by $201,000 (22%) due a vacancy in the Protected Area Management Team Lead (5.5 months), the Covenant Manager and Outreach Specialist (8 months), plus savings arising from the BCGEU strike.
  - ~ Financial and Employee Services: forecasted to be underspent by $128,000 (19%) due to long-term vacancy in the Manager of Finance & Accounting role plus savings arising from the BCGEU strike.
  - ~ Information Services: forecasted to be underspent by $128,000 (24%) due to vacancies in the Senior Technical Analyst position (9 months), Information Systems Specialist (6.5 months), not hiring the GIS co-op that was budgeted plus savings arising from the BCGEU strike.
  - ~ Southern Planning Team: forecasted to be underspent by $24,000 (3%) due to budget due to the Planning Services Co-op Student being hired for the Northern Planning Services team rather than the Southern where it was budgeted for.
  - ~ Northern Planning Team: forecasted to be underspent by $63,000 (6%) due to a vacancy in the Office Administrative Assistant (8 months), plus savings arising from the BCGEU strike. Costs for the Planning Services Co-op student offset these items.
  - ~ Salt Spring Island Planning Team: forecasted to be underspent by $167,000 (21%) due to vacancies in the Legislative Services Clerk (2.5 months) and the Island Planner (9.5 months) plus savings arising from the BCGEU strike. Some underspending in this area was planned for, as a way to offset office renovation project overages.
  - ~ Bylaw Enforcement: forecasted to be underspent by $10,000 (2%) due to savings arising from the BCGEU strike, offset by overtime costs.

- UBCM/AVICC convention underspending of $1,600 (15%) due to lower costs for accommodations than anticipated

- Training and conferences, and Travel for training, - forecasted underspending by a combined total of $31,000 (17%) primarily due to staff vacancies, and many staff opting for more online training opportunities reducing both registration costs and travel for training costs.

- Travel costs - forecasted underspending of $17,000 (21%) due primarily to less travel by Bylaw Enforcement Officers, particularly due to reduced travel for this team planned for the fourth quarter.

- Furniture and Equipment - forecasted overspending of $7,000 (100%) due to replacement of two projectors for Trust Council that were not in the budget.

- Salt Spring Island Office Renovation Project – forecasted overspending of $109,000 (111%) due to an incorrect portion of the total project budget landing in the approved budget.

- Projects - forecasted underspending totals $209,000 (30%) for all projects, broken down as follows:

  Trust Council Strategic Plan Projects:
  ~ Trust Council Policy Review - forecasted underspending of $6,000 (100%) due to lack of staff capacity to undertake this work. This project will move forward in Fiscal 2027 with funding coming from surplus.
  ~ Housing Needs Assessment - forecasted overspending of $25,000 (100%) that partially offsets project underspending due to unanticipated spending that took place on the Housing needs assessment project of $25,000. This amount is paid for by unspent grant funds received in previous years.

  Trust Council Programs:
  ~ Secretariat Services - forecasted underspending of $5,000 (30%) due to Trust Council only allocating $14,425 of the approved budget and the Bayne Sound Lambert Channel Ecosystem Forum, which was approved for $2,500 in administrative support, has had several directors step away from the work and has advised they will not be able to make use of Islands Trust's support this year

  ~ ITCB Projects:First Nations Engagement Plan – forecasted underspending of $10,000 (50%) due to staff vacancies in Islands Trust Conservancy where engagement with First Nations was delayed.

  LTC Projects:
  ~ Gambier OCP/LUB – forecasted underspending of $10,000 (100%) due to delay where the LTC has requested changes to the workplan. This project will move forward in Fiscal 2027 with funding coming from surplus.
  ~ Lasqueti OCP/LUB – forecasted underspending of $15,500 (100%) based on 2025 Feasibility Assessment where the LA LTC project would be started once staff resources are available. Resources were not made available due to longer than expected timelines for other Regional Planning Team projects and impacts from BCGEU strike. This project will move forward in Fiscal 2027 with funding coming from surplus
  ~ Mayne Island Housing – forecasted underspending of $7,000 (88%) due to the project proceeding quicker than anticipated. The LTC elected not to host extra meetings or conduct legal review.
  ~ Salt Spring OCP/LUB - forecasted underspending of $74,000 (36%) due to delay in start date of contractor as well as staffing vacancies that prevented the work from moving forward. This amount will be used to fund a portion of this project's expenditures in F2027.
  ~ SSI Water Protection Authority (SSIWPA): the two funded projects for SSIWPA did not advance in the year, as such the full budget of $71,500 will not be spent.
  ~ Minor LTC Projects – forecasted underspending of $11,000 (20%), due primarily to delayed public hearings.

Other variances are not significant for the purposes of reporting.

CONCLUSIONS:

The approved budget expected revenues of $10.72M. The forecast estimates revenues at $10.74M, which is approximately $15,500 (0.14%) higher than budgeted.

The approved budget approved spending of $11.40M. The forecast estimates spending for the year at $10.62M, lower than budgeted by approximately $782,000 (6.9%).

Due to forecasted increases in revenues coupled with forecasted decreased spending, the following draws from surplus and reserves are forecasted:

- ~ The contribution to the General Revenue Surplus Fund (GRSF) is forecasted to be $533,000.
- ~ The transfer from the LTC reserve fund is forecasted to be $187,000.
- ~ No contribution to, or transfer from, is expected from the Special Property Tax Reserve Fund.

ATTACHMENT(S):

- None

FOLLOW-UP: As per Trust Council direction

Prepared By: N. Roggers, Finance Officer
Reviewed By: Director, Financial and Employee Services
Financial Planning Committee/Feb. 18, 2026

Islands Trust Council
Draft 2025/26 Budget Session Outline

Purpose:

- To provide Trust Council (TC) with an overview of the draft 2026/27 budget.
- To discuss the proposed revenues, expenses, planned annual deficit, and surplus balances with TC and receive direction for amendments as needed;
- To provide an opportunity for questions, comments and debate amongst Trustees in advance of Trust Council's budget session in March, and the financial plan bylaw approval in March.

Resources: **Financial Planning Committee**
Director, Financial & Employee Services (DFES)
Chief Administrative Officer (CAO)
Director, Planning Services (DPS)
Director, Trust Area Services (DTAS)
Director, Legislative & Information Services (DLIS)

WHAT	WHO
1. **<u>Draft 2026/27 Budget Overview</u>** *(up to 20 minutes)*	DFES
• **Draft Budget Changes Since December** *These reports provide information on things that have changed since the draft budget was last reviewed.* - *ITCB Response to reviewing their budget request* - *Specific draft budget changes made by COTW* - *Detail of al budget changes by budget line* *Staff will respond to questions on this material during its review. Please withhold resolutions for budget changes on the budget itself for the Trustee Discussion session.*	
• **Draft Budget Overview** *Staff will respond to questions on specific material in this report while this report is being reviewed. Please withhold resolutions for budget changes for the Trustee Discussion session.*	DFES
• **Funding Requests** *The Chair will poll trustees to determine which business cases they want staff to speak to. Please withhold resolutions for budget changes for the Trustee Discussion session.* o Strategic Plan Projects o Committee and Board Projects o Operational Initiatives	Trustees
2. **<u>Budget Reduction Options</u>** *(up to 10 minutes)* • *Staff will speak to budget reduction options, and respond to questions on this material at this time.*	CAO, DFES
3. **<u>Trustee Discussion</u>** *(Up to 3 hours)* • Questions, Comments, Debate, Direction for Change *The Chair will open the floor to comments, additional questions on any budget materials, motions for budget changes. Please refer to agenda item 11.2.1.2 Budget Discussion Support Materials if you require help wording resolutions. These are wording suggestions only and may not fit all scenarios.*	Trustees
4. **<u>Trust Council Approves the Budget</u>** <u>(as amended, likely)</u>	

NEXT STEPS:

- Staff will amend the 5-year financial plan bylaw to reflect any changes to the budget directed by TC.
- Trust Council will consider approval of the 5-year financial plan bylaw on Thursday morning.
- Staff will submit the approved bylaw to the Minister of Municipal Affairs and Housing for approval.

Template Resolutions

ACTION	TEMPLATE LANGUAGE	EXAMPLE(S)
To **REDUCE** a budget line	THAT Committee of the Whole recommend that Trust Council [name action] and reduce the related draft 2026/27 [..] budget line by $X.	*THAT Committee of the Whole recommend that Trust Council hold one additional regular business meeting as a virtual meeting next fiscal year, and reduce the related draft 2026/27 Meeting Expense budget line by $33,750.* *THAT Committee of the Whole recommend that Trust Council delay the hiring of the new Manager of Indigenous Relations staff position, and reduce the related draft 2026/27 salaries and benefits budget line by $45,564.*
To **REMOVE** all funding in a budget line	THAT Committee of the Whole recommend that Trust Council [name action] and remove the draft 2026/27 budget of $X associated with this work.	*THAT Committee of the Whole recommend that TC not fund in-person meetings for Council Committees, and remove the draft 2026/27 budget of $6,500 associated with this work.*
To **ADD** funding to a budget line	THAT Committee of the Whole recommend that Trust Council [name action] and add $X to the draft 2026/27 budget to support this work.	*THAT Committee of the Whole recommend that Trust Council provide Secretariat Services programming next fiscal year, and add $10,000 to the draft 2026/27 budget to support this work.*
To **REQUEST** additional information or report amendments	THAT Committee of the Whole recommend that Executive Committee request staff to [action].	*THAT Committee of the Whole recommend that Executive Committee request staff to update the business case for the Policy Statement Amendment Project to include more detail on community engagement plans.*
To **FORWARD** material to Trust Council for their March 2026 meeting	THAT Committee of the Whole forward the [name agenda materials] to Trust Council [as amended] for information/approval.	*THAT Committee of the Whole forward the Draft 2026/27 budget materials to Trust Council, as amended, for approval.*

Impact Of Budget Amendments

Local Trust Areas:

- $92,630 change in any spending = ~1% tax change to local trust areas
- $92,630 increase in draws from surplus/reserves = ~1% tax reduction to local trust areas

Bowen Island Municipal Levy:

Generally, a $28,000 change in the Municipal Pool of expenses will generate a ~1% change in the BIM Tax levy. Broken into its components:

- $28,000 change to Trust Council spending = ~1% levy change
- $28,000 change to Conservancy spending = ~1% levy change
- $80,230 change to General Administration spending = ~1% levy change
- $28,000 increase in draws from surplus =
    - For funds directed to TC or ITC expenses = ~1% reduction in the BIM Levy
    - For funds directed to General Administration expenses = ~1% reduction in the BIM Levy
    - For funds directed to Planning Services expenses = no change to the BIM levy

**these figures are approximate, as the distribution of dollars between functional areas of Islands Trust also influences the BIM Levy calculation. So changes to the budget made by COTW or TC, will influence how spending changes impact the BIM Levy.*

Draft 2026/27 Budget Guidelines Assessment

TOPIC	GUIDELINE	STATUS	COMPLETION WAITING ON	NOTES
Community Communications & Engagement	*Considers resourcing needs to implement the Communications Strategy*	Complete	n/a	EC reviewed Communications budget needs and has advanced amounts required to support operational communications and specific actions in the approved Communications Strategy.
First Nations Reconciliation	*Considers resourcing needs to update and implement the Reconciliation Action Plan.*	In Progress	Approved RAPLan	The RAPLan is currently being updated and will need TC's approval at a later date. RAPLan monies advanced to the draft budget by EC contemplate activities staff believe will be incorporated into the draft RAPLan advancing to TC. TC ADDED $100,000 IN CAPACITY FUNDING TO THE DRAFT BUDGET IN DECEMBER 2025, AS WELL AS A NEW MANAGER OF INDIGENOUS RELATIONS MANAGER POSITION.
Strategic Plan Projects	*Considers any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.*	Complete	n/a	Council Committees responsible for work on Strat Plan initatives on behalf of TC have advanced business cases for their respective projects. EC, GC, TPC, and RPC have discussed their requests and advanced them to the draft budget.
Strategic Plan Projects	*Funding for Geographical Information Systems be prioritized for initiatives in the 2025-28 strategic plan.*	In Progress	Decisions of FPC/TC	Budget submissions supporting this include: - A new GIS staff position to support appropriate GIS resourcing internally (from EC) - UNFUNDED BY TC DECEMBER 2025 - A business case for a database system which would strengthen and streamline administration of this function for protected area management (from ITCB) - A request to earmark $150,000 for a Trust Area Resilience Assessment (mapping/indicator) project (from TPC/RPC, business case pending) UNFUNDED BY TC DECEMBER 2025. FPC and TC hold responsibility for prioritization of work in the draft budget and as such this guideline will be met or not based on decisions from these bodies.
Staffing Levels	*Resource requests for new tax-funded personnel 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.*	Complete	n/a	Business cases for new staff requests have advanced through the appropriate political body and are included in the agenda material. These cases outline where critical capacity issues are identified.
Staff Salaries & Benefits	*Funding for salary and benefits costs arising from job descriptions changes must be provided within existing budgets.*	Complete	n/a	No wage increases for anticipated reclassifications have ben included in the draft budget, with the exception of those mandated by the new tentative BCGEU agreement.
Department Budget Submissions	*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.*	Complete	n/a	Departments have submitted Justification Reports to provide rationale for operating increases above the level of forecasted inflation (2%), and $500, for expense items that are not explained/justified elsewhere in business cases or the Budget Overview report.
Property Taxes	*Staff to prepare options for reducing the discretionary budget line items by 1% - 2% of the proposed tax increase or higher.*	Complete	n/a	Staff have prepared a list of potential budget reductions totaling 2.7%, included in this agenda.

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	February 18, 2026
From:	**Committee of the Whole**	**Date Prepared:**	February 5, 2026
SUBJECT:	**Draft 2026/27 Budget Reductions Options**		

PURPOSE:

To provide Trust Council with draft 2026/27 budget reductions options, as requested by Financial Planning Committee (FPC).

BACKGROUND:

At its January 2026 meeting, FPC passed the following resolution:

> *THAT Financial Planning Committee request staff to prepare options for further budget reductions for consideration at the February Committee of the Whole meeting.*

Staff has reviewed the draft 2026/27 budget and has prepared the attached list of potential budget reductions for the Committee of the Whole's consideration. The list outlines possible actions to reduce planned expenditures and includes high-level assessments of implementation feasibility and potential impacts to operations. Estimated taxation impacts are provided for the list as a whole and for each individual action.

At the same January 2026 meeting, FPC passed the following resolution:

> *THAT Financial Planning Committee request staff to prepare a summary of budget requests which represent the +3.1% (discretionary spending/inflation) for the February 18, 2026 Committee of the Whole meeting.*

Staff understand that this request is intended to provide the Committee of the Whole with insight into which budget lines include discretionary spending, to support understanding and potentially facilitate discussion of further budget reductions. Due to resource constraints, staff have not prepared a separate list of discretionary items. Instead, a column has been added to the Budget Detail worksheet indicating whether each budget line is Discretionary (D), Non-Discretionary (ND), or Variable Non-Discretionary (VND). Each category is defined as follows:

Discretionary:
These are expenses Trust Council can choose to spend or not spend each year. They include programs, projects, or services that are optional and flexible. Decisions on these directly affect what gets delivered and can be adjusted to reduce costs. Examples include funding for application sponsorship, meeting streaming and recorded services, and costs for many Trust Council, local trust committee, and Operational projects.

Non-Discretionary:
These are mandatory costs that must be paid, regardless of budget pressures. Examples include salaries and benefits for permanent staff and legislatively required services such as the annual audit. There's little to no flexibility to cut these without major consequences.

Variable Non-Discretionary:
These are required expenses that can fluctuate depending on certain factors, such as planned service levels or desired outcomes. Examples include expenses for enforcement activities, contracted services that vary with workload such as tech support, or staff travel costs associated with optional or flexible activities. While these costs are necessary, reducing the work associated with these budget lines support can help reduce costs, and careful management can help limit increases.

February 2026 Committee of the Whole (COTW) Meeting

At its February meeting, COTW recommended several proposed budget reduction options be accepted and budget lines reduced accordingly. These accepted budget reductions have been included in the draft 2026/27 already.

A summary of options already accepted by COTW, and options remaining for consideration, are included in the attached budget reduction options list.

ATTACHMENT(S):

- Draft 2026/27 Budget Reductions Options

FOLLOW-UP:

As directed by CotW.

Prepared By: Director, Financial and Employee Services
Reviewed By/Date: Chief Administration Officer/February 6, 2026
COTW/February 18, 2026

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	**March 11, 2026**
From:	**Islands Trust Conservancy Board**	**Date Prepared:**	**February 18, 2026**
SUBJECT:	**Response to Financial Planning Committee resolution from January meeting re: 2026/27 Islands Trust Conservancy Draft Budget Reduction Request**		

PURPOSE: To communicate to Trust Council the response from the Islands Trust Conservancy Board regarding the January 21, 2026 resolution to the Conservancy Board to reconsider a reduction of its 2026-27 budget request, and to inform Trust Council that the Executive Committee has made a recommendation to Trust Council to allocate $17,000 from the First Nations Engagement Grant to the Conservancy Five-year Plan project.

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 Program operations.

On October 22, 2025, Financial Planning Committee received the proposed 2026/27 budget from the Board, and passed the following resolution:

> **That Financial Planning Committee request that the Islands Trust Conservancy Board consider putting a portion of its recent $1 million donation to support some of the Island Trust Conservancy's 2026/27 budget requests as appropriate.**

On November 18, 2025, Islands Trust Conservancy Board received the request from Financial Planning Committee and reviewed the following information: the Fundraising and Donations Policy, the Canadian Association of Gift Planners Code of Ethics, and the Opportunity Fund guidelines. After a robust discussion, decided that these policies, guidelines and code of ethics do not allow for use of donated funds to be used towards operating costs. The ITC Board did not make any changes to its proposed budget. The Board expressed gratitude to the Financial Planning Committee for its budget development work and consideration of the Conservancy's mandate and work.

The following resolution was passed by the Islands Trust Conservancy Board at the November 18, 2025 meeting:

That the Islands Trust Conservancy Board request staff to invest $1 million of the Opportunity Fund into a high-yield fund while the Islands Trust Conservancy Board seeks input from Indigenous Governing Bodies and conservation partners on the purpose, structure and priorities of donation-supported funds as part of the Five-Year Plan engagement process.

On December 4, 2025 Trust Council passed the following resolution:

that Trust Council request the Islands Trust Conservancy Board to re-consider its budget request for 2026-27 in the context of Trust Council adoption of the recommendations in the Islands Trust 2025 Operational Review Report.

On January 20, 2026 Islands Trust Conservancy Board received Trust Council's request and had an in-depth discussion about reducing the proposed 2026-27 budget. In light of an already reduced budget being presented initially, the ITC Board considered Trust Council's request to review the budget for reductions, but did not make any changes to the 2026-27 proposed budget. Staff conveyed this decision with a briefing note to the Financial Planning Committee for their January 21, 2026 meeting.

On January 21, 2026 the Financial Planning Committee received a briefing from staff stating that the ITC Board reviewed the budget and did not make any adjustments. The Financial Planning Committee, passed another resolution request to the ITC Board:

that the Financial Planning Committee request the Islands Trust Conservancy Board to reconsider the request already asked of them by Trust Council to review their budget, with a view to reducing it, and to look at in particular the part-time Indigenous Relations Advisor.

On January 21, 2026 ITC staff also received a request from Financial Planning Committee:

that the Financial Planning Committee request staff to prepare options for further budget reductions for consideration at the February Committee of the Whole meeting.

On January 30, 2026, the Board

- Approved using $21,348 of the Property Management Fund, comprised of donated funds, as a source of revenue for property management operations. It was noted that using donated funds towards core operations to reduce taxation is not ideal. The board's purpose for initiating this fund was to supplement (enhance) protected areas management, not offset taxation. This one-time offset is in response to Financial Planning Committee and Trust Council's requests to reduce taxation costs on ITC's proposed budget. Staff recommend that, in future, the Board primarily use the Property Management Fund for special projects, such as updating the management plan template, climate change adaptation projects/research, or developing an ecological integrity program for protected areas.

- Reduced the board meeting expense line by $2,200

- Reduced the and professional services line by $7,000

- Learned that staff had been successful in securing a grant from Tree Canada for $26,000 to be allocated to species at risk activities (property management operations) in

fiscal year 2026-27. $9,500 of the grant is allocated to previously planned activities, resulting in $9,500 reduction of funds required from taxation, while $16,500 is for new activities.

- Decided not to recommend delaying the start date of the Conservancy Indigenous Relations Advisor to October 1, 2026 which would have saved $32,661. It was noted that delaying this position would mean that staff will not have the additional support during the initial Five-year Plan First Nations engagement process, potentially impacting relationship and trust building. It was noted that if the auxiliary Senior Policy Advisor position is extended another year, staff would have critical support during engagement processes but if both positions are cut, staff would be at a strong disadvantage moving into engagement with First Nations.

Table 1. Summary of changes to proposed ITC 2026/27 budget since December 2025 Trust Council meeting.

		AMOUNTS REQUESTED FROM TRUST COUNCIL			
	BUDGET LINE	**Dec-25**	**Mar-26**	*Increase (decrease)*	
	Professional Services	4,500	2,300	*(2,200)*	
	Board Meeting Expenses	10,000	7,000	*(3,000)*	
	Protected Areas Management Operations	150,000	145,153	*(4,847)*	Note 1
	Total	164,500	154,453	*(10,047)*	
Note 1:	Due to the following				
	Increase in spending paid for by new Tree Canada Grant		16,500		
	Amount to be paid for by ITCB directly from ITC Property Management Fund		(21,348)		
	Net change		(4,848)		
		Dec-25	**Mar-26**	*Increase (decrease)*	
	Tax revenue requirement from TC	1,366,090	1,311,242	*(54,848)*	Note 2
Note 2:	Due to the following:				
	Newly approved Tree Canada Grant revenue			*26,000*	
	Increased spending from grant			*(9,500)*	
	FN Engagement grant allocation			*17,000*	**new grant allocation subsequent to ITCB discussion*
	Amounts paid for by ITC funds directly			*21,348*	
	Total			*54,848*	-

**Note: The Executive Committee recommendation to Trust Council to allocate $17,000 from the First Nations Engagement Grant to the Conservancy Five-year Plan project happened after the January 30, 2025 Board meeting but is included above for completeness.*

NB: The budget request from the ITCB forwarded to Trust Council in December 2025 was based on estimated 2.5% BCGEU salary increase that had not been updated to 3%. However, the draft 2026/27 budget and budget overview documents provided to Trust Council by the Director of Financial and Employee Services included correct salaries information for ITC staff.

Attachments: None.

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

Prepared By: Wendy Tyrrell, Manager, Islands Trust Conservancy

Reviewed By/Date: Clare Frater, Director, Trust Area Services / February 18, 2026 (updated since Feb 18 Committee of the Whole meeting)

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 4, 2026
From:	**Financial Services**	**Date Prepared:**	February 18, 2026

SUBJECT: Committee of the Whole Draft 2026/27 Budget Reductions

PURPOSE:

To inform Trust Council of changes made to the draft 2026/27 budget by Financial Planning Committee (FPC) and Committee of the Whole (COTW), at their January 2026 and February 2026 meetings, respectively.

BACKGROUND:

At its meeting in January 2026, FPC passed no resolutions for amend the draft 2026/27 budget. Rather, they sought additional information to support the budget conversation at the scheduled February Committee of the Whole by passing the following resolutions:

1. *THAT Financial Planning Committee request Islands Trust Conservancy Board to reconsider the request already asked of them by Trust Council to review their budget, with a view to reducing it, and to look at in particular the part-time Indigenous Relations Advisor.*

2. *THAT Financial Planning Committee request staff to prepare a summary of budget requests which represent the +3.1% (discretionary spending/inflation) for the February 18, 2026 Committee of the Whole meeting.*

3. *THAT Financial Planning Committee request staff to prepare options for further budget reductions for consideration at the February Committee of the Whole meeting.*

At its February 2026 meeting, COTW responded to staff's budget reductions options list and passed the following resolutions to amend the draft 2026/27 budget:

1. *THAT Committee of the Whole recommend that Trust Council not hire a professional photographer for new trustee photos and reduce the related draft 2026/27 item #19 budget line by $3,500.*

2. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #4 ([EC] Meeting Expense) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $3,000.*

3. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #6 (Reconciliation Action Plan) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $25,000.*

4. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #7 (Reconciliation Action Plan - Capacity Funding) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $50,000.*

5. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #8 (Recruitment and Labour Relations) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $5,500.*

6. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #9 (Staff recognition and training) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $4,000.*

7. *THAT Committee of the Whole recommend that Trust Council hold one additional regular business meeting as a virtual meeting next fiscal year, and reduce the related draft 2026/27 Meeting Expense budget line by $33,750.*

8. *THAT Committee of the Whole recommend that Trust Council remove referral fees for the Gambier Island Local Trust Committee Official Community Plan project and reduce the related draft 2026/27 budget line by $2,000.*

9. *THAT Committee of the Whole recommend that Trust Council reduce the draft 2026/27 Contracted Services budget line by $5,000.*

10. *THAT Committee of the Whole recommend that Trust Council not fund in-person meetings for Council Committees, and remove the draft 2026/27 budget of $6,500 associated with this work.*

    *[*Note: this amount should have been $4,500, as in person funding for FPC had already been removed when they set all their meetings next fiscal as electronic. Staff removed the remaining $4,500 from the draft budget in response to this resolution.]*

11. *THAT Committee of the Whole recommend that Trust Council cancel newspaper subscriptions and reduce the related draft 2026/27 item #18 budget line by $1000.*

12. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #22 (UBCM Attendance) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $7,000.*

13. *THAT Committee of the Whole recommend that Trust Council adopt staff budget options at 50% reduction as presented in the DRAFT 2026/27 BUDGET REDUCTION OPTIONS 15, 16, and 17; and reduce the related draft 2026/27 by a total of $50,000.*

These COTW reductions total $194,250, reducing LTA general taxation by approximately 2.1%, and reducing the BIM general tax levy by over 5.2%. These have been reflected in the draft 2026/27 budget in Trust Council's agenda materials.

Other changes to the draft budget since Trust Council reviewed it in December are as follows:

1. **Islands Trust Conservancy Board budget request**
   The ITCB has reviewed their budget request, in response to TC and FPC who requested they do so. Their budget request was amended downwards. The ITCB has responded to Trust Council to outline their discussion and results, in a separate Briefing to Trust Council: *ITCB Results of Budget Request Review – BRF.*

2. **Changes from Staff Reviews and New Data**
   Staff have reviewed planned spending in operating and project budgets and consolidations and have made changes where needed to reflect new information or datasets, revised estimates, and correct any noted errors. Discussion of these changes is included in the separate Briefing to Trust Council: *Budget Changes Since Last Reviewed - BRF.*

3. **Increased Non-Tax Revenue Streams**
   Revenues from non -tax sources such as grants, surplus, and reserves have been revised since December 2025. Discussion of these changes is included in the separate Briefing to Trust Council: *Budget Changes Since Last Reviewed - BRF.*

ATTACHMENT(S):

- Budget Reduction Options – Remaining for TC Consideration
- Budget Reduction Options – Accepted by COTW

FOLLOW-UP: As directed.

Prepared By: Director, Financial and Employee Services
Reviewed By/Date: CAO/February 12
COTW/February 18

ISLANDS TRUST

DRAFT 2026/27 BUDGET REDUCTION OPTIONS

The following budget reductions options remain open for Trust Council's consideration. They are NOT incorporated into the draft 2026/27 budget.

Expenses equaling 1% of LTA taxes = $ 92,620

Municipal pool reduction equaling 1% of BIM taxes = $ 28,000

LEGEND	Imple-menatation Feasibility	Impact to Operations
✔	Easy	Little - None
⊖	Moderately Complex	Somewhat negative, but mitigatable
X	Highly Complex	Very negative

Item	Dept	Dept Location Code	Budget Line	Amount to Reduce ($)	*LTA tax impact*	*BIM tax levy impact*	Action	Imple-mentation Rating	Impact Rating	Rationale and Impact Assessment
10	TAS/PS	150/590	Staff salaries & benefits	45,564	*-0.5%*	*-0.8%*	Move start date for new 1.0FTE Manager, Indigenous Relations from June 1 to Oct 1 (save 4 months)	✔	⊖	Would still support the intent as set out in the business case while reducing the budget impact for 26/27. But it would delay the ability to realize impact from the investment. Could also consider allocating this position under Planning Services to remove the cost to BIM, which undertakes First Nations engagement of its own.
11	TAS/PS	150/590	Staff salaries & benefits	37,640	*-0.4%*	*-1.0%*	Move start date for new 1.0FTE Communications & Engagement Lead from June 1 to Oct 1 (save 4 months)	✔	⊖	Would still support the intent as set out in the business case while reducing the budget impact for 26/27. But it would delay the ability to realize impact from the investment.
12	ITC	210	Staff salaries & benefits	21,462	*-0.2%*	*-0.8%*	Move start date for new 0.5 FTE, Indigenous Relations Advisor from June 1 to Oct 1 (save 4 months)	✔	⊖	Would still support the intent as set out in the business case while reducing the budget impact for 26/27. Would delay providing staff much-needed expertise to sit at the table while we are developing relationships with 30 Nations on the Five-year Plan Engagement Process. Note this proposal was presented to the ITC Board as part of a series of budget reduction options on January 30, and the Board did not support it.
13	PS	590	Staff salaries & benefits	28,010	*-0.3%*	*0.0%*	Not fill the PS co-op position in fiscal 26/27	✔	⊖	Co-op students are discretionary and not filling a position has less impact than not filling a regular staff position. Not hiring the co-op will mean project work anticipated to be performed by them will not be completed.
14	IS	825	Staff salaries & benefits	23,070	*-0.2%*	*-0.3%*	Not fill the GIS co-op position in fiscal 26/27	✔	⊖	Co-op students are discretionary and not filling a position has less impact than not filling a regular staff position. Not hiring the co-op will mean project work anticipated to be performed by them will not be completed. This position also can provide support for staff during the summar, which is tradiitonally when most staff take some of their vacation allowances.
15	TAS/ITC	150/210	Staff salaries & benefits (COTW appected this recommendation at 50% - remaining portion stays on the options list for TC to consider)	13,500	*-0.1%*	*-0.5%*	Set a target for salary reductions to be achieved through attrition in 26/27	X	X	Council could direct staff to find a specified amount of savings on salary costs in 26/27 to be achieved by no filling or delaying filling vacant positions as they arise, and by reducing overtime. There is no ability to control where those vacancies arise, but leaving positions unfilled would contine to exacerbate capacity challenges and undermine staff engagement and retention. Reductions in overtime may result in limited staff availability to support in-person events on islands outside normal working hours.
16	Exec/LIS /FES	820/824/825	Staff salaries & benefits (COTW appected this recommendation at 50% - remaining portion stays on the options list for TC to consider)	11,500	*-0.1%*	*-0.1%*	Set a target for salary reductions to be achieved through attrition in 26/27	X	X	Council could direct staff to find a specified amount of savings on salary costs in 26/27 to be achieved by not filling, or delaying filling vacant positions as they arise, and by reducing overtime. There is no ability to control where those vacancies arise, but leaving positions unfilled would contine to exacerbate capacity challenges and undermine staff engagement and retention. Reductions in overtime may result in limited staff availability to support in-person events on islands outside normal working hours, and could impact staff's ability to travel to the islands during regular hours depending on ferry schedules.
17	PS/Bylaw	510-580	Staff salaries & benefits (COTW appected this recommendation at 50% - remaining portion stays on the options list for TC to consider)	25,000	*-0.3%*	*0.0%*	Set a target for salary reductions to be achieved through attrition in 26/27	X	X	Council could direct staff to find a specified amount of savings on salary costs in 26/27 to be achieved by no filling or delaying filling vacant positions as they arise, and by reducing overtime. There is no ability to control where those vacancies arise, but leaving positions unfilled would contine to exacerbate capacity challenges and undermine staff engagement and retention. Reductions in overtime may result in limited staff availability to support in-person events on islands outside normal working hours, and could impact staff's ability to travel to the islands during regular hours depending on ferry schedules. .
20	TC	100	Travel - Chair	1,000	*0.0%*	*0.0%*	Eliminate the proposed new Chair travel budget	✔	✔	This is a net new budget line that may not be needed by a new Chair post-election
21	TC	100	Trustee Training	10,000	*-0.1%*	*-0.4%*	Reduce training for trustees by 50%	✔	⊖	The originally proposed amount was intended to allow some contracted training for the incoming Council and potential access for some new trustees to external training opportunities such as the March 2026 LGLA program. The reduced amount would be prioritized for contracted training on essential subjects such as chairing and meeting procedures. It would remove available funding to external opportunities like LGLA.
23	IS	825	Meeting Streaming & Editing Recordings for Posting	15,000	*-0.2%*	*-0.2%*	Stop Collaborate Video services for streaming pulic meetings, editing them for posting, and storing them. Can stop all or some of these tasks.	✔	✔	Collaborate video host, edit and maintain recordings of all of our public meetings. This is not a legislated requirement. Removal of the service will mean that Trust Council, local trust committees, islands trust conservancy and council committee meetings will not be recorded (they can still be live streamed). There is no requirement for Islands Trust to record its public meetings. However, ending the practice of recording meetings and posting them online may be perceived as decreasing transparency.
TOTAL POTENTIAL BUDGET REDUCTIONS				**231,745**	**-2.5%**	**-4.1%**				

ISLANDS TRUST

DRAFT 2026/27 BUDGET REDUCTION OPTIONS

The following budget reductions options provided by staff were accepted by COTW and have already been incorporated into the draft 2026/27budget.

Expenses equaling 1% of LTA taxes = $ 92,620

Municipal pool reduction equaling 1% of BIM taxes = $ 28,000

LEGEND	Imple-menatation Feasibility	Impact to Operations
✔	Easy	Little - None
⊖	Moderately Complex	Somewhat negative, but mitigatable
X	Highly Complex	Very negative

Item	Dept	Dept Location Code	Budget Line	Amount to Reduce ($)	Action	Imple-mentation Rating	Impact Rating	Rationale and Impact Assessment
1	TC	100	Committee Meeting Expense (All)	4,500	Hold all RPC, TPC, GC, FPC, and AC meetings electronically rather than provide funding for the first one of th eterm in person	✔	⊖	Most current standing committee meetings are now all virtual. The incoming Council will have other opportunities, notable through Trust Council meetings, to connect in-person.
2	PS	590	Contracted Temporary Staffing	5,000	Eliminate the proposed contract with PS	✔	⊖	While the intent of the contract is to support transition of a new RPM for the southern office, it is not essential. But it may result in loss of knowledge transfer and undermine the effectiveness of the transition.
3	LTC	630	LTC Projects - Gambier OCP/LUB Amendments Implementation	2,000	Remove referral fees and extra communications	✔	✔	GMLTC amended project charter Jan. 2026. Business case removes expenses for referral fees and communications in excess of public engagement costs.
4	EC	110	Meeting Expense - EC	3,000	Balance of EC,until the election, meetings will be virtual only.	✔	✔	EC in-person meetings are primarily held for those meetings involving review of the quarterly Trust Council agendas. This change will move the remaining 3 scheduled in-person meetings for the current EC to virtual. Budget will remain for the incoming EC to meet in-person if desired.
5	TC	100	Meeting Expense - TC	33,750	Make June TC Meeting Virtual	✔	✔	In December, Trust Council agreed to its September 2025 meeting being virtual. This proposed change would allow for additional savings, while still retaining the in-person option for the first 3 meetings of the incoming Council.
6	TC/PS	100/590	Reconciliation Action Plan	25,000	Cut in half.	✔	⊖	Would reduce funds for implementation of Reconciliation Action Plan $50,000 to $25,000. This proposal assumes that the UBCM Community to Community Grant will be available and can be used towards costs of new agreements.
7	TC/PS	100/590	Reconciliation Action Plan	50,000	Reduce the capacity funding amount for fiscal 26/27 to half what was recommended in the operational review	✔	⊖	This approach allows for some savings, but may result in insuffucient funding to support advancement of meaningful relationship building and engagement of First Nations on significant projects.
8	FES	830	Recruitment and Labour Relations	5,500	Reduce budgets for recruitment and labour relations	✔	⊖	This budget supports hiring for staff across the organisation, and provides funds to support labour relations issues if required. Should more hirings than typical be needed in the year and budget runs dry, alternate budgets can be drawn on to support what would likely be small overruns.
9	FES	830	Staff recognition and training	4,000	Do not visit northern island for June ASM	✔	✔	This is one of two in-person all-staff meetings held annually so support staff development and engagement. A location for an in-person meeting would be identified that reduced the need for travel. However, this change may negatively impact staff engagement.
15	TAS/ITC	150/210	Staff salaries & benefits	13,500	Set a target for salary reductions to be achieved through attrition in 26/27	X	X	Council could direct staff to find a specified amount of savings on salary costs in 26/27 to be achieved by no filling or delaying filling vacant positions as they arise, and by reducing overtime. There is no ability to control where those vacancies arise, but leaving positions unfilled would contine to exacerbate capacity challenges and undermine staff engagement and retention. Reductions in overtime may result in limited staff availability to support in-person events on islands outside normal working hours.
16	Exec/LIS /FES	820/824/8 25	Staff salaries & benefits	11,500	Set a target for salary reductions to be achieved through attrition in 26/27	X	X	Council could direct staff to find a specified amount of savings on salary costs in 26/27 to be achieved by not filling, or delaying filling vacant positions as they arise, and by reducing overtime. There is no ability to control where those vacancies arise, but leaving positions unfilled would contine to exacerbate capacity challenges and undermine staff engagement and retention. Reductions in overtime may result in limited staff availability to support in-person events on islands outside normal working hours, and could impact staff's ability to travel to the islands during regular hours depending on ferry schedules.
17	PS/Byla w	510-580	Staff salaries & benefits	25,000	Set a target for salary reductions to be achieved through attrition in 26/27	X	X	Council could direct staff to find a specified amount of savings on salary costs in 26/27 to be achieved by no filling or delaying filling vacant positions as they arise, and by reducing overtime. There is no ability to control where those vacancies arise, but leaving positions unfilled would contine to exacerbate capacity challenges and undermine staff engagement and retention. Reductions in overtime may result in limited staff availability to support in-person events on islands outside normal working hours, and could impact staff's ability to travel to the islands during regular hours depending on ferry schedules. .
18	TAS	150	Subscriptions	1,000	newspaper subscriptions, local island subscriptions	✔	✔	Staff will change some mailed publications to digital only and cancel some subscriptions to non-island publications (e.g. Coast Reporter)
19	TC	100	TC Photos	3,500	Not hire a professional photographer for new trustee photos.	✔	✔	Photos are used primarily for the Islands Trust website. Staff will investigate other potential low-cost or no-cost options, or photos will be taken by staff.
22	TC	100	UBCM Attendance	7,000	Eliminate Islands Trust attendance at the September 2026 UBCM convention	✔	✔	The approved amount is for only the Chair and CAO to attend UBCM. If there is no Islands Trust attendance, the primary impact would be lack of opportunity to engage with partners and provincial agencies in advancing Trust priorities. Thsis may be mitigated by the convention being month before the election.
TOTAL POTENTIAL BUDGET REDUCTIONS				**194,250**				

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 12, 2026
From:	Financial Services	**Date Prepared:**	February 19, 2026

SUBJECT: Changes to the Draft 2026/27 Budget Since Reviewed by Trust Council

PURPOSE:

To inform the Trust Council of changes made to the draft 2026/27 budget since it was last reviewed at the December Trust Council (TC) meeting.

BACKGROUND:

Since TC met in December and reviewed the draft 2026/27 budget, a number of updates have been made to the draft budget.

NEW ACTIVITIES

- The Islands Trust Conservancy Board has met to review its budget needs for next fiscal year and reduced their total budget request of Trust Council. A separate briefing from the Board, included with the budget materials, discusses the implications of these changes.
- The Regional Planning Committee has completed their review of LTC project business cases, and the Planning Services Feasibility Assessment. No recommendations for changes to the budget arose from their review.
- The third quarter financial forecast for the current year has been completed. This forecast update estimates of available excess surplus and reserve funds for use in next year's budget. The forecast indicates additional available LTC reserve funds of $25,000 and additional available surplus funds of $327,400 available to offset spending in the draft 2026/27 budget.
- As requested by FPC, senior staff have reviewed the draft budget for areas of potential reduction. A reduction options list totaling approximately $439,000 was provided to the Committee of the Whole as part of their February meeting agenda materials for discussion. The Committee of the Whole has recommended actioning several of these options, totaling $194,250. These adjustments are reflected in the budget materials in the Trust Council agenda.
- The Committee of the Whole reviewed the draft 2026/27 and proposed a number of budget reductions, outlined in a separate briefing. These amendments are reflected in the draft 2026/27 materials in Trust Council's agenda.
- New data that informs specific budget lines has been released:
    - BC Assessment: Completed roll information has been received for folios and net converted assessment values. These inform trustee remuneration and the BIM ley calculation, respectively.
    - Statistics Canada: December Consumer Price Index information has been published, contributing to updates in trustee remuneration.

SUMMARY OF DRAFT BUDGET CHANGES

A very high-level summary of budget changes since Trust Council's review in December 2025 is as follows:

Budget Category	Draft 2026/27 Budget As At December 2025	Draft 2026/27 Budget As At March 2026	*Increase (Decrease)*	*Comments*
External revenues:				
Grants	182,001	265,001	*83,000*	Tree Canada Grant, First Nations Engagement Grant
Taxes	10,950,460	10,589,780	*(360,680)*	Reduced due to new grants and surplus draws paying for planned spending
Fees & Investment Income	390,100	391,100	*1,000*	Updated estimates
Total External Revenue	11,522,561	11,245,881	*(276,680)*	
Planned Spending:				
Operations	10,940,060	10,966,580	*26,520*	Primarily increases in salaries, software, TC meetings, and legal budgets
Programs & Projects	576,001	561,001	*(15,000)*	Increased TC & LTC projects offset by defunding optional programs
Capital	186,500	195,700	*9,200*	Primarily increased due to new equipment for operating boardroom meeting technology
Total Planned Spending	11,702,561	11,723,281	*20,720*	
Annual Surplus (Deficit)	(180,000)	(477,400)	*(297,400)*	
Funded by:				
General Surplus	-	327,400	*327,400*	Available surplus due to underspending in the current year
LTC Reserve	125,000	150,000	*25,000*	Available reserve due to underspending in the current year
Special Tax Reserve	55,000	-	*(55,000)*	Removed SSIWPA projects so funding no longer required
Balanced Budget	(0)	(0)	*0*	

External Revenues

- Grant revenues have increased $83,000 due to one newly approved grant (Tree Canada), and more funds from a previously received grant (FN Engagement) being directed to work next fiscal year.
- LTA taxes have decreased $310,660 reflecting a new general tax increase of 7.9%.
- BIM taxes have decreased $50,020, reflecting a new BIM general tax levy increase of 12.6%.
- Updated estimates for fees and investment income have increased this budget by $1,000.

Planned spending

- Total planned spending has increased from $11.70M to $11.72M due to the items discussed in this report.

Shortfall, Surplus & Reserves

- The budgeted shortfall has increased by $297,400 due to changes in external revenues and planned spending.
- Transfers from the General Revenue Surplus Fund has increased from $nil to $327,400 due to current year third quarter forecast results estimating excess surplus availability for use in the budget.
- Transfer from the LTC reserve fund has increased from $125,000 to $150,000.
- Transfer from Special Tax Requisition Fund has been removed as no SSIWPA projects will advance next fiscal year.

DETAILED CHANGES TO EXTERNAL REVENUES

Total revenues have decreased by $276,680 as follows:

Grant Revenue has increased by $83,000 due to inclusion of more grant funds related to:

- An additional $57,000 included in the budget to pay for ongoing First Nations engagement work related to LTC projects ($40,000), and the ITCB 5-year plan project ($17,000).
- A newly approved federal grant of $26,000 has been awarded to the ITC to support protected area initiatives in the Trust Area.

Investment Income has increased $1,000 due to updated estimates of cash available for investment earnings.

Local Trust Area Taxes have decreased $295,180 as a consequence of changes to planned spending and new revenue sources included in the budget.

- The previous budget draft reflected an LTA general tax increase of 9.6%, plus a 2.5% additional increase coming from non-market factors.
- The current budget reflects an LTA general tax increase of 8.0%, plus an 0.8% additional increase coming from non-market factors.

BIM Taxes have decreased $65,500 as a consequence of changes to planned spending and new revenue sources included in the budget.

- The previous budget draft reflected a BIM general tax increase of 23.7%, plus a 1.2% additional increase coming from non-market factors.
- The current budget reflects an BIM general tax increase of 9.2%, plus an 1.4% additional increase coming from non-market factors.

DETAILED CHANGES TO PLANNED SPENDING

OPERATIONS:

Amortization
Amortization estimates have increased by $37,000, representing updated calculations to the use of budgeted capital assets over time.

Software Support and Licensing
Software Support and Licensing has increased by a net $21,100 as a result of the following:

- A pricing policy change from Zoom has increased cost for Islands Trust Zoom licences by $13,840. Staff have reviewed the number of required licences to mitigate impacts of this policy change.
- Costs for Zoom phones have been reallocated to this budget line, as these are software-supported phones under the oversight of the Information Services team. This is not an actual budget increase, simply a reallocation from the telephone budget line to the software budget line.
- Social media communications software has been added to the budget for $1,900.
- Survey Software has been added to the budget for $1,000.
- Water monitoring software costs have been reviewed and corrected, increasing this budget by $4,700
- Exchange software assurance costs of $2,700 have been added to the budget.
- A combined amounts of $1,125 has been added to the budget to pay for Exchange email PDF plugins, and QR Code Generator software.
- Funding for VMWare licenses that are no longer required have been removed from the budget, reducing cost by $12,000
- A correction was made to remove the double counting of Time Tracking software, reducing budget by $7,680.

Internet and Connectivity
Internet and connectivity costs have increased by $16,390 due to higher costs for connections to the provincial government internal systems, which now carry additional costs for enhanced security measures. This was new information received by Islands Trust since the last budget version.

Orthophotos
A new budget line has been created to more transparently highlight planned costs for orthophotos (Trust area mapping data) in the year. These costs were formerly in the technical support budget line, and as such, this budget line has decreased by the same amount. The amount in this budget line $25,000.

General Elections costs have decreased by $3,500 following a recommendation by the Committee of the Whole not to fund professional photographs for new trustees.

Meeting Expense budgets have been increased $30,750 due to changes in Trust Council and Executive Committee meetings budgets as follows:

Trust Council Meetings - Trust Council directed that all four regular business meetings of TC will be held in person next year, and as such this budget line was initially increased by $67,500. Committee of the Whole has recommended that one meeting be funded in person, reducing this budget line by $33,750.

Executive Committee Meetings - Committee of the Whole recommended that EC meet virtually for the remainder of this term, reducing their meetings budget by $3,000.

Committee Meetings budget lines reflect no funding for in person committee meetings. This responds to the COTW recommendation that all council committees conduct their business electronically next year, in response to budget pressures.

Office lease costs have increased by $800 due to updated cost estimates for operations, property taxes and janitorial services that are passed on to Islands Trust by the lessor of our Victoria Office.

Recruitment and Labour Relations costs have decreased by $5,500 following a recommendation by the Committee of the Whole to manage this activity within existing budgets.

Staff Salaries & Benefits
All budget lines for salaries and benefit have been updated to reflect wage increases for staff in line with the new collective agreement, where new salary information has been published. In addition, the Committee of the Whole recommended an additional decrease of $50,000 for salary turnover allowance the following adjustments have been made to specific salary budgets:

- **Executive/Legislative and Information Service/Financial and Employee Services**
  This budget line has decreased by a net $36,986 due to:
  - The removal of the new permanent 1.0FTE GIS Analyst staff position, per Trust Council's direction.
  - The addition of costs to backfill a staff's extended leave.
  - Updated wage information per the new BCGEU collective agreement
  - An increase in salary turnover allowances.

- **Trust Area Services/Islands Trust Conservancy**
  This budget line has increased by a net $113,485 due to:
  - The addition of a new permanent 1.0FTE Manager of Indigenous Relations position, per Trust Council's direction.
  - The addition of a Communications and Engagement Lead position, per Trust Council's direction.
  - Updated wage information per the new BCGEU collective agreement.
  - An increase in salary turnover allowances.

- **Director of Planning Services & Specialists**
  This budget line has decreased by a net $36,183 due to:
  - Trust Council declined to make permanent, or provide ongoing funding, for the 1.0FTE Registered Biologist Position. As such, funding for this position has been removed from the draft budget.
  - Updated wage information per the new BCGEU and PEA collective agreement
  - An increase in salary turnover allowances.

- **RPMs & Planners, Planning Support, and Bylaw**
  These budget lines have decreased by $21,933 due to updates made for newly published salary amounts under the new BCGEU agreement and an increase in salary turnover allowances.

Insurance costs have decreased by $16,310 reflecting the actual invoiced premiums for our most recent insurance renewal.

ITC Board Meeting costs have decreased by $2,200 due to the ITC Board resolving to hold more of items meetings electronically next year.

Professional Consultant Fees have decreased by $3,000 due to the ITC Board amending their budget request to hire outside expertise.

Protected Areas Management Operations costs have decreased by $4,848. This results from the addition of $16,500 for new work funded by the Tree Canada grant, less $21,348 that the ITCB has chosen to support from it's own funds.

Legal Litigation costs have increased $10,000 in response to updates related to defending existing claims.

Subscription costs decreased by $1,000 following a recommendation by the Committee of the Whole to remove funding for some non-essential subscriptions.

Telephone budget line has decreased by $15,500. This is not an actual reduction in funding. Rather, the costs for Zoom phones have been reallocated to the Software Support and Licencing budget line belonging to Information Services, as these are a software product managed by this group.

Training – Staff recognition & meetings costs decreased by $4,000 following a recommendation by the Committee of the Whole to not hold the June All Staff Meeting on a northern gulf island.

UBCM/AVICC Convention costs have decreased by $7,000 following a recommendation by the Committee of the Whole not to send attendees to UBCM this year, acknowledging budget pressures and the understanding that attendance at UBCM in an election year is less valuable than in other years. Funding to attend AVICC remains.

Trustee remuneration and CPP costs have increased $1,846 based on updated calculations that reflect December 31 2025 CPI, per policy. The former version of the budget reflected November CPI as December's information was not yet available at that time.

Trustee Health/Dental Benefits
Heath and Dental benefits has a reduction of $950 to reflect updated benefit premium costs.

PROGRAMS AND PROJECTS:
An overall decrease to project expenditures of $15,000 due to the following changes:

Optional TC Programs
A total reduction in optional TC programs of $49,000 due TC's removal of the following budget items:

- Applications sponsored by TC $15,000
- NAPTEP Applications sponsored by TC 1,000
- History and Heritage Funding Grants-in-Aid 6,000
- Stewardship Education 10,000
- Secretariat Services 17,000

TC Strategic Plan Projects
A total decrease of $15,000 in TC Strategic plan projects, as follows:

- Reconciliation Program has increased by $25,000 due to reductions in base reconciliation program funding, plus additions for capacity funding.
- Freshwater Sustainability Strategy funding has decreased by $10,000, a result of Trust Council's direction not to fund the implementation portion of the project.

LTC Projects
Planned LTC project expenses (excluding those funded from Special Property Taxes) have increased by a net $74,000 as follows:

- Denman OCP/LUB Review Project has increased by $2,000 to acknowledge ongoing First Nations engagement work next fiscal year.
- Gabriola OCP/LUB Review Project has increased by $4,000 to acknowledge ongoing First Nations engagement work next fiscal year.
- Gambier Island OCP/LUB Amendments Implementation has decreased by $2,000 to acknowledge the removal of referral fees from the project budget, at the recommendation of COTW.
- Hornby OCP Review Project has increased by $10,000 to acknowledge ongoing First Nations engagement work next fiscal year.
- Lasqueti OCP/Review Initiation Project has increased by $1,500 so that project pieces not complete this year, can be completed next year.
- North Pender Housing Access and Affordability Project has increased $3,000 in the budget due to public hearings planned for the current year that will now only take place next year.
- Salt Spring OCP/LUB Review Project has increased $72,000 to acknowledge ongoing public engagement work next fiscal year.
- Salt Spring Groundwater Sustainability Project funding of $16,500 has been removed from the budget, at the direction of Trust Council.

LTC Project expenses funded from Special Property Taxes have decreased by $55,000

- SSI LTC SSIWPA Plan Coordination project for $55,000 was removed from the budget, at Trust Council's direction.

CAPITAL:

Hardware costs have increased by $9,200 due to the following:

- A move from Baracuda to Mimcast spam filtering software requires capital work amounting to $2,000.
- Replacement of six iPads required to operate office boardroom equipment, due to the current iPads becoming obsolete with the upcoming Apple operating system update. The older iPads cannot support the new software update, resulting in elevated security risks.
- An update in the cost estimate for Sonic Wall Routers, adding $700 to the budget.

CHANGES TO PROJECTED ANNUAL SURPLUS (DEFICIT)

The total projected annually deficit has increased $297,400, all of which will be funded from new surplus draws.

Draws from Surplus & Reserves:
The total draw from surplus and reserve funds is at $477,400 compared to the $125,000 in the previous version of the budget:

- Transfer from the General revenue surplus fund of $327,400.
- Transfer from LTC project reserve fund of $150,000.
- Transfer from the Special Property Tax Reserve Fund of $nil.

ATTACHMENT(S): None.

FOLLOW-UP:

Further changes to the draft 2026/27 budget will likely occur when the following takes place:

- Direction from COTW at their February meeting;
- Direction from TC at their March meeting.

Prepared By:	Finance Officer Director, Financial and Employee Services
Reviewed By:	Rueben Bronee, CAO COTW/Feb 18, 2026

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 11, 2026
From:	Committee of the Whole	**Date Prepared:**	February 18, 2026

SUBJECT: Draft 2026/27 Budget Overview

PURPOSE:

To provide Committee of the Whole with an overview of the 2026/27 budget for review, comment and direction. Recommended changes from Committee of the Whole will be made in the draft 2026/27 budget and forwarded to Trust Council as the recommended budget from Committee of the Whole.

BACKGROUND:

The Budget Assumptions, Principles, and Guidelines for the 2026/27 budget cycle were approved by Trust Council at their September 2025 meeting. These have been used as a guide in putting together the draft 2026/27 budget as much as possible. Assessment of the draft 2026/27 budget against these guidelines is included in the budget materials.

To date, the following activities have taken place to support the current draft of the 2026/27 budget:

BODY	ACTIVITY
Executive Committee (EC)	EC reviewed their budget needs and has submitted requests for most of its operational and programming functions, as well as for Trust Council projects under its oversight.
Governance Committee (GC)	GC has reviewed their budget needs and submitted a single request to the budget cycle.
Islands Trust Conservancy Board (ITCB)	The ITCB has discussed its budget needs for next fiscal year and has advanced their request to the budget cycle. At the request of Trust Council in December 2025, the ITCB reviewed its funding requests in January 2026 and have made amendments to reduce requested amounts. These amendments are reflected in the current budget draft.
Regional Planning Committee	RPC has discussed its budget needs to further the Freshwater Strategy next fiscal and has advanced a funding request related to this work.

(RPC)	They have also completed the following tasks: • Review of the business case submissions of LTCs. • Review of the planning services project feasibility assessment prepared by staff which assesses if all planned projects are achievable in the fiscal year.
Trust Programs Committee (TPC)	TPC has reviewed all their funding requests for the next fiscal year. Amounts are included in the draft budget and business cases are included in the agenda package.
Local Trust Committees (LTCs)	LTCs have submitted business cases for their funding requests valued at over $5,000. Smaller projects will continue to be funding from a pool of funds designated to minor projects. Staff have reviewed current year LTC projects and where project activities planned for the current year will not be completed by year-end, funding has been moved from this fiscal year into next year to support the work. Planning Services and Legislative Services staff have reviewed LTC requests to use special requisition funds against policy and legislation. The latest version of the budget does not include funding for these projects.
Operational Business Units	All business units in Islands Trust have provided their departmental budget requests and submitted business cases for new operating initiatives as required, and justification forms for operating budget increases greater than forecasted inflation or $500. Staff have prepared estimates of Trust-wide expenses with the input of management. Senior staff have prepared a list of potential budget cuts to support Trust Council's budget debate.
Committee of the Whole	COTW reviewed the draft budget and made recommendations to Trust Council to reduce the draft budget. These recommendations have been incorporated into the draft budget materials in Trust Council's agenda.

The above information has been collated into the draft 2026/27 budget that is presented in this agenda.

PREAMBLE

The draft 2026/27 budget shows a 4.7% increase in overall planned spending, driven primarily by increased costs for Trust Council Services, Islands Trust Conservancy Services, and General Administration. This increase in planned spending is above forecasted inflation for the year.

The draft general tax increases for local trust areas and Bowen Island Municipality are 7.9% and 12.6% respectively, larger than the 4.7% increase in planned spending. This is due to revenue

from external sources (fees, grants, investment income) decreasing by 35%.

As a result of increased planned spending and reduced revenues year over year, an additional $867,580 in taxes is required to balance the budget. The majority ($786,860) of these additional taxes is collected on the general tax base resulting in higher tax increases than historically seen at Islands Trust.

External revenue sources like fees, grants, and investment income are largely beyond the organization's control. While local trust committees can influence fee revenue by adjusting application fees, the volume of applications is driven by decisions of individual community members. The inclusion of grants is also outside the organization's control, as it depends on funding availability and funders' decisions.

Given that external revenue streams cannot be easily increased, Islands Trust must rely on internal funding sources such as surplus or reserves to balance the budget and avoid steep tax hikes. The current version of the draft budget draws in $327,400 from excess surplus funds which help mitigate the tax increase; however, it does not fully offset the need for additional tax revenues to balance the budget.

Approximately 40% of the general tax increase for local trust areas (3.1%) is due to lost revenue streams year over year. This means if spending levels were to remain as they were last year with no increases or reductions, the tax increase would be about 3.1%.

The remaining portion of the general tax increase (4.8%) is due to net planned spending increases:

- Purely discretionary budget lines have decreased by 2.%
- Non-discretionary budget lines have increased 3.5% (primarily for elections, legislatively required activities such as the ITCB 5-year plan and annual audit fees); and
- Variable non-discretionary budget lines have increased 3.3% (primarily as a result of changes to staff levels and wage increases)

It is estimated that this would mean an approximate $30-40 increase in annual taxes paid per typical household in the Trust Area (excluding BIM).

For BIM, 4.9% of the levy increase is due to lost revenue streams, with the remaining percentage due to changes in planned spending. It is estimated that this would mean an approximate $20-25 increase in annual taxes paid per average household on Bowen Island.

SUMMARY OF DRAFT BUDGET RESULTS

The draft 2026/27 budget contains the following:

- Total proposed planned spending of $11.7M:
    - Operating budget $11.1M (excluding amortization expense)
    - Projects and programs budget $561,001
    - Capital budget $195,700
- A proposed 7.9% general tax increase to local trust areas (exclusive of NMC)
- An estimated 12.6% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of $327,400.
- A proposed draw from the LTC Project Reserve Fund of $150,000.
- A proposed draw from the Special Property Tax (SSIWPA) Reserve Fund of nil dollars.

SUMMARY COMPARISON TO PREVIOUS FISCAL YEAR APPROVED BUDGET

Budget Category	FY26 Approved Budget	FY27 DRAFT Budget	*Change $*	*Change %*
Operations	10,211,630	10,966,580	*754,950*	*7.4%*
Operational Projects	90,000	19,000	*(71,000)*	*-78.9%*
Capital	261,100	195,700	*(65,400)*	*-25.0%*
Trust Council Programs	48,500	-	*(48,500)*	*-100.0%*
Trust Council Strategic Plan Projects	131,500	133,000	*1,500*	*1.1%*
LTC projects	436,001	269,001	*(167,000)*	*-38.3%*
ITCB Projects	20,000	140,000	*120,000*	*600.0%*
Total	11,198,731	11,723,281	*524,550*	*4.7%*

The draft operating budget has increased over the prior year primarily due to elections, new council orientation costs, new staffing requests, staff and trustee wage increases, rising technology costs, increasing office lease costs, and enhanced training budgets for select staff groups.

Draft capital budgets are reduced over the prior year primarily due to the conclusion of the Salt Spring Island office renovation and move project.

Project budget comparatives year-over-year are potentially less helpful for future year decision making as projects vary from year to year based on political priorities and could have very different costs depending on the nature of work being completed. The reduction in local trust committee projects next year may be an acknowledgement that election years take staff and trustee time away from deliverables to focus on new trustee orientation and committee formation, while other project areas may not have made similar concessions.

DRAFT 2026/27 BUDGET - OVERVIEW

PLANNED REVENUES:

External sources of revenue include application fees, grant funding, property taxes, levies, and investment income.

Internal sources of revenue, when used to balance the budget, comes from funds held in the Islands Trust surplus funds and reserve funds.

Grant Revenues:

Total grant revenues in the draft budget amount to $265,001 (prior year - $595,931), broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of $180,000 (2023/24- $180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province. However, as this project has not moved forward, no new information is available to support amending the value of this revenue stream.

- A restricted provincial grant of $150,000 was received from the Ministry of Municipal Affairs for First Nations engagement funding in fiscal 2023-24. Of this amount, $59,000 is expected to be spent next year.
- A restricted federal grant of $26,000 has been approved from Tree Canada for $26,000. This work will support the work of ITC.
- A line for contingent grant income is included in the budget with a nominal $1. This line serves as a placeholder to ensure unanticipated grants awarded in the year can be captured as required.

Fees and Investment Revenues:

- Fees from applications is set at $198,000 (prior year - $198,000) based on an estimate of fees to be recognized in the year in line with work completed in the fiscal year on applications. This amount is reduced from historical values as a result of the new accounting standard for fees, which only allow the recognition of fees revenue as work is completed on applications rather than when fees are received.
- Interest income is budgeted at $193,000 (prior year- $211,000) based on estimated investment returns on the investment of property tax funds, and assumes interest rates will be reduced over the next year, and that surplus amounts available for investment will also be reduced.

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total $10.07M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 8.7% ($803,120). This amount is comprised of:

- A proposed average tax increase of 7.9% ($729,020) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.8% ($74,100) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on NMC factor from the previously approved budget, and will be updated for more current amounts in future iterations of the budget.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition calculates at approximately $524,460 in the draft budget. This is a total increase over last year's budget of 14.0% ($64,460). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 12.6% ($57,840) from the existing tax base; plus,
- An estimated 1.4% ($6,620) generated from new tax base associated with NMC factors. This figure is based on NMC factor from the previously approved budget, and will be updated for more current amounts in future iterations of the budget.

Increases to the Bowen Island Municipal tax levy are driven primarily by increases in planned spending for the functions of Trust Council, Islands Trust Conservancy, and General Administrative costs, changes in the administrative allocation rate, and reductions in revenue streams that benefit BIM.

Special Tax Requisitions:

No new special tax requisitions have been included in the current version of the draft budget as no local trust committees have requested these funds.

Surplus Funding:

The proposed budget shortfall of $475,400 is proposed to be funded with draws from surplus and reserve funds:

- A draw of $327,400 from the general revenue surplus fund (GRSF) is included in the draft budget.
- A draw from the LTC project specific reserve fund (LTCPSRF) of $150,000 is included in the draft budget to offset total LTC project costs. This reflects unspent amounts from previous fiscal years related to LTC projects.
- No draw from the SSI Special Property Tax reserve fund is included in the draft budget as no work will be undertaken for this project next year.

PLANNED SPENDING – OPERATIONS:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $7.46M budget (prior year - $7.08M), representing 66% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

Department	Functions	Base FTE	New FTE	Total FTE	Budget ($)	% of Salaries Cost
Executive Office	Office of CAO. Corporate Administration	3.0	-	**3.0**	$ 446,766	6%
Legislative and Information Systems Services	Legislation, Policy, Risk & Records Management, Info Services	7.3	-	**7.3**	823,993	11%
Financial and Employee Services	Finance & Accounting, Procurement Coordination, HR	6.1	-	**6.1**	751,290	10%
Trust Area Services	Communications, Government Relations, Grants	5.4	3.0	**8.4**	973,123	13%
Islands Trust Conservancy	Land Management and Acquisition	7.6	0.5	**8.1**	873,504	12%
Planning & Bylaw Services	Land Use Planning, Bylaw Enforcement	33.3	-	**33.3**	3,596,163	48%
Total		**62.7**	**3.5**	**66.2**	$ 7,464,838	100%

Note: Planning Services and Legislative and Information Services include a 0.3 FTE co-op student each.

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from last year's budget include the following, each supported by a business case submission:
    - The addition of a 1-year temporary 1.0FTE Senior Policy Advisor to support agreements, advocacy, policy research/development, and to provide support for fulsome First Nations engagement in the development of the new Five-Year Plan for the Minister's approval ($117,563).
    - The addition of a permanent 0.5FTE ITC Indigenous Relations Advisor to support facilitation and management of respectful Conservancy engagement processes with Indigenous Governing Bodies and provide program-specific professional advice to Islands Trust Conservancy Board and staff ($53,655)
    - A one-month extension of the temporary Species at Risk Coordinator into next fiscal year, to ensure completion of grant-related deliverables and reporting ($7,441)
    - The Islands Trust Conservancy has not put forward a request for a co-op student in the 2026/27 budget, reducing cost by $25,331
    - The addition of a permanent 1.0FTE Manager of Indigenous Relations to support ongoing relationship building with First Nations. The draft budget includes 9 months of salary and benefits for the position, assuming a start date for the new hire in July 2026 ($113,909).

- The addition of a permanent 1.0FTE Engagement and Communications Lead to support enhanced service delivery in this realm of work. The draft budget includes 9 months of salary and benefits for the position, assuming a start date for the new hire in July 2026 $94,099).

- Staff salaries and benefits have been adjusted from previous years for the following factors:
  - A 3.0% wage increase for all BC Government Employee's Union (BCGEU) staff members, effective April 1, 2026, in accordance with the new collective agreement.
  - An increase for seven staff who will move from a Grid 9 classification to a Grid 11 classification, as directed in the new collective agreement.
  - An adjustment for 27 BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% per step per person).
  - An effective up-to 2.25% wage increase (i.e. potential up to 3.0% increase four months into the fiscal year) for excluded managers and directors to anticipate potential increases from PSA received in the fiscal year. No increase has been included for the Chief Administrative Officer, acknowledging potential for a Public Service directive to hold Executive staff wages steady in the upcoming year.
  - An overtime budget of $64,000 plus the related benefit charge is included in the draft budget, which estimates overtime worked that is paid out to staff, or banked for use in future years. Time that is banked and taken as time off in the same year does not increase expense in the same manner as time banked or paid out.
  - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1.53M (Prior year- $1.50M). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff.
  - An allowance of $243,000 for staff turnover has been made in the draft budget acknowledging that vacancies contribute to salaries underspending each year. This amount represents 3.2% of the overall salaries budget which is a reasonable representation of historical average salaries underspending against budget. This amount reflects COTW's recommendation to increase turnover allowances from the previous 2.5%.

Contracted Temporary Staffing expenses have been budgeted at $25,000 (prior year - $15,000). These are costs that will be incurred for contractors who are backfilling for staff vacancies throughout the year, and for planned hiring of temp agency workers for small initiatives that existing staff are unable to fit into existing schedules. This amount is allocated between the Planning Services and the Islands Trust Conservancy, with each area holding $10,000 and $15,000 respectively. These requests are described in reporting that each area has submitted to the budget cycle.

Professional Consultant Fees are budgeted at $20,700 (prior year - $19,000). This budget line reflects amounts to hire professionals to conduct specific work on behalf of Islands Trust where required professional skill sets are not found within the existing staff contingent, or where work plans for specifically trained staff are at capacity. The amount in the budget reflects costs that will be incurred for the following:

- Consultant fees to facilitate the TC policy-driven annual CAO performance evaluation ($5,000)
- ITC quarterly bookkeeping services ($4,000)
- External firm preparation of the ITC year-end financial statements and notes ($8,700)
- ITC consultation for property management and First Nations knowledge holders ($3,000)

Trustee remuneration and benefits remains quantified by Trust Council *Policy 7.2.1 Trustee Remuneration* and amounts to $739,747 in the 2026/27 draft budget (prior year - $734,000). This policy is under review and any changes impacting remuneration levels will be reflected in future drafts of the budget.

Factors influencing this figure in the draft budget include the following:

- An anticipated 2.0% increase to base remuneration to adjust for CPI, based on forecasted inflation for the year. This rate will be adjusted to reflect final Statistics Canada inflation rates at the end of the calendar year, in line with policy.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Amounts for the number of folios by LTA as provided by BC Assessment will be updated as of December 2025 per policy.
- Inclusion of employer CPP contributions at the rate of 5.95%.
- Extended benefit premiums reflect the cost of enrolling trustees in the UBCM enhanced benefit plan, and account for the rate change received effective October 1, 2025.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of $150/meeting for Committee Chairs and $100/meeting for Committee members. Four meetings for each of RPC, TPC, GC, and Accessibility Committee have been budgeted based on customary meeting frequencies for these bodies.

Elections costs have been estimated at $223,500. This budget will support the following elections activities:

- Contractors to design the nomination package ($1,104)
- Pre-elections communications activities: elections advertising and non-resident notice mailings ($10,293)
- Contracts with Trust Area regional districts to administer Islands Trust elections ($212,103)

Trust Council meeting expenses are budgeted at $101,250 (prior year - $135,000), providing funding for three in person meetings. Trust Council determined to hold all four of its meetings in person at its December meeting, however COTW has recommended holding one meeting electronically to address budget pressures. Trust Council is expected to meet five times in the year, with four regular business meetings and one additional meeting for the express purpose of swearing in and orienting the new Trust Council after the 2026 elections.

Executive Committee meeting expenses are budgeted at $3,500 (prior year - $6,200) which reflects a plan to continue with the current complement of electronic and in-person meetings, and includes one additional meeting related to new Council orientation. This budget line will also fund EC in-person meetings with external agencies such as Bowen Island Municipality and San Juan County.

Council Committees meetings have no budget next fiscal year. This reflects COTW's recommendation to hold all council committees electronically, responding to budget pressures.

UBCM/AVICC Convention expenses are budgeted at $8,000 (prior year $10,600) which supports attendance for all EC members plus two staff to attend AVICC. No funding is provided for attendance at UBCM, at the COTW's recommendation. This recommendation responds to budget pressures and acknowledges that in an election year, the value of attending the conference may be diminished.

Communications and ITC Fundraising is budgeted at $55,600 (prior year - $55,000). The report from EC and the Trust Area Services justification report provides details on what these funds will support next year, including regular communications work and actions in the Islands Trust Communications Strategy.

Branded Clothing is a new budget line, added to support Trust Council's branded clothing initiative, per their decision from the September Trust Council meeting. $750 has been included to support this initiative next year (prior year - $nil).

LTC-direct expenses amount to $82,900 (prior year- $82,100). These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs, and costs of taking meeting minutes.

- LTC Trustee expenses have decreased over the prior year budget ($2,100) to align with current spending trends in this area.
- LTC Executive Expense on LTCs pays for LTC Chair travel for LTC business, primarily to attend LTC meetings. Review of the budget that funds EC members while traveling to LTC meetings was undertaken and a revised budget of $31,000 for this function was approved by EC.
- LTC Meeting expenses have increased over the prior year budget ($620) to align with current spending trends in this area and primarily accounts for projected inflation.
- LTC APC meeting expenses align with the previous year budget and current spending trends, adjusted for projected inflation generating a $180 increase.
- LTC Communications have increased over the prior year budget ($110) to align with current spending trends and address projected inflation.

A detailed budget submission from the Islands Trust Conservancy Board provides rationale for the budget requests submitted, including amounts for operations and business cases for projects. The following operating lines are included in their reporting:

Islands Trust Conservancy Board expenses total $13,000 (prior year $10,350) as follows:
- Board honoraria $7,000, no change from the prior year.
- Board meeting expense $2,300 (prior year $2,850)
- Board Training and Conferences $1,500 (prior year $500)

Islands Trust Conservancy program costs are made up of the following:
- Protected Areas Management Operations $145,152 (prior year $133,500).
- Protected Areas Management Planning $54,000 (prior year $35,000)
- Conservation Planning $4,000, unchanged from the prior year
- Land Securement $34,000 (prior year $24,000)
- Eco-system mapping $5,000 (prior year $9,200)

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of $362,000 (prior year- $356,000).

- **Legal General** is budgeted at $93,000 (prior year - $90,000), closely aligned with actual spending in the 2024/25 year. The legal general budget pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files. This amount supports legal advice sought related to the work of all Trust bodies (TC, LTCs, ITCB) as well as operations, when required.
- **Legal for Bylaw Enforcement** has been budgeted at $161,000, consistent with the prior year's budget. This amount reflects existing and planned enforcement levels in the Islands as understood by the Director of Planning Services.
- **Legal Litigation** is budgeted at $118,000 (prior year - $105,000), a similar amount to the prior year. This budget line has been examined by the Director, Planning Services who determines this is an appropriate estimate for legal funding for next fiscal year based on

existing claims, estimates for new claims that might come forward, and the potential for cost recovery awards.

Notices budgets have been reduced to $10,000 (prior year - $15,000) with the expectation that revised Notice Bylaws allowing for electronic notices will generate savings in this budget area.

Insurance costs are budgeted at $196,040 (prior year- $198,940) which reflects known renewal rates for commercial, AD&D insurance, Errors and Omissions and general liability insurance. The bulk of Islands Trust insurance costs relate to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees.

Office leases and associated costs amount to $576,300 (prior year- $537,700). Staff office spaces remain in Victoria, and on Gabriola Island and on Salt Spring Island. A smaller on-island office lease remains in use on Galiano Island historically used by trustees and planning staff for meetings with members of the public. Staff will review the value of this office space with Galiano trustees and staff who use it, and will provide updates in future budget versions for FPC's consideration. The primary driver of increases in this area is increased lease costs associated with the three main office spaces, due to rising costs incurred by landlords passed on to Islands Trust as tenants. I addition, the prior year's amount included a period of free rent on the new Salt Spring Island office which is not afforded to us next fiscal year.

Stationery and Office Supplies budgets are $20,500 (prior year $20,000), which reflects a small inflationary adjustment and acknowledgement that the requested increase in staff levels may impact office supply needs.

Postage costs remain budgeted similar to prior years at $8,150, reflected a small $100 increase to account for forecasted inflation.

FOI & Records Management is budgeted at $12,000 (prior year - $12,000). This budget line is for hiring contractors who assist in addressing Freedom of Information requests and records management issues.

Recruitment & Labour Relations has a budget of $20,000 (prior year) – $21,530) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency. The budget uplift supports the increasing number of hiring actions that Islands Trust is experiencing and provides funds to extend our advertising reach for posted positions that are traditionally difficult to fill.

Payroll Processing is budgeted at $22,600 (prior year – $22,200) reflecting expenses paid to the public service agency for processing staff payroll. This amount reflects current costs for this service, with a 2% inflationary increase.

Software Support and Licensing expenses are budgeted at $251,900 (prior year- $199,800), which includes costs for the many software systems used by the Trust in their everyday work. Explanations for increases are provided in the Information Services Operating Budget Increase Justification Form.

Technical Support is budgeted at $78,000 (prior year – $92,500), made up of:

- General third-party IT technical support contract $60,000
- Specialized technical support for a mandatory accounting system update next fiscal $10,000
- Website support $8,000

An additional $40,800 in external technical support is included in the computer hardware budget line (see above), acknowledging tech support for hardware-specific projects including: hardware replacements under the cyclical computer refresh program; network upgrades; preparing new trustee computers; server upgrade; installation of time-tracking software.

Tech Supplies purchases have a budget request of $11,500 (prior year - $10,000).

Rationale for the increases in above technology-related budget lines is provided in the Information Services Operating Budget Increase Justification Form.

OrthoPhotos is budgeted at $25,000 (prior year - $25,000). This budget supports the purchase of Trust Area mapping data that informs both the work of planning services and conservancy services.

Internet charges have been estimated with a 2% uplift to account for forecasted inflation, budgeted at $64,740 (prior year - $47,250). This supports connectivity at all Islands Trust office locations, includes portable connectivity devices to enhance connection when working remotely, VPN connections, and connections to provincial government internal systems where applicable. The increase over the prior year is due almost exclusively to higher costs for connections to the provincial government internal systems, which now carry additional costs for enhanced security measures.

Meeting Streaming Services remain budgeted at $15,000, unchanged from prior years. This pays for technology and support related to the livestreaming of Islands Trust public meetings.

Mobile Devices is budgeted at $14,774 (prior year - $3,162). The increase relates entirely to a new-contract signing bonus afforded to Islands Trust in the prior year that will be almost completely utilized before next fiscal year. Mobile devices are provided to members of Executive Committee and select staff.

Telephone is budgeted at $600 (prior year - $16,100). This is not an actual reduction in funding. Rather, the costs for Zoom phones have been reallocated to the Software Support and Licencing budget line belonging to Information Services, as these are a software product managed by this group.

PLANNED SPENDING – CAPITAL:

Computer Hardware expenses have been budgeted for a total of $106,300 (prior year- $182,000) which includes costs for the following:

- $27,500 for the purchase of 11 new laptops as part of the Trust's cyclical replacement program.
- $9,000 for the purchase of 5 new desktops as part of the Trust's cyclical replacement program.
- $6,525 for the purchase of new cell phones to replace those at end of life
- $4,500 for a new Sonic Wall Router in the Victoria office.
- $13,000 for 2 new UPS batteries which provide temporary backup power to Islands Trust servers and equipment in the event of a power failure.
- $5,000 for contingent hardware purchases
- $40,800 in contracted technical support to complete the purchases and implementation of these initiatives

Computer Hardware for New Trustees is budgeted at $32,400. This supports the purchase and set up of up to 15 new machines for incoming trustees of the new term. A business case is included with the budget materials to support this cost estimate.

Software Capital is budgeted at $50,0000 to pay for Windows Server 2025 perpetual software licenses.

PLANNED SPENDING – PROGRAMS AND PROJECTS:

Trust Council Programs are optional annual activities generally driven by Trust Council policy. Trust Council has removed all funding for the following programs in the draft budget:

- Planning applications sponsored by TC
- NAPTEP application sponsored by TC
- History and Heritage Funding Grants in Aid
- Stewardship Education Program
- Secretariat Services

Trust Council's Strategic Plan projects with budget funding requests reflect next year's initiatives approved by Trust Council as part of their strategic plan, and amount to $133,000 (prior year- $131,500), broken down in the following list:

- Reconciliation Action Plan ($75,000) – this budget supports $50,000 in capacity funding and $25,000 in general reconciliation instantiates. The draft plan is included in the TC agenda that supports this funding.
- Policy Statement Amendment ($37,000) – business case submitted by EC
- Freshwater Sustainability Strategy ($15,000) – business case submitted by RPC; amount reduced the Trust Council.
- Trust Council Policy Review ($6,000) – business case submitted by GC.

Islands Trust Conservancy Board projects with budget funding requests reflect next year's initiatives approved by the Islands Trust Conservancy Board, totaling $140,000 in the draft budget:

- Islands Trust Conservancy 5-year Plan ($110,000) – business case submitted by the ITCB
- Data Management Software for Protected Areas Management ($30,000) – business case submitted by the ITCB

Major Local Trust Committee projects with budget funding requests reflect next year's initiatives approved by local trust committees and amount to $269,000 in the draft budget, inclusive of an allowance for minor LTC projects ($36,500). A breakdown of LTC project funding requests is as follows:

ITEM	*LTC Reserve Fund - unspent from Prior Year*	*LTC Reserve Fund - new draw*	*FN Reconciliation Grant*	*Taxes*		**Total 2026/27**
Specific Projects >$5000:						
Denman LTC - OCP / LUB Review	-	5,000	2,000	-	$	**7,000**
Gabriola LTC- OCP/LUB Review	-	35,000	4,000	-		**39,000**
Galiano LTC - OCP Review	-	-	-	-		-
Gambier LTC - Gambier Island OCP/LUB Amendments Imple	6,000	-	-	-		**6,000**
Hornby LTC - OCP Review	-	5,000	10,000	-		**15,000**
Lasqueti LTC - OCP /Review - Initiation	15,500	-	-	-		**15,500**
NP LTC Housing Access and Affordability Project	3,000					**3,000**
Mayne Island Housing	-	-	-	-		-
Salt Spring LTC - OCP / LUB Review	74,000	6,500	26,000	40,500		**147,000**
Salt Spring LTC - SSIWPA Plan Coordination	-	-	-	-		-
Salt Spring LTC - SSI Groundwater Sustainability Strategy	-	-	-	-		-
Total Specific LTC Projects	*98,500*	*51,500*	*42,000*	*40,500*	$	**232,500**
Minor Projects Placeholder:						
Pool for Allocation to LTCs in Year	-			36,500	$	**36,500**
Total LTC Projects	*98,500*			*113,500*	$	**269,000**

Planning staff have completed an assessment of the feasibility of completing all planning services projects in a single fiscal year. This report is included with the budget materials.

Trust-Wide Operational Initiatives

- Accessibility Plan Development ($19,000) – business case submitted by AC

UNFUNDED PROJECTS

The following requests have not received funding in the draft budget, as follows:

1. Unfunded TC Strategic Plan Project:
    - Trust Area Resilience Assessment ($150,000)

2. Unfunded Trust-Wide Operational Project:
    - Electronic Records Management System ($55,000)

3. Unfunded Trust Council Programs:
    - Planning applications Sponsored by TC ($15,000)
    - NAPTEP applications sponsored by TC 9$1,000)
    - History and Heritage Grants in Aid ($6,000)
    - Stewardship Education: Climate Action Plan ($10,000)
    - Secretariat Services ($17,000)

4. Unfunded LTC Projects:
    - Galiano LTC – OCP Review ($25,000)
    - SSI LTC – Groundwater Sustainability Strategy ($16,500)
    - SSI LTC – SSIWPA Plan Coordination ($55,000)

5. Unfunded Staffing Requests:
    - 1.0FTE Registered Professional Biologist ($115,288)
    - 1.0FTE GIS Analyst ($73,722)

Unfunded requests documentation is included in the agenda.

Surplus balances:

Forecasts project the closing balance in the general revenue surplus fund at the end of the current fiscal year to be ~$2.48M, 16% above the policy recommended minimum balance. These excess funds can be used to pay for planned spending next year. The updated draft budget includes a $327,400 draw from surplus.

The projected balance in surplus after this planned draw is 2.15M, in line with policy minimums.

ATTACHMENT(S):

1. 2026/27 Numeric Budget Detail
2. Tax Pressures Explained
3. Funding Request Summary List
4. Surplus and Reserve Allocations

FOLLOW-UP: As directed.

Prepared By: Finance Officer

	Director, Financial and Employee Services
Reviewed By:	CAO/February 11, 2026
	COTW/February 18, 2026

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2026/27

			0	0		(0)				
			2024/25	2025/26		**2026/27**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
BIM Contrib	**Spending Category**	**DESCRIPTION**	ACTUALS	Annual Approved BUDGET	Forecast to March 31, 2026	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
		REVENUE								
		Fees	174,745	198,100	200,047	**198,100**	-	*0%*	*(1,947)*	*-1%*
✔		Investment Income	257,129	211,000	165,000	**193,000**	*(18,000)*	*-9%*	*28,000*	*17%*
✔		Provincial Grant - Unrestricted	199,000	180,000	180,000	**180,000**	-	*0%*	-	*0%*
		Provincial Grant - FN Engagement	22,000	36,000	29,000	**59,000**	*23,000*	*64%*	*30,000*	*103%*
		Provincial Grant - C2C work with Tsawout			20,000	**-**	-	*0%*	*(20,000)*	*-100%*
		Provincial Grant - Complete Communities (SSI LTA)	134,084	-	(3,533)	**-**	-	*0%*	*3,533*	*-100%*
		Provincial Grant - SPARC Accessibility			25,000	**-**	-	*0%*		
		Provincial Grant - Restricted - Housing Initiatives	100,480	-	25,120	**-**	-	*0%*	*(25,120)*	*-100%*
✔		Federal Grant - Restricted (ITC SAR)	219,470	220,000	220,000	**-**	*(220,000)*	*-100%*	*(220,000)*	*-100%*
✔		Federal Grant - Restricted - ECCC	14,087	134,930	134,930	**-**	*(134,930)*	*-100%*	*(134,930)*	*-100%*
✔		Federal Grant - Tree Canada	-	-	-	**26,000**	*26,000*	*100%*	*26,000*	*100%*
✔		LGMA: Responsible Conduct Resource Adminisration Program		25,000	25,000	**-**	*(25,000)*	*-100%*	*(25,000)*	*-100%*
		Contingent Grants - Projects	-	1	-	**1**	-	*0%*	*1*	*0%*
		Property Tax Levy - LTA Base	8,555,040	9,262,200	9,262,200	**9,262,200**	-	*0%*	-	*0%*
7.9%		Property Tax Levy - LTA General Increase	-			**729,020**	*729,020*	*100%*	*729,020*	*100%*
0.8%		Property Tax Levy - LTA NMC Increase	-			**74,100**	*74,100*	*100%*	*74,100*	*100%*
		Property Tax Levy - Bowen Base	391,260	460,000	460,000	**460,000**	-	*0%*	-	*0%*
12.6%		Property Tax Levy - Bowen General Increase	-			**57,840**	*57,840*	*100%*	*57,840*	*100%*
1.4%		Property Tax Levy - Bowen NMC Increase	-			**6,620**	*6,620*	*100%*	*6,620*	*100%*
		Total Revenue	10,144,332	10,727,231	10,742,764	**11,245,881**	*518,650*	*5%*	*503,117*	*5%*
		EXPENSES								
	ND	Amortization expense	117,945	211,000	154,000	**196,000**	*(15,000)*	*-7%*	*42,000*	*27%*
✔	ND	Gain/Loss on Disposal of Assets	(650)	-	-	**-**	-	*0%*	-	*0%*
✔	ND	Audit	29,215	26,900	27,000	**29,800**	*2,900*	*11%*	*2,800*	*10%*
✔	ND	Bank Charges & Interest	4,278	3,600	5,000	**3,700**	*100*	*3%*	*(1,300)*	*-26%*
✔	ND	Bad Debts	5,478	-	-	**-**	-	*0%*	-	*0%*
✔	VND	Moneris Fees	3,611	6,000	6,000	**6,100**	*100*	*2%*	*100*	*2%*
✔	ND	Board of Variance	384	1,050	1,000	**1,050**	-	*0%*	*50*	*5%*
✔	VND	Carbon Offset Purchases	-	-	-	**750**	*750*	*100%*	*750*	*100%*
✔	D	Committee Meeting Expense - FPC	-	-	-	**-**	-	*#DIV/0!*	-	*#DIV/0!*
	D	Committee Meeting Expense - RPC	-	-	-	**-**	-	*100%*	-	*100%*
✔	D	Committee Meeting Expense - TPC	-	-	-	**-**	-	*100%*	-	*100%*
✔	D	Committee Meeting Expense - PEPC	807	-	-	**-**	-	*0%*	-	*0%*
✔	D	Committee Meeting Expense - Governance	-	-	-	**-**	-	*100%*	-	*100%*
✔	D	Committee Meeting Expense - Accessibility*	-	-		**-**	-	*#DIV/0!*	-	*#DIV/0!*
✔	VND	Communications and ITC Fundraising	29,767	55,000	50,000	**55,600**	*600*	*1%*	*5,600*	*11%*
✔	D	Branded Clothing	-	-	-	**750**	*750*	*100%*	*750*	*100%*
✔	VND	SW Support and Licensing	167,305	199,800	200,000	**251,900**	*52,100*	*26%*	*51,900*	*26%*
✔	ND	Internet & Connectivity	48,610	47,250	47,000	**64,740**	*17,490*	*37%*	*17,740*	*38%*
✔	VND	Technical Support	110,883	67,500	110,000	**78,000**	*10,500*	*16%*	*(32,000)*	*-29%*
✔	D	Meeting Streaming Services	13,932	15,000	9,000	**15,000**	-	*0%*	*6,000*	*67%*
	D	Orthophotos		25,000		**25,000**	-	*0%*	*25,000*	*100%*
	ND	Elections - General	-	-	-	**223,500**	*223,500*	*100%*	*223,500*	*100%*
✔	ND	Insurance	198,550	198,940	194,000	**196,040**	*(2,900)*	*-1%*	*2,040*	*1%*
✔	ND	ITC - Board Honoraria	6,400	7,000	7,000	**7,000**	-	*0%*	-	*0%*
✔	VND	ITC - Board Meeting Expense	2,514	2,850	3,000	**2,300**	*(550)*	*-19%*	*(700)*	*-23%*
✔	D	ITC - Board Training & Conferences	963	500	1,000	**1,500**	*1,000*	*200%*	*500*	*50%*
✔	VND	ITC - Protected Areas Management Operations	126,474	133,460	168,000	**145,152**	*11,692*	*9%*	*(22,848)*	*-14%*
✔	VND	ITC - Protected Areas Management Planning	31,618	35,000		**54,000**	*19,000*	*54%*	*54,000*	*100%*
✔	VND	ITC - Conservation Planning (former single account split)	816	4,000	21,000	**4,000**	-	*0%*	*(17,000)*	*-81%*
✔	VND	ITC - Land Securement (former single account split)	4,623	23,000		**34,000**	*11,000*	*48%*	*34,000*	*100%*
✔	VND	ITC - Ecosystem Mapping	-	9,200	-	**5,000**	*(4,200)*	*-46%*	*5,000*	*100%*
	ND	Land Title Registrations	2,836	4,750	3,000	**4,450**	*(300)*	*-6%*	*1,450*	*48%*
✔	VND	Legal - general	92,258	90,000	80,000	**93,000**	*3,000*	*3%*	*13,000*	*16%*
	VND	Legal - bylaw enforcement litigation	276,037	161,000	(35,000)	**161,000**	*0*	*0%*	*196,000*	*-560%*
	VND	Legal - litigation defence	240,191	105,000	468,000	**118,000**	*13,000*	*12%*	*(350,000)*	*-75%*
	ND	LTC "Trustee Expenses"	4,714	7,210	2,000	**5,090**	*(2,120)*	*-29%*	*3,090*	*155%*
	VND	LTC "Executive Expense on LTC's"	27,334	29,000	29,000	**31,000**	*2,000*	*7%*	*2,000*	*7%*
	ND	LTC Meeting Expenses	30,065	31,040	26,000	**31,660**	*620*	*2%*	*5,660*	*22%*
	ND	LTC Local Exp APC Meeting Expenses	9,965	9,530	11,000	**9,710**	*180*	*2%*	*(1,290)*	*-12%*
	VND	LTC Local Exp Communications	5,113	5,330	5,000	**5,440**	*110*	*2%*	*440*	*9%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2026/27

			0	0		(0)				
			2024/25	2025/26		**2026/27**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
BIM Contrib	**Spending Category**	**DESCRIPTION**	ACTUALS	Annual Approved BUDGET	Forecast to March 31, 2026	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
✔	VND	Meeting Expense	140,728	147,200	142,000	**111,750**	*(35,450)*	*-24%*	*(30,250)*	*-21%*
✔	VND	Memberships	18,580	19,950	21,000	**22,524**	*2,574*	*13%*	*1,524*	*7%*
	ND	Notices - Statutory & Non-Statutory	10,396	15,000	22,000	**10,000**	*(5,000)*	*-33%*	*(12,000)*	*-55%*
✔	ND	FOI & Records Management*	2,254	12,000	12,000	**12,000**	-	*0%*	-	*0%*
✔	VND	Office - Lease costs	448,601	467,500	468,000	**495,500**	*28,000*	*6%*	*27,500*	*6%*
✔	VND	Office - Outside services	61,210	70,200	55,000	**80,800**	*10,600*	*15%*	*25,800*	*47%*
✔	ND	Postage, Courier & Delivery	8,128	8,050	8,000	**8,150**	*100*	*1%*	*150*	*2%*
✔	ND	Recruitment & Labour Relations	94,198	21,530	15,000	**20,000**	*(1,530)*	*-7%*	*5,000*	*33%*
✔	ND	Payroll Processing*	21,552	22,200	22,000	**22,600**	*400*	*2%*	*600*	*3%*
✔	ND	Safety	7,143	16,350	9,000	**12,500**	*(3,850)*	*-24%*	*3,500*	*39%*
✔	D	Professional Consultant Fees	36,906	19,000	11,000	**20,700**	*1,700*	*9%*	*9,700*	*88%*
	D	Contracted Temporary Staffing	28,709	15,000	73,000	**25,000**	*10,000*	*67%*	*(48,000)*	*-66%*
✔	VND	Salaries - Exec/LIS/FES	1,251,031	1,409,185	1,214,000	**1,612,447**	*203,262*	*14%*	*398,447*	*33%*
✔	ND	Benefits - Exec/LIS/FES	316,242	357,933	308,000	**409,562**	*51,629*	*14%*	*101,562*	*33%*
✔	VND	Salaries - TAS/ITC	1,002,502	1,241,074	1,041,000	**1,317,809**	*76,735*	*6%*	*276,809*	*27%*
✔	ND	Benefits - TAS/ITC	254,635	315,233	264,000	**334,724**	*19,491*	*6%*	*70,724*	*27%*
	VND	Salaries - DPS & Specialists	444,421	542,883	544,000	**411,336**	*(131,547)*	*-24%*	*(132,664)*	*-24%*
	ND	Benefits - DPS & Specialists	112,883	137,892	138,000	**104,479**	*(33,413)*	*-24%*	*(33,521)*	*-24%*
	VND	Salaries - RPMs & Planners	1,563,445	1,617,556	1,469,000	**1,711,542**	*93,986*	*6%*	*242,542*	*17%*
	ND	Benefits - RPMs & Planners	396,328	410,859	373,000	**434,732**	*23,872*	*6%*	*61,732*	*17%*
	VND	Salaries - Planning Support	516,732	501,396	447,000	**526,616**	*25,220*	*5%*	*79,616*	*18%*
	ND	Benefits - Planning Support	131,107	127,355	114,000	**133,760**	*6,406*	*5%*	*19,760*	*17%*
	VND	Salaries - Bylaw	331,357	334,606	327,000	**373,071**	*38,466*	*11%*	*46,071*	*14%*
	ND	Benefits - Bylaw	84,004	84,990	83,000	**94,760**	*9,770*	*11%*	*11,760*	*14%*
✔	VND	Stationery & Office Supplies	18,068	20,000	15,000	**20,500**	*500*	*3%*	*5,500*	*37%*
✔	VND	Tech Supplies	10,099	10,000	15,000	**11,500**	*1,500*	*15%*	*(3,500)*	*-23%*
✔	VND	Subscriptions	11,867	11,900	9,000	**12,250**	*350*	*3%*	*3,250*	*36%*
✔	ND	Telephone	15,655	16,100	16,000	**600**	*(15,500)*	*-96%*	*(15,400)*	*-96%*
✔	VND	Mobile Devices	28,074	3,162	1,000	**14,774**	*11,612*	*367%*	*13,774*	*1377%*
✔	VND	Training - Organization-wide	2,419	2,500	3,000	-	*(2,500)*	*-100%*	*(3,000)*	*-100%*
✔	VND	Training - staff recognition & meetings	17,634	10,240	10,000	**12,700**	*2,460*	*24%*	*2,700*	*27%*
✔	VND	Training & Conferences	19,987	64,000	44,000	**78,050**	*14,050*	*22%*	*34,050*	*77%*
✔	VND	Travel for Training	16,302	27,150	16,000	**28,700**	*1,550*	*6%*	*12,700*	*79%*
✔	D	UBCM/AVICC Convention	25,090	10,600	9,000	**8,000**	*(2,600)*	*-25%*	*(1,000)*	*-11%*
✔	VND	Travel	62,852	83,225	66,000	**69,165**	*(14,060)*	*-17%*	*3,165*	*5%*
✔	ND	Trustee Remuneration	607,119	626,047	626,000	**634,536**	*8,489*	*1%*	*8,536*	*1%*
✔	ND	Trustee Remuneration - CPP Expense	26,736	27,629	28,000	**28,004**	*374*	*1%*	*4*	*0%*
	ND	Trustee Remuneration - Health/Dental benefits	66,801	68,017	68,000	**64,834**	*(3,184)*	*-5%*	*(3,166)*	*-5%*
✔	ND	Trustee Remuneration - Employer Health Tax	11,404	12,208	12,000	**12,373**	*166*	*1%*	*373*	*3%*
		Operating Budget Subtotal	**9,815,236**	10,422,630	9,710,000	**11,162,580**	*739,950*	*7%*	*1,452,580*	*15%*
		Amortization budget adjustment (not taxed for)		(211,000)		**(196,000)**	*15,000*	*-7%*		
		Net Operating Budget Subtotal	9,815,236	10,211,630	9,710,000	**10,966,580**	*754,950*	*7%*	*1,256,580*	*13%*
		OPTIONAL TC PROGRAMS								
	D	Applications sponsored by TC	8,115	15,000	10,000	-	*(15,000)*	*-100%*	*(10,000)*	*-100%*
✔	D	NAPTEP Applications sponsored by TC	450	1,000	2,000	-	*(1,000)*	*-100%*	*(2,000)*	*-100%*
✔	D	History and Heritage Funding Grants-in-Aid	-	6,000	6,000	-	*(6,000)*	*-100%*	*(6,000)*	*-100%*
✔	D	Stewardship Education: Climate Action Education Plan Development &	2,164	9,500	9,000	-	*(9,500)*	*-100%*	*(9,000)*	*-100%*
✔	D	Secretariat Services	11,198	17,000	12,000	-	*(17,000)*	*-100%*	*(12,000)*	*-100%*
									-	
		PROJECTS							-	
		TC Strategic Plan Projects							-	
✔	D	Reconciliation Program	20,758	50,000	46,000	**75,000**	*25,000*	*50%*	*29,000*	*63%*
✔	D	Policy Statement Amendment	33,350	53,500	45,000	**37,000**	*(16,500)*	*-31%*	*(8,000)*	*-18%*
	D	Freshwater Sustainability Strategy	23,900	12,000	12,000	**15,000**	*3,000*	*25%*	*3,000*	*25%*
✔	D	Trust Area Resilience Assessment			-	-	-	*0%*	-	
✔	D	Trust Council Policy Review	-	6,000	-	**6,000**	-	*0%*	*6,000*	*100%*
✔	D	Trustee Remuneration Review	-	10,000	8,300	-	*(10,000)*	*-100%*	*(8,300)*	*-100%*
	ND	Housing Needs Assessments	101,402	-	25,000	-	-	*0%*	*(25,000)*	*-100%*
	D	Housing Strategy	19,946	-		-	-	*0%*	-	
									-	
		LTC Projects:							-	
		LTA Work Funded by Special requisition (SWIPPA)		-	-	-	-	*0%*	-	

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2026/27

			0	0		(0)				
			2024/25	2025/26		**2026/27**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
BIM Contrib	**Spending Category**	**DESCRIPTION**	ACTUALS	Annual Approved BUDGET	Forecast to March 31, 2026	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
	D	LTC Projects funded by Special Requisition Reserve Fund	-	71,500	-	**-**	*(71,500)*	*-100%*	-	*0%*
	D	LTC Projects, partially funded by LTC reserve fund	183,907	328,000	201,000	**232,500**	*(95,500)*	*-29%*	*31,500*	*16%*
	D	LTC Minor Projects	8,966	36,500	7,000	**36,500**			*29,500*	*421%*
	D	LTC Projects Funded by Contingent Grants (590)		1	19,000	**1**	-	*0%*	*(18,999)*	*-100%*
									-	
		ITCB Projects:							-	
✔	ND	ITC 5-Year Plan	-	20,000	10,000	**110,000**	*90,000*	*450%*	*100,000*	*1000%*
✔	D	Data Management Software for ITC Protected Areas Management				**30,000**	*30,000*	*0%*	*30,000*	*100%*
									-	
		Trust-Wide Operational Projects							-	
✔	D	Electronic Records Management System			-	**-**	-	*0%*	-	
	D	Cityview: Bylaw Portal Implementation	24,182	90,000	93,000	**-**	*(90,000)*	*-100%*	*(93,000)*	*-100%*
✔	VND	Accessibility Plan Development	-			**19,000**	*19,000*	*100%*	*19,000*	*100%*
	D	Cityview Planning Portal (LG Development Approvals Program)	56,943	-		**-**	-	*0%*	-	
									-	
		Optional Programs and Projects	495,280	726,001	505,300	**561,001**	*(165,000)*	*-23%*	*55,701*	*11%*
									-	
		Total Operating + Projects Expenditures	10,310,516	10,937,631	10,215,300	**11,527,581**	*589,950*	*5%*	*1,312,281*	*13%*
		CAPITAL								
✔	VND	Hardware	7,959	156,100	171,000	**106,300**	*(49,800)*	*-32%*	*(64,700)*	*-38%*
✔	D	Computer HW for new trustees	-	-	-	**32,400**	*32,400*	*100%*	*32,400*	*0%*
✔	VND	Software - Capital	2,112	-	-	**50,000**	*50,000*	*100%*	*50,000*	*0%*
✔	VND	Office - Equipment & Furniture	3,609	7,000	14,000	**7,000**	-	*0%*	*(7,000)*	*-50%*
		Salt Spring Island Office Renovation	15,916	98,000	207,000	**-**	*(98,000)*	*-100%*	*(207,000)*	*-100%*
		Total Capital Spending	29,597	261,100	392,000	**195,700**	*(65,400)*	*-25%*	*(196,300)*	*-50%*
		Total Cash Operating, Projects, Capital Budget	**10,340,113**	11,198,731	10,607,300	**11,723,281**	*524,551*	*4.7%*	*1,115,981*	*10.5%*
		Surplus (deficit)	(195,781)	(471,500)	135,464	**(477,400)**	*(5,900)*	*1%*	*(612,864)*	*-452%*
		Funded by:								
✔		Change in Amounts invested in Tangible Capital Assets	(133,762)	-	231,200	**-**	-	*0%*	*(231,200)*	*-100%*
✔		Transfer from (to) General Revenue Surplus Fund	380,753	201,000	(565,664)	**327,400**	*126,400*	*63%*	*893,064*	*-158%*
		Transfer from (to) LTC Project Specific Reserve Fund	(51,210)	199,000	199,000	**150,000**	*(49,000)*	*-25%*	*(49,000)*	*-25%*
		Transfer (to) from Special Tax Requisition Fund	-	71,500	-	**-**	*(71,500)*	*-100%*	-	*0%*
		Net Balance	0	0	-	**(0)**	-	*0%*	*(0)*	*0%*

ISLANDS TRUST

SUMMARY EXPLANATION OF 2026/27 TAX PRESSURES

PURPOSE - To demonstrate why draft tax increases are higher than planned spending increases

* represents categories influencing the BIM levy

LTA General Increase	7.9%
BIM General Increase	12.6%

PLANNED SPENDING BY FUNCTION	2025/26 Approved Budget	2026/27 Draft Budget	Increase (Decrease) $	Increase (Decrease) %
TRUST COUNCIL*	1,437,636	1,697,226	*$ 259,590*	*18%*
ISLANDS TRUST CONSERVANCY*	1,253,955	1,350,785	*$ 96,830*	*8%*
PLANNING	5,867,324	5,669,138	*$ (198,185)*	*-3%*
ADMINISTRTATION & CAPITAL* (excl. amortisation)	2,639,816	3,006,132	*$ 366,315*	*14%*
TOTAL PLANNED SPENDING	**$ 11,198,731**	**$ 11,723,281**	*$ 524,550*	*4.7%*

Increases in spending require increased revenue to pay for new costs.

NON-TAX EXTERNAL REVENUE SOURCES	2025/26 Approved Budget	2026/27 Draft Budget	Increase (Decrease) $	Increase (Decrease) %
FEES	198,100	198,100	*$ -*	*0%*
GRANTS*	595,931	265,001	*$ (330,930)*	*-56%*
INVESTMENT INCOME*	211,000	193,000	*$ (18,000)*	*-9%*
TOTAL NON-TAX EXTERNAL REVENUE SOURCES	**$ 1,005,031**	**$ 656,101**	*$ (348,930)*	*-35%*

Reductions in external revenue sources generates a need for more tax revenue, or more internal revenue (surplus/reserves)

INTERNAL REVENUE SOURCES	2025/26 Approved Budget	2026/27 Draft Budget	Increase (Decrease) $	Increase (Decrease) %
TRANSFER FROM GENERAL REVENUE SURPLUS FUND*	201,000	327,400	*$ 126,400*	*63%*
TRANSFER FROM LTC RESERVE FUND	199,000	150,000	*$ (49,000)*	*-25%*
TRANSFER FROM SPECIAL LEVY RESERVE FUND	71,500	-	*$ (71,500)*	*-100%*
TOTAL INTERNAL REVENUE SOURCES	**$ 471,500**	**$ 477,400**	*$ 5,900*	*1%*

Reductions in internal revenue sources generates a need for more tax revenue.

Required increase in taxes to pay for increased spending + reduced revenues =	$ 867,580
Funded from NMC:	80,720
Funded from increase to Base:	786,860
difference	*0*

ISLANDS TRUST

DRAFT 2026/27 BUDGET - SUMMARY OF DISTINCT FUNDING REQUESTS

✔ Indicates a project BIM contributes to

BIM CONTRIBS	AREA		Draft 2026/27 Budget
	TRUST COUNCIL PROGRAMS		
	Funding for all optional TC programs was removed by TC in December 2025.		
	TOTAL TC PROGRAMS	**$**	**-**
	TRUST COUNCIL STRATEGIC PLAN PROJECTS		
	Click here to view Trust Council's Approved Strategic Plan 2025-2028		
✔	Reconciliation Program	$	75,000
✔	Policy Statement Amendment		37,000
	Freshwater Sustainability Strategy		15,000
✔	Trust Council Policy Review		6,000
	TOTAL TC STRATEGIC PLAN PROJECTS	**$**	**133,000**
	ISLANDS TRUST CONSERVANCY BOARD PROJECTS		
✔	ITC 5-Year Plan: First Nations Engagement Project	$	110,000
✔	Protected Areas Management Software Project		30,000
	TOTAL ITCB PROJECTS	**$**	**140,000**
	LOCAL TRUST COMMITTEE PROJECTS		
	Denman LTC - OCP / LUB Review	$	7,000
	Gabriola LTC- OCP/LUB Review		39,000
	Galiano LTC - OCP Review		-
	Gambier LTC - Gambier Island OCP/LUB Amendments Implementation		6,000
	Hornby LTC - OCP Review		15,000
	Lasqueti LTC - OCP /Review - Initiation		15,500
	NP LTC Housing Access and Affordability Project		3,000
	Salt Spring LTC - OCP / LUB Review		147,000
	TOTAL LTC PROJECTS	**$**	**232,500**

BIM CONTRIBS	AREA		Draft 2026/27 Budget
	TRUST-WIDE OPERATIONAL PROJECTS		
✔	Accessibility Plan Development		19,000
	TOTAL TRUST-WIDE OPERATIONAL PROJECTS	**$**	**19,000**
	NEW PERSONNEL REQUESTS		
✔	Temporary Senior Policy Advisor 1.0FTE - Extend 12 months		117,563
✔	ITC Indigenous Relations Advisor 0.5FTE - New Permanent		53,655
✔	Temporary ITC Species at Risk Program Coordinator - Extend 1 month		7,441
✔	Manager, Indigenous Relations		113,909
✔	Engagement and Communication Lead		94,099
✔	IS Co-op Student 0.3FTE - Recurring Temporary		23,070
	Planning Services Co-op Student 0.3FTE - Recurring Temporary		28,010
	TOTAL STAFFING REQUESTS	**$**	**437,747**
	UNFUNDED REQUESTS		
	Amounts for these funding requests are not included in the draft budget		
	Applications sponsored by TC	$	15,000
✔	NAPTEP Applications sponsored by TC		1,000
✔	History and Heritage Funding Grants-in-Aid		6,000
✔	Stewardship Education: Climate Action Education Plan		10,000
✔	Secretariat Services		17,000
✔	TC Strategic Plan Project: Trust Area Resilience Assessment		150,000
	LTC Project: Galiano LTC - OCP Review		25,000
	Salt Spring LTC - SSI Groundwater Sustainability Strategy		16,500
	Salt Spring LTC - SSIWPA Plan Coordination		55,000
✔	Trust-Wide Operational Project: Electronic Records Management System		55,000
	Registered Professional Biologist 1.0FTE - Make Permanent		115,288
✔	GIS Analyst 1.0FTE - New Permanent		73,722
	REDUCTION to Freshwater Sustainability Strategy		10,000
✔	REDUCTION to Reconciliation Program (Base)		25,000
✔	REDUCTION to Reconciliation Program (Capacity Funding)		50,000
	REDUCTION to Gambier Island Local Trust Committee OCP project		2,000
	TOTAL UNFUNDED REQUESTS	**$**	**626,510**

Islands Trust
Fiscal Year 2026/27
SURPLUS ALLOCATIONS

Per policy 6.5.1 - " The General Revenue Surplus Fund may be used to fund significant and/or unanticipated general expenditures, for major emergent operating issues and for onetime and intermittent projects that would create a potential deficit situation at yearend. Trust Council must approve the amount of surplus to be used.

BIM Benefit	Project/Area	Prior Year Carryover $ - allocated from surplus	New $ allocated from surplus	Total Surplus Funding in 2025/26
	Allocation of Funding Transferred from General Revenue Surplus Funds:			
	TC Strategic Plan Projects			
✔	Reconciliation Program	-	75,000	**75,000**
✔	Policy Statement Amendment	-	37,000	**37,000**
	Freshwater Sustainability Strategy	-	15,000	**15,000**
✔	Trust Council Policy Review	6,000	-	**6,000**
	ITCB Projects:			
✔	ITC 5-Year Plan	-	93,000	**93,000**
✔	Data Management Software for ITC Protected Areas Management	-	30,000	**30,000**
	Trust-Wide Operational Projects			
✔	Accessibility Plan Development	-	19,000	**19,000**
	Elections			
	Elections Administration	-	20,000	**20,000**
✔	New Trustee Hardware	-	32,400	**32,400**
	Total transfer from General Revenue Surplus Fund (GRSF)	6,000	321,400	**327,400**
	Allocation of Funding Transferred from SSIWPA Special Requisition Surplus Funds:			
	Salt Spring LTC - SSIWPA Plan Coordination	-	-	**-**
	Salt Spring LTC - SSI Groundwater Sustainability Strategy	-	-	**-**
	Total transfer from SSIWPA reserve fund	-	-	**-**
	Allocation of Funding Transferred from LTC Project Specific Reserve Fund:			
	Denman LTC - OCP / LUB Review	-	5,000	**5,000**
	Gabriola LTC- OCP/LUB Review	-	35,000	**35,000**
	Galiano LTC - OCP Review	-	-	**-**
	Gambier LTC - Gambier Island OCP/LUB Amendments Implementation	6,000	-	**6,000**
	Hornby LTC - OCP Review	-	5,000	**5,000**
	Lasqueti LTC - OCP /Review - Initiation	15,500	-	**15,500**
	NP LTC Housing Access and Affordability Project	3,000	-	**3,000**
	Mayne Island Housing	-	-	**-**
	Salt Spring LTC - OCP / LUB Review	74,000	6,500	**80,500**
		98,500	51,500	**150,000**
	TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS			**$ 477,400**

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:

Trust Area Services

Name of Request:

Policy Statement Amendment Project (PSAP)

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

2026/27: $37,000
Future years: To be determined based on development of Policy Statement Implementation Plan

<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 & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

■ **Other – please describe:** Communications (graphic design, messaging, advertising, printing)

Date of Submission to Finance:

Fall 2025

Funding Required for (date range):

April 1, 2026 – March 31, 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.)*

Policy Statement Amendment Policy (1.2.1): Each term, Trust Council will identify Policy Statement review and/or amendment tasks.

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

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.)*

The current Policy Statement is almost 30 years old and does not adequately address reconciliation, climate change and housing. This business case requests funding for the next stage of the Policy Statement Amendment Project (PSAP). In July 2025 Trust Council gave first reading to a new draft Policy Statement. The requested funding will support further revisions to Policy Statement Bylaw No. 183 and the next steps for the Policy Statement Amendment Project. Detailed project information is available on the Islands 2050 webpage.

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

- three phases of public engagement (currently in its 4th phase);
- three phases of engagement with Indigenous Governing Bodies (currently in its 4th phase);
- 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 Housing and Municipal Affairs; and adopted by Trust Council. It will then shift into an implementation phase, and, in future, as directed via the 2025-2028 Strategic Plan there will be a project to work with Indigenous Governing Bodies to co-design and implement future Policy Statement amendment review processes that ensure ongoing and more regular review and amendment of the Policy Statement.

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 April 2026 - March 2027 work on this project will culminate in adoption of Policy Statement Bylaw No. 183 by Trust Council. The funding requested will advance this through support for communications and legal advice.

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 overarching risk to the Policy Statement Amendment Project is that adoption of the Policy Statement Bylaw is not complete before the next local election in Fall 2026 as the newly elected trustees may have other organizational priorities or may wish to undertake new engagement. There are three primary reasons why adoption of the Policy Statement bylaw could be slowed. They are described below, together with recommended mitigation measures.

Risk	**Mitigation**
Trust Council struggles to direct revisions in a timely way to the draft Policy Statement bylaw based on feedback received during the 6-month engagement window	This risk will be mitigated by: • Staff reviewing and aggregating feedback and developing recommended revisions in advance of the close of the engagement window; • Confident decision-making by Trust Council and its committees assigned to work on the Policy Statement; and

between August 2025 and February 2026.	• Additional special meetings of Trust Council/Committee of the Whole as required.
Trust Council struggles to address recommended revisions based on the referral responses of Indigenous Governing Bodies.	This risk will be mitigated by: • Staff reviewing referral responses and entering discussions with Indigenous Governing Bodies as soon as referral responses are received and communicating potential challenges to Trust Council at the earliest opportunity; and • Providing adequate resources to fund timely Indigenous Governing Body participation in the project
Approval of the Policy Statement Bylaw by the Minister of Municipal Affairs is delayed.	This risk will be mitigated by: • Providing the Minister with a complete and clear record of engagement with Indigenous Governing Bodies and other agencies; and • Staying in regular contact with Ministry staff to keep them apprised of developments on the project.

Option 1: $37,000

$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)
$10,000: Legal services
$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

- **Benefits:** Covers all contingencies
- **Risks:** May result in underspending, particularly IGB capacity funding; assumes timely engagement by Indigenous Governing Bodies,
- **Financial implications:** $37,000
- **Resource requirements:** Majority of a full-time senior policy advisor position with assistance from communications specialist, senior Indigenous relations advisor and administrative support, with support from Director, Trust Area Services.

Option 2: $17,000

$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)
$10,000: Legal services
$0: Funding to support Indigenous Governing Bodies' involvement in the project.

- **Benefits:** Lower up-front cost
- **Risks:** Project timeline may be compromised due to lack of engagement by Indigenous Governing Bodies

- **Financial implications:** $17,000
- **Resource requirements:** Majority of a full-time policy advisor position with assistance from communications specialist, senior Indigenous relations advisor and administrative support, with support from Director, Trust Area Services.

Option 3: $27,000

$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)
$0: Legal services
$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

- **Benefits:** Lower cost
- **Risks:** Lack of trustee and public confidence in the final version if not reviewed by legal counsel; risk of project overspending if Trust Council wants a legal opinion
- **Financial implications:** $27,000
- **Resource requirements:** Majority of a full-time policy advisor position with assistance from communications specialist, senior Indigenous relations advisor and administrative support.

Option 3: $30,000

$0: Implementation of revised Communications Strategy
$10,000: Legal services
$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

- **Benefits:** Minimally lower cost
- **Risks:** Lack of public awareness about the new Policy Statement leading to confusion about when it begins to be applied in Islands Trust operations.
- **Financial implications:** $30,000
- **Resource requirements:** Majority of a full-time policy advisor position with assistance from communications specialist and administrative support.

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.)*

- Full staffing levels within Trust Area Services; administrative support available to manage correspondence as needed
- Adequate internal and external communications to build a shared understanding by members of Trust Council, Indigenous Governing Bodies, referral agencies, and the public, on the revised draft Policy Statement and the project purpose, scope, and timeline
- Available staff, contractors and legal counsel
- Timely Ministerial approval
- Trust Council leadership

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

Option 1: $37,000

$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)
$10,000: Legal services
$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

This is the preferred option as it covers all contingencies that the project may encounter based on learnings from the project over the past few years. While the window for Indigenous Governing Bodies to submit a referral response to the Policy Statement Bylaw may be closed by the time the fiscal year covered in this business case begins, that does not mean that all outstanding issues brought forward by Indigenous Governing Bodies will have been resolved and discussions in that regard may still be ongoing and funding may be beneficial. Staff did not adequately budget for funding expectations of Indigenous Governing Bodies in the 2025/26 fiscal year, which has meant that engagement of Indigenous Governing Bodies is not assured.

While the draft Policy Statement was reviewed by Islands Trust legal counsel in July 2025 Trust Council Trust Council may wish to seek legal advice on questions that arise or may wish to send the Policy Statement bylaw for review one final time, depending on the scope of changes made.

Given the careful approach to communications and messaging that have characterized the recent stages of the Policy Statement Amendment Project, staff recommend that funds be allocated to "close the loop" for the public once the Policy Statement is adopted.

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.)*

- **Costs (2026/27):** $37,000 for:
    - Communications
    - Legal Review
    - Funding to support Indigenous Governing Bodies' involvement in the project.
- **Benefits (Quantitative):**
    - Staff consider this to be the minimum amount of funding required to deliver the Policy Statement Amendment Project in a manner consistent with the timelines outlined in PSAP Project Charter V11.
- **Benefits (Qualitative):**
    - 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.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. 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 (ie: external competition, government-restricted internal competition, etc.)*

Project expenditures will be in accordance with:
- Islands Trust Procurement Policy 6.5.3
- Islands Trust Legal Services Access and Management Policy 6.9.2

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?)*

2026/27 – Year 1:

- Q1: Ongoing discussions with indigenous Governing Bodies; Revise Policy Statement based on outcomes of Phase 4 engagement; Second reading of Bylaw No. 183
- Q2: Further revisions to Bylaw No. 183; Third reading of Bylaw No. 183; Submission to Minister
- Q3: Adoption of Bylaw No. 183; Communications concerning bylaw adoption
- Q4: To be determined by Policy Statement Implementation Plan endorsed by Trust Council

Future years:

- To be determined by Policy Statement Implementation Plan endorsed by Trust Council

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.)*

To be determined per revised Policy Statement Amendment Project Charter, workplan and communications plan. Preliminary estimates: in FY 2026-27, the project is estimated to require the following staff time:

- 0.1 FTE - TAS Director
- 0.75 FTE - Senior Policy Advisor
- 0.05 FTE - Program Coordinator
- 0.05 FTE - Senior Indigenous Relations Advisor
- 0.1 FTE – Communications Specialist
- 0.1 FTE - Legislative Services Clerk (or other clerks as available)

NOTE: These rough staff time estimates will be refined as project scope changes.

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: *(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*?)

Change management will be undertaken via proposed updates to the approved project charter and workplan.
Communications are guided by a communications strategy. This project will be managed by the Executive Committee

Indigenous Governing Bodies provided comment on the staff draft in Winter 2024 and have received the document for comment after First Reading. Staff have, through work with Indigenous Governing Bodies to date, heard an interest for the Policy Statement amendment process, 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.

Requested by: Executive Committee

Prepared by Jason Youmans, Senior Policy Advisor, Trust Area Services

Reviewed by : Clare Frater, Director, Trust Area Services/September 24, 2025

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-2024-041
That Governance Committee approve the Policy Review Business Case and forward to Financial Planning Committee for inclusion in the 2025/26 fiscal Year budget with an increased budget to a total of $10,000.

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 2025

Funding Required for (date range):

April 1, 2026 to March 31, 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.*

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 ($4,000) and legal review ($2,000)
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 ($15,000) and legal review ($2,000) – 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 $4,000 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 Governance Committee, November 3, 2025

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:
Regional Planning Committee

Department:
Planning Services

Name of Request:

Freshwater Sustainability Strategy Review and Implementation

$ Value of Request:

2026/27

- **$15,000** – External Review
  $10,000 – Implementation Guide

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:

July 18, 2025

Funding Required for (date range):

April 1, 2026 – October, 1 2026

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Islands Trust Strategic Plan 2025–2028

- Focus Area: Growth Management & Community Resiliency
- Goal: Defined capacity constraints and indicators inform decision-making
- Strategic Direction: Support proactive land use planning and establish limits to growth using evidence-based data
- Key Initiative: 2.1.3 - Update and implement Freshwater Sustainability Strategy (2022-2032)

The Freshwater Sustainability Strategy (FWSS)

***Policy Statement Alignment**:* Consistent with the Trust's preserve and protect mandate under the Islands Trust Act.

The FWSS is robustly supported by the Policy Statement Guiding Principles including;

- The primary responsibility of the Islands Trust Council is to provide leadership for the preservation, protection and stewardship of the amenities, environment and resources of the Trust Area.
- When making decisions and exercising judgment, Trust Council will place priority on preserving and protecting the integrity of the environment and amenities in the Trust Area
- Trust Council will seek information from a broad range of sources in its decision-making processes, recognizing the importance of local knowledge in this regard. * Trust Council believes that to achieve the Islands Trust object, the rate and scale of growth and development in the Trust Area must be carefully managed and may require limitation. * Trust Council believes that open, consultative public participation is vital to effective decision making for the Trust Area.

The FWSS is robustly supported by the Policy Statement Goals and Policies including, but not limited to:

- *Goal:* to foster preservation and protection of the trust area's ecosystems
- *Commitments of Trust Council 3.3.*1 – Trust Council holds that: the freshwater wetlands, bodies of surface water, natural drainage patterns, water courses, fish-bearing streams, watershed
- *Commitment of Trust Council 4.4.1* It is Trust Council's policy that islands in the Trust Area should be self-sufficient in regard to their supply of freshwater. groundwater recharge areas of the Trust Area should be identified, protected and, where possible, restored or rehabilitated
- *Directive Policy 3.3.2* Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address means to prevent further loss or degradation of freshwater bodies or watercourses, wetlands and riparian zones and to protect aquatic wildlife.
- *Directive Policy 4.4.2* Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure:
  • neither the density nor intensity of land use is increased in areas which are known to have a problem with the quality or quantity of the supply of freshwater,
  • water quality is maintained, and
  • existing, anticipated and seasonal demands for water are considered and allowed for.
- *Directive Policy 4.4.3* Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure water use is not to the detriment of in-stream uses.

ISSUE/OPPORTUNITY:

There is a growing need to study, educate, and regulate freshwater in the Islands Trust Area to address increasing pressures on groundwater resources, ecosystem health, and sustainable land use—necessitating a coordinated, long-term approach guided by the Freshwater Sustainability Strategy.

The FWSS was initiated in 2021 through funding from the Healthy Watersheds Initiative. It established a multi-year framework for freshwater resilience based on geospatial assessments, community engagement, and evidence-informed policy development. To secure organizational and financial support for the comprehensive mid-term review and phased implementation of the FWSS, advancing coordinated and data-driven freshwater management across the Trust Area in alignment with the Islands Trust Policy Statement and provincial Watershed Security Strategy.

Financial and staff resource commitments are critical to the development of, and improved access to, the information related to freshwater sustainably strategy implementation. These include dedicated time of the Senior Freshwater Specialist (SFWS) (0.25 FTE), Regional Planning Team (RPT) (0.25FTE), senior policy staff, and communications staff.

PROJECTED RESULTS/DELIVERABLES:

Freshwater Sustainability Strategy Review – $15,000

A focused review of the existing FWSS will:

- Assess effectiveness and outcomes of implementing the FWSS, including but not limited to completed and on-going projects (e.g., Aquifer Conceptualization, Recharge Mapping, Gabriola Freshwater Footprint pilot and Suitable Land Analysis) as well as webinars, and similar
- Identify areas of strength and opportunities for improvement including but not limited to identifying current gaps, outdated assumptions, organizational capacity, and priority areas requiring recalibration
- Evaluate alignment with Trust Council Strategic Plan, Policy Statement (including relevant draft amendments), and other key initiatives as well as Watershed Security Fund criteria
- Engage staff and elected officials for input;
- Recommend structural improvements and updated priorities.
- Recommend benchmarks for future monitoring

Deliverables:

- FWSS Review Summary Report by a qualified independent external party
    - Executive Summary
    - Outline of Methodology
    - Assessment of Effectiveness and Outcomes
        - Annotated roadmap of existing tools, data layers, and planning applications
    - Strengths and Opportunities Analysis
    - Alignment Evaluation
    - Monitoring metric recommendations
    - Action-Orientated Recommendations
    - Presentation of Findings

Implementation Plan – $10,000

Using the review findings, a targeted Implementation Plan will be created to:

- Address pathways to prioritize and action existing projects and programs of the FWSS
- Define a phased approach to expand the Freshwater Footprint Project across the Trust Area
- Define an internal and external engagement and communications plan
- Outline initial actions for operationalizing the Freshwater Atlas and Helpdesk within current resources
- Estimate resource needs (staff time, partnerships, committee creation and administration, and grant opportunities) for full-scale rollout
- Refine monitoring metric recommendations to match scope, timeline, and resources

Deliverables:

- Implementation Guide
  - Timeline (short, medium, and long term actions)
  - Resource requirements
  - Engagement Plan: outline for public communication and First Nations collaboration
  - Contingency plans

RISK ASSESSMENT:

Risk: Staff or committee engagement may be limited due to competing priorities
Mitigation: Early communications and engagement plan adoption

Risk: Implementation plan may face uncertainty due to the upcoming local elections
Mitigation: Trust Council approval within Strategic Plan; Trust Council approval of Implementation guide.

Risk: Overlap with regional initiatives
Mitigation: Maintain and improve staff relationships and engagement with external agencies

Risk: Limited staff capacity
Mitigation: Supplement with contractor support and phased work plan

ALTERNATIVES CONSIDERED:

Option 1: Do not proceed with implementation plan but proceed with review
While this option reduces costs, it risks creating a gap between strategic analysis and actionable next steps, limiting the Trust's ability to operationalize the strategy or seek external funding.

Option 2: Do not proceed with implementation or review
Choosing not to proceed with either phase would stall progress on freshwater initiatives, diminish organizational momentum, and risk misalignment with the Islands Trust Council Strategic Plan 2025–28 priorities related to water security and climate resilience.

CRITICAL SUCCESS FACTORS:

Clear Project Scope and Timeline
Defined deliverables, realistic timelines, and a focused scope will ensure the review and implementation plan are completed efficiently and on budget.

Internal Engagement and Support
Active participation from Islands Trust staff, project sponsors, and committees is essential to ensure relevance, uptake, and integration of outcomes.

Alignment with Strategic Plan
Ensuring that recommendations directly support the Islands Trust Council Strategic Plan 2025–28 will strengthen internal commitment and external funding potential.

Effective Use of Existing Data and Tools

Addressing past project outputs in an efficient manner will maximize value while minimizing additional workload or costs.

Actionable and Fundable Implementation Plan
Producing a realistic, costed implementation roadmap will provide a solid foundation for advancing the strategy and applying for future grants (e.g., Watershed Security Fund).

RECOMMENDED OPTION:

Proceed with a third-party review of the FWSS and drafting of an Implementation Guide

- **$15,000** – External Review
  $10,000 – Implementation Guide

Undertaking a focused review alongside the development of an implementation guide provides the necessary foundation to refresh the strategy and move it toward practical application. This approach balances analysis with action, supports internal alignment, and maintains momentum toward freshwater sustainability goals.

COST/BENEFIT ANALYSIS:

Costs*:*

- Total project estimate: $25,000
- Breakdown: Contractor services, engagement
- Staff time: ~ 920 hours (project management and coordination, Senior FW Specialist, communications support)

Benefits (Quantitative):

- Improved efficiency for allocating staff resources to implementing FWSS and achieving Trust Council Strategic Plan Key Initiative

Benefits (Qualitative):

- Improved efficiency and effectiveness implementing FWSS
- Improved communications
- Improved internal clarity, transparency, and confidence regarding FWSS
- The initiative lays essential groundwork for long-term sustainability, improved interdepartmental coordination, and more informed land-use planning across the Trust Area

PURCHASING PROCEDURE:

Procurement for this initiative will follow the BC Public Service purchasing procedures to ensure transparency, fairness, and value. Qualified consultants will be selected in accordance with applicable provincial procurement guidelines, including competitive processes where required. All contracts and expenditures will adhere to Islands Trust financial policies and provincial standards for public sector procurement.

PROPOSED IMPLEMENTATION STRATEGY:
2026–27:

- Q1: Issue RFP and award contract

- Q2–Q3: FWSS review, partner engagement, draft deliverables (including draft business cases based on review and recommendations)
- Q3 - Q4: Review, final deliverables, presentation to Trust Council

STAFF RESOURCING:

- Project Management: ~ 120 hours *(Director, Senior FW Specialist, Planner, Finance)*
- Freshwater Specialist: ~450 hours *(Senior FW Specialist)*
- FWSS Coordination: ~300 hours *(Planner)*
- Communications & Engagement Support: ~40 hours *(Senior FW Specialist, Communications Specialist, Planner, Director)*

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Communications will be reviewed with Islands Trust communications staff

The Senior Freshwater Specialist and Regional Planning Team member will work closely with Regional Planning Team, communications staff, Information Services staff (as needed) as wells a Trust Area Services staff.

Requested by: Regional Planning Committee

Prepared by: William Shulba, Senior Freshwater Specialist, P.Geo
Stefan Cermak, Director, Planning Services, RPP, CIP

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)*:

Islands Trust Conservancy Board

Department: Initiated by
Islands Trust Conservancy

Name of Request:

Islands Trust Conservancy (ITC) Plan:
First Nations Engagement Project
$110,000

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

$110,000 (2026/27):
$100,000 for Capacity Funding to Indigenous Governing Bodies
$10,000 for associated meeting costs (e.g. venues, food, honoraria, project travel)

Multi-year project:
2025/26 -$20,000 for capacity funding
2026/27 -$110,000 for capacity funding ($100k) and associated costs ($10k).
2027-28 - $32,000 for capacity funding ($10k), for co-development of plan ($12k); for associated meeting costs (e.g. venues, food, honoraria, project travel) ($8k) for graphic design ($2k)

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:** Capacity funding grants to Indigenous Governing Bodies and associated meeting costs (e.g. venues, food, honoraria, project-related travel)

Date of Submission to Finance: October 16, 2025

Funding Required for (date range):
April 1, 2026- March 31, 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.*

ITC Reconciliation Declaration

This request supports Goal 2 of the Islands Trust Conservancy Board's Regional Conservation Plan:

<u>Goal 2:</u> Strengthen relationships with First Nations to identify and collaborate on shared conservation goals.

<u>Objectives:</u>
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)

The Trust Council 2026-27 Budget Guideline Assessment includes these guidelines:

- That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan.

Trust Council does not yet have policy to guide capacity funding grant amounts but IT staff have developed a capacity funding grant agreement template.

Current budget guidelines do not include consideration of the resourcing needs for ITC's Regional Conservation Plan or Five-Year Plan.

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.)*

The ITC Plan is a requirement of the *Islands Trust Act* and must be developed at least every five years for approval by the Minister of Housing and Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets.

Because of desired goals of ITC staff and Board and the strong direction from the Minister about developing a Conservancy Plan that aligns with the UN Declaration, ITC is seeking a larger, more realistic budget for fulsome engagement with Indigenous Governing Bodies in the Trust Area for its next iteration of the Five-Year Plan.

Issues
The ITC submitted a plan for 2023-2025 to the Minister in December 2022. In the covering letter the Board Chair explained to the Minister that given the lack of time available for extended, meaningful engagement with Indigenous Governing Bodies on the Islands Trust Conservancy Plan. Due to the statutory deadline to submit a new Plan, the Islands Trust Conservancy Board chose to proceed with a Three-Year Interim Plan instead of a Five-Year Plan in order to be able to undertake meaningful engagement with Indigenous Governing Bodies in 2023 and 2024 on the next iteration of the Islands Trust Conservancy Plan, which was intended to be provided for ministerial approval in 2025.

On January 29, 2024, the ITC Board received a response from the Minister of Housing and Municipal Affairs regarding their rejection of 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 December 2027.

Due to ITC Manager and Trust Area Services Director's workload and turnover in the ITC Manager position, the letters to Indigenous Governing Bodies inviting engagement have not yet gone out, although project planning has been undertaken.

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 (Rights of Way, etc).

Opportunities
Improving First Nations engagement and working with First Nations in areas of mutual interest is currently an anticipated part of ITC work programs and is a goal of the 2028-2032 Five-Year Plan and the Regional Conservation Plan.

It is anticipated that letters to 30 Indigenous Governing Bodies will be issued in November 2025 following the hiring of the new Senior Policy Advisor in Trust Area Services who will be supporting the Director and ITC Manager with this project. It is anticipated that the $20,000 budget in 2025/26 will be allocated to capacity funding grants in 2025/26, and that the requested $100,000 will be allocated in 2026/27.

Many Indigenous Governing Bodies in the Islands Trust Area have expressed frustration with being brought into Islands Trust engagement processes late in the development of an initiative, and at not being provided with funding to support their meaningful participation. Providing funding to assist Indigenous Governing Bodies with meaningful engagement in the development of the ITC Five-Year Plan will put the ITC Reconciliation Declaration into practice and provide compensation to interested Indigenous Governing Bodies participation in the process, thereby laying the groundwork for positive relationship building.

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.)*

ITC Board anticipates that providing an extended project timeline (3 years total) and capacity funding will encourage more Indigenous Governing Bodies to participate in development of the ITC Plan in a meaningful way.
2026-27 (year 2):
$100,000 will be used to support capacity funding grants to interested Indigenous Governing Bodies
$10,000 will support associated meeting costs (e.g. venues, food, honoraria, project-related staff travel)

Added results may include:
1) An ITC Five-Year Plan that incorporates Indigenous Governing Bodies' input and meaningfully advances the ITC Reconciliation Declaration;
2) More robust relationships with Indigenous Governing Bodies, including establishment and growth of staff to staff and Board to Council relationships; and
3) Improved understanding of Indigenous Governing Bodies' wishes with respect to ITC policies and practices pertaining to land acquisition, disposal and management.

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.)*

Risk Factor	Mitigation
Low participation of Indigenous Governing Bodies in ITC Plan engagement	ITC will begin the engagement in the 2025/26 fiscal year and additional funding will extend the engagement period into 2026/27 and 2027/28. In the event that there is low uptake from Indigenous Governing Bodies, ITC will include a description of engagement efforts in the briefing to the Minister

	and will do an evaluation of its work to engage First Nations to inform future efforts.
High participation of Indigenous Governing Bodies in ITC Plan engagement	Through this funding request, ITC will extend the engagement period into 2026/27, providing a longer engagement timeline.
Limited/no support from Provincial ministries (Housing and Municipal Affairs, and Indigenous Relations and Reconciliation)	In January 2024, the Minister of Housing and Municipal Affairs indicated strong support for engagement of First Nations during the development of the Five-Year Plan, which was confirmed in a July 2025 letter. ITC staff will engage Ministry staff early in the development of an engagement plan to ensure that First Nations engagement meets the Minister's expectations.

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: $110,000 for Capacity Funding for Engagement (Recommended)
$100,000 for capacity funding grants
$10,000 for associated meeting costs (e.g. venues, food, honoraria, project-related staff travel).

Benefits: Supports a phased approach to capacity funding. A total of $120,000 in capacity funding grants over two years ($20,000 budgeted in 2025/26) for interested Indigenous Governing Bodies (~ $6,000 to ~$8,000 for approximately 15-20 Indigenous Governing Bodies depending on how many are interested). In addition to a proposed $32,000 in the final year of co-developing the Five-Year Plan in cooperation with interested Indigenous Governing Bodies (2027/28). A total of $10,000 allocated to associated costs for meetings, including venues, food, honoraria and project-related travel for staff.

Risks: Insufficient staff capacity within Islands Trust and Conservancy staff to concurrently initiate agreements with and engage with 20-30 Indigenous Governing Bodies. This would be offset by the approval of an extension to the Senior Policy Analyst term. Capacity funding may not meet the expectations of the Indigenous Governing Bodies for the scope of the project.

Financial implications: $110,000

Resource requirements: See staff resourcing section below.

Other: This option shows a strong commitment towards engagement of First Nations and supports the request from the Minister for ITC to lead the way, in cooperation with First Nations, to develop a Conservancy Plan that aligns with the UN Declaration. In addition, it supports ITC's Regional Conservation Plan goals and objectives as well as the ITC Reconciliation Declaration. The results of the engagement will also inform decisions about use of donated funds and protected area management planning and operations.

Option 2: $50,000 for Capacity Funding for Engagement
$40,000 for capacity funding grants to Indigenous Governing Bodies
$10,000 for associated meeting costs (e.g. venues, food, honoraria, project-related staff travel).

Benefits: Supports a phased approach to capacity funding. A total of $60,000 in capacity funding grants over two years ($20,000 budgeted in 2025/26) and $40,000 for interested Indigenous Governing Bodies.

(~ $3,000 to ~$4,000 for approximately 15-20 Indigenous Governing Bodies depending on how many are interested).

Proposed for Fiscal 2027/28: $32,000 in the final year of co-developing the Five-Year Plan in cooperation with interested Indigenous Governing Bodies.

Risks: Insufficient staff capacity within Islands Trust to concurrently initiate agreements with and engage with 20-30 Indigenous Governing Bodies.

That the amount of available capacity funding will fall well below the expectations of the Indigenous Governing Bodies for the scope of the project.

Financial implications: $50,000

Resource requirements: See staff resourcing section below.

Other: This option shows a commitment towards engagement with First Nations and supports the ITC Regional Conservation Plan goals and objectives as well as the ITC Reconciliation Declaration. The results of the engagement will also inform decisions about protected area protection, management planning and operations and allocation of funds/donations.

Option 3: $20,000: for Capacity Funding for Engagement

$20,000 for meeting costs (e.g. venues, food, honoraria, project-related travel).

Benefits: Lower budget.

Risks: Low participation by Indigenous Governing Bodies in development of the Five-Year Plan, possibly leading to Minister not approving the Five -Year Plan.

Financial implications: ITC proceeds with development of the 2028-2032 ITC Plan with engagement of Indigenous Governing Bodies within the existing budget.

Resource requirements: This approach may result in frustration from some Indigenous Governing Bodies leading to increased staff time to manage concerns raised.

Other: This option is not recommended as it is anticipated that without robust funding to support meaningful First Nations engagement, there will be low participation. This may damage relationships and it may result in a decision to decline approval of the ITC Five-Year Plan by the Minister of Housing and Municipal Affairs.

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.)*

The following factors are important to success. Other factors can be mitigated as described above in the risk assessment.

1) Availability of ITC Manager to manage the project;
2) Availability of new Senior Policy Advisor for project coordination, and Senior Indigenous Relations Advisor and Director, Trust Area Services to support the project and attend meetings (and potentially, ITC's Indigenous Relations Advisor (see business case);
3) Engagement of Ministry of Housing and Municipal Affairs in development of communications to Indigenous Governing Bodies; and

4) Guidance from Province with respect to appropriate contacts with Indigenous Governing Bodies and engagement language.

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

Option 1: $110,000 for Capacity Funding for Engagement (Recommended)
$100,000 for capacity funding grants
$10,000 for associated meeting costs (e.g. venues, food, honoraria, project-related staff travel).

1) Shows a strong commitment to respond to the Minister of Housing and Municipal Affairs' request to the ITC Board to "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";
2) Shows commitment to the ITC Reconciliation Declaration; and,
3) Meets the second goal of the ITC Regional Conservation Plan, including satisfying objectives to amend policies, procedures and plans to include consideration of First Nations and to collaborate with Islands Trust to source funds and finance added capacity for First Nations collaboration.

Note: Once staff begin engaging with Indigenous Governing Bodies on the Five-Year Plan, and as drafting of a Trust Council policy on capacity funding progresses, there will be greater insight into the appropriateness of the recommended amount and may suggest revision of the amount later in the budget process.

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.)*

Quantitative Analysis:
The recommended option will require a total of $110,000 budget (increase of $90k) commitment for 2026/27. Should ITC not have enough budget, it will consider reallocation (reduction of existing budget areas) and, if needed, will consult with the Executive Committee regarding next steps.

Qualitative Analysis:
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.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. 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 (ie: external competition, government-restricted internal competition, etc.)***:**

ITC will, via Trust Council, establish a capacity funding agreement for a set grant amount for each interested Indigenous Governing Body. The amount will be granted to Indigenous Governing Bodies who are able to participate in engagement. The agreement may scope it with other projects, for example - the Salt Spring Island Official Community Plan Engagement Project.

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?)*

ITC will:
1) Develop an outreach strategy with support from Ministry of Housing and Municipal Affairs;
2) Send out invitations to Indigenous Governing Bodies to participate in engagement;
3) Coordinate meetings with Indigenous Governing Bodies' staff and/or Councils to share information about ITC and to learn about First Nations interests;

4) Synthesize Indigenous Governing Bodies' input in a report for the ITC Board to assist in the development of the ITC Plan.
5) Co-develop Plan with interested Indigenous Governing Bodies.

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.)*

This initiative will be led by the ITC Manager with support from the Director of Trust Area Services and Senior Indigenous Relations Advisor with direct project coordination by the new Senior Policy Advisor (if funding request for extension approved).

It is anticipated that over the course of the 2025/26 fiscal year it will require a total of approximately 750 hours:

Senior Policy Advisor ~ 400 hours for project lead (if funding request for extension approved)
Senior Indigenous Relations Advisor ~ 100 hours for project and engagement support
ITC Manager ~ 60 hours of for project coordination
ITC Indigenous Relations Advisor ~ 50 hours (if funding request approved)
Trust Area Services Director ~ 40 hours for project support
ITC Administrative Assistant and Finance staff ~ 100 hours project support

Time may also be needed from the ITC Team Lead, Ecosystem Protection Specialist, Property Management Specialist, and Covenant Management and Outreach Specialist depending on the interests of the Indigenous Governing Bodies.

ITC Manager will work with the Director of TAS to determine appropriate time allocation of the Senior Indigenous Relations Advisor and the Senior Policy Advisor (if funding request for extension approved).

Should a new ITC Indigenous Relations Advisor be approved it is expected that that person would be involved in the project but that the current Senior Policy Advisor (if funding request for extension approved) would remain as the primary project lead.

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*?)

ITC intends to collaborate with Islands Trust staff, Ministry of Housing and Municipal Affairs and Ministry of Indigenous Relations and Reconciliation 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.

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

Prepared by (name, title)/date: Wendy Tyrrell, Conservancy Manager, September 28, 2025 (updated Oct 15, 2025)

Reviewed by (name, title)/date: Clare Frater, Director, Trust Area Services, September 28, 2025 (updated Oct 15, 2025)

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):*

Islands Trust Conservancy Board

Department:

Islands Trust Conservancy

Name of Request:

Protected Area Management Software Project

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

$30,000

(estimated $15,000 for GIS software licencing costs and estimated $15,000 for data migration, training and documentation)

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: October 16, 2025

Funding Required for (date range):
April 1, 2026 to March 31, 2027. In addition, an estimated additional $15,000 per year for annual license fees for software.

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.*

The Islands Trust Conservancy is currently operating without a Ministerially-approved Five-year Plan; however, the Minister has authorized the Conservancy to continue holding and managing its land. Any new land acquisitions or dispositions need ministerial approval.

The Board has developed a number of its own plans 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*

Property Management Strategy which sets out that *Management of the* 34 *nature reserves under the Islands Trust Conservancy ownership includes the registration of a conservation covenant, development and implementation of a management plan, annual monitoring, and in most cases, enlisting the assistance of a local management group.*

81 *separate conservation covenant agreements, 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*, as well as policies which require annual compliance monitoring and related communication with landowners and covenant co-holders.*

ITC Reconciliation Declaration (2019)

Links to Islands Trust Guiding Documents Islands Trust Policy Statement (2025 draft)

- Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval... "Identify and prioritize the preservation, protection, and restoration of critical habitat for species at risk".

Islands Trust Council budget guidelines for 2026/27 budget development include:

- That Trust Council establish a 2026/27 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.
- That funding for Geographical Information Systems be prioritized for initiatives in the 2025-28 Strategic Plan

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.)*

No dedicated protected area management software

The Islands Trust Conservancy continues to experience growth in the number of properties and the complexity of protected area management and other issues, but ITC staff do not have a data management system, or adequate software to manage, analyse and report out on data and information about protected areas management, infrastructure or planning. It is challenging to analyse and this data, currently in spreadsheets, to inform associated management planning, priorities and actions. This proposal is to hire a contractor to assist the Islands Trust Conservancy with designing and implementing new software for an ITC protected areas data management software system, and to request software licencing costs. This new system will be based on the GIS ESRI Enterprise platform that is the foundation system used by Islands Trust Information Services.

Previously, as a cost-efficient approach, Islands Trust Conservancy (ITC) staff tried to use Islands Trust's existing mapping data management system, *TAPIS Info*, to store, organize, and run reports on protected area management information, even though the structure and functionality of this software is cumbersome for this purpose. The software offers limited ability to record and track such basic information as landholder turnover on a covenanted property or to link management concerns or breaches to properties, and cannot generate any type of report about ITC's nature reserves or covenants without laboriously reviewing each individual file to compile information. This approach is an inefficient use of staff time, hampers corporate quality and long-term financial planning, and is negatively affecting staff morale. In addition, Information Services (IS) staff have advised ITC staff that ITC needs to migrate to an alternative GIS data management system product as *TAPIS Info* is not a long-term solution to ITC's key functional need for supporting ongoing property data and management tracking.

In late 2024/early 2025 ITC staff undertook a needs assessment process with a contractor, who interviewed internal staff about their data management needs, and interviewed leading land trusts/conservation organizations about their protected area management software solutions. Due to changes in the ITC Manager position the project has been on hold since then. With the ITC Manager and Team Lead positions filled, there is now capacity for this project.

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 projected results and deliverables resulting from a transition to a new protected area management data software system from the legacy *TAPIS Info* include:

Enhanced Protected Area Management System
The implementation of modern protected area management software will result in an enhanced Protected Area Management program for the Islands Trust Conservancy. The new system will offer improved functionalities and capabilities, addressing the limitations of the current *TAPIS Info* application. Enable data driven conservation planning and decision making about priority ecosystems, species, and heritage leading up to the next ITC Regional Conservation Plan. Incorporate internal and external data about the occurrence of species at risk and critical habitat so IT/ITC can voluntarily meet its obligations under the Canadian *Species at Risk Act*.

Expanded Reporting Capacity
New GIS software will offer expanded reporting capabilities, allowing for more comprehensive data analysis and generating valuable insights from the available information. This will support evidence-based decision-making, support development of a department workplan, and reduce wasted staff time.

Improved Efficiency and Productivity
Dedicated protected area management software will lead to improved staff morale, boosting efficiency and productivity. It will help the Conservancy meet provincial and conservation sector standards for secure, standardized and efficient data import, export, storage, and reporting; and improve tracking of protected areas management activities in space and in time, including compliance monitoring, habitat restoration, biodiversity surveys, and archaeological information.

Long-term Sustainability
New protected area management software will position the Islands Trust Conservancy for long-term sustainability in managing properties and covenants, and will help the Board and staff make informed management decisions into the future.

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.)*

Risks	Impact	Mitigation
Unavailability of Information Systems/GIS staff Unavailability of Information Systems staff to assist with the project, either through vacancies or lack of capacity due to heavy workloads.	**High**	ITC staff will consult with Director, Legislative and Information Systems early to plan the project and adjust project as required to accommodate other planned initiatives.
Procurement Challenges It may be challenging to identify a contractor within our budget to	**High**	**External expertise** Staff will involve BC Bid staff to seek advice on procurement in this area. Staff will also reach out to the

assist with data migration, and staff training (including user manual and end build book) in the specialized area of protected area management for conservation areas.		broader land trust movement to ask for recommendations. ITC staff will also ensure that Information Systems/GIS staff are involved in the process to ensure ongoing support needs are considered.
Technical Challenges Implementing a new software system, can pose technical challenges during the transition phase. Data migration, system compatibility, and potential software bugs or glitches may arise, impacting the smooth functioning of the integrated system.	**High**	**Pilot Testing and User Feedback** Conduct comprehensive pilot testing of the integrated system with a selected group of staff to identify and address technical challenges. Gathering user feedback during this phase will help refine the system before full deployment. Ensuring that the software system design contractor is available to problem solve issues, and provide tech support throughout the first year of onboarding the software system.
Lack of staff for procurement/contract management Management of procurement processes and contracts is not feasible with existing ITC staff resources	**Medium-High**	ITC staff will provide advice to the ITC Board regarding which work items to delay to accommodate contract management With the Team Lead position filled, this project can be prioritized.
Staff Training and Adoption Ensuring that staff members are adequately trained and comfortable using the new integrated system is essential. Resistance to change or lack of proper training can lead to inefficiencies and reduced productivity during the initial stages of implementation.	**Low**	**Comprehensive Training Program** Contractor to develop a comprehensive training program to educate staff members on using the new integrated system effectively. Contractor will provide ongoing training and support will aid in the system's smooth adoption.
Data Security and Privacy With external software handling sensitive landowner and protected area management data, there is an increased risk of data breaches, unauthorized access, or potential privacy violations. Protecting confidential information and ensuring robust data security measures become critical.	**Low**	**Data Security Measures** Implement robust data security protocols, such as access controls. Ensuring data is stored securely in Canada, and that Information Systems staff have data control.
Cost Overruns: Software projects can be subject to unexpected costs, such as additional customization or third-party integration requirements. Budget overruns could strain the financial resources allocated for the initiative.	**Low**	**Clear Project Scope and Contingency Planning** Define a clear project scope, and have contingency plans in place for potential cost overruns or delays. Regular monitoring and reporting of project progress can help identify any deviations from the plan so corrective actions can be recommended.

ALTERNATIVES CONSIDERED:

<u>Option 1 (Recommended):</u> $30,000 to purchase an Islands Trust Conservancy GIS data management software and licence.
Including a contract for GIS software design selection, implementation and support.

Benefits: Dedicated contractor for software design and selection, data migration and training/documentation as well as longer-term benefits that include informing land management planning and decision-making, staff time savings, staff stress reduction, better reporting, analysis, assessment and long-term financial planning.
Risks: As set out above.
Financial Implications: Highest initial investment, but offers highest likelihood of project success and potential cost savings in the long run.

Cost Summary	
Software Licenses & Subscriptions – 2026/7 estimated	$15,000
Contracted data migration/training/documentation	$15,000
Total	**Approx. $30,000**

Resource Requirements: 20 hours of ITC Manager time and 50 hours of Protected Areas Team Lead time to procure and manage contract with support from Finance and Information Systems staff and a further 20 hours to participate in training. 70 hours for ITC Team Lead, ITC Property Management Specialist and ITC Covenant Management and Outreach Specialist to participate in data migration, testing and training. Approximately 70 hours for the Information Systems/GIS team to be responsible for system security and network access, data migration and general advice to the project. Additional time may be required for data migration.

Other Implications: Aligns with strategic objectives, providing a modern and efficient solution to address current and future ITC protected area management and planning challenges.

<u>Option 2: Status Quo (Do Nothing)</u>

Benefits: No immediate financial investment required, and minimal disruption to current operations.
Risks: Continued use of the outdated, inefficient systems of using Excel spreadsheets and TAPIS Info to manage and analyse data presents significant limitations and inefficiencies. Inability to effectively track enforcement of covenant breaches and trespasses in nature reserves may result in inability to enforce covenants and take legal action against trespass. Inability to efficiently track land transfers of covenants, leading to delayed interactions and information sharing sessions with new covenant landholders, which may lead to increase breach concerns.
Financial Implications: No direct financial costs.
Resource Requirements: No additional resources required but inefficient use of staff time will continue.
Other Implications: Hindered achievement of strategic objectives related to ITC protected area management strategy, covenant compliance and staff efficiency. Continued challenges in sustaining staff morale.

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.)*

Contractor Procurement
An experienced GIS contractor will be essential to ensuring the correct software is properly customized, documented, transferred, integrated, and disseminated.

User Engagement
The active involvement and engagement of system users is critical for the successful implementation of a new GIS software system for ITC. User input, feedback, and buy-in are essential to ensure the system meets their needs and expectations.

Data Migration and Integration
The smooth migration of data from the legacy systems to the new GIS system and seamless integration with other systems is crucial for data accuracy and system functionality.

Comprehensive Training
Adequate training for staff members on using the new system effectively is essential to maximize its benefits and ensure a smooth transition from the old systems.

Timely Implementation
Adhering to a realistic and achievable timeline for implementation is vital to avoid delays and cost overruns.

Among the identified factors, all are considered critical to the success of this initiative.

Outcomes if critical success factors are not met:

Ineffective Use of the New System
Without user buy-in, the new system may not be used to its full potential and may not be a good fit resulting in suboptimal protected area management and management planning, and reporting on protected area monitoring and management, and missed opportunities for improved efficiency.

Data Inconsistencies and Inaccuracies
If data migration and integration are not executed properly, the new system may lack essential historical data, leading to data inconsistencies and hindering informed decision-making.

Reduced Efficiency
Inadequate training for staff may lead to reduced efficiency in using the new system, resulting in increased administrative burden and staff stress.

Delayed Implementation
If the initiative faces significant delays in implementation, the Islands Trust Conservancy may continue to suffer from the limitations of the current systems, hindering progress towards strategic objectives.

In summary, meeting critical success factors, such as user engagement and comprehensive training is essential for the successful implementation and effective utilization of protected area management and monitoring information. Failure to address these factors may lead to inefficient processes, data inconsistencies, delayed progress and ongoing decline in staff morale.

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

<u>Option 1:</u> $30,000 to purchase an Islands Trust Conservancy GIS data management software and licence.
Includes a contract for software design and selection, software integration, implementation and support.

Summary:
This option is recommended as the status quo option is leading to staff stress/poor morale, poor ability to inform management planning, reporting and tracking and prioritizing protected area management activities,

and challenges with developing a department budget that encompasses anticipated management needs and financial estimates for infrastructure replacement.

The introduction of a dedicated an ITC Protected Area Management GIS data management software system will streamline processes, consolidate information, and enhance data analysis for decision-making. This will improve staff efficiency, boost morale, and support more effective reporting to the Board.

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.)*

Quantitative Considerations

Financial Costs:

Cost Summary

Software Licence in Year 1	$15,000*
Contracted needs data migration/training/documentation	$15,000*
Total	**$30,000**

Maintenance and Upgrades

Ongoing costs related to system maintenance, updates, and potential upgrades should be considered. Ensuring the system remains up-to-date and compatible with future requirements is essential for long-term sustainability.

Software Licence annually **$15,000***

*Software licencing and contractor costs are based on preliminary conversations with other land trusts about software options and data migration/training needs.

Financial Benefits (Savings):

Efficiency Gains

The introduction of a dedicated Protected Area Management data management GIS software system will streamline processes, consolidate information, and enhance data analysis for decision-making, leading to staff time and project management and planning efficiencies. In time, the TAPIS Info system can be phased out (ITC will be the last user of this custom product once bylaw enforcement information has moved to CityView) reducing maintenance and support costs. Enables department budget development that encompasses anticipated management needs and financial estimates for infrastructure replacement.

Qualitative Considerations

Non-Quantifiable Costs:

Learning Curve

Staff and stakeholders may require time to adapt to the new system, which could impact productivity during the initial transition period.

Change Management
The organization will need to invest in change management efforts to address resistance to change and ensure smooth adoption of the new system.

Non-Quantifiable Benefits:

Improved Decision-Making
New data and reporting capabilities can empower decision-makers with better insights and data-driven information for strategic and financial planning.

Transparency and Accountability
The new system can enhance transparency for the Protected Area Management program in terms of better reporting and analysis of actions/costs.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. 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 (ie: external competition, government-restricted internal competition, etc.)*

The procurement of a contractor and the new data management GIS software will comply with the Procurement Policy. It is likely that staff will use an Invitation to Quote process.

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 roll-out of the recommended solution, which involves procuring a contractor and implementing a software solution will be executed in a phased approach to ensure smooth implementation and minimal disruptions. The specific features of the roll-out are as follows:

Phase 1: Project Planning and Preparation

- Define project scope, objectives, and deliverables
- Appoint a project team and project manager
- Procurement process to select contractor
- Initiate contract negotiations with the selected contractor

Phase 2: System Configuration and Customization/Data Migration

- Contractor to work with the vendor to configure new software to meet the organization's specific needs
- Migrate data into the new software with contractor support
- Update data to ensure that data for each property is complete
- Conduct thorough testing to ensure the module functions as intended
- Contractor to develop user manual

Phase 3: Training and User Acceptance Testing

- Provide comprehensive training to staff members and stakeholders on using the new software effectively
- Conduct user acceptance testing to validate the system's functionality and address any issues before the full deployment

Phase 4: Full System Deployment

- Roll out the new software to all relevant staff and report to Board
- Monitor the system's performance and address any additional feedback or issues

Phase 5: Post-Implementation Support and Optimization

- Provide ongoing support to users and address any post-implementation issues
- Continuously optimize the system based on user feedback and evolving needs

Timeline and Anticipated Date of Completion

The timeline for the roll-out of the recommended solution will be dependent on the procurement of a contractor, the extent of customization required for the new software, data migration and training needs. However, based on preliminary estimates, the anticipated date of completion for this initiative is approximately nine months from the project initiation. It is important to note that this timeline is subject to adjustments based on unforeseen challenges that may impact the implementation process. Close monitoring and effective project management will be critical in adhering to the timeline and achieving a successful roll-out.

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.)*

Staff Resources Needed for the Initiative include:

Project Sponsor: ITC Manager: ~ 40 hours

- Provide guidance to the project manager, liaise with the Director, Trust Area Services, and report to the Board
- Will participate in software selection process and training
- Hours Required: Approximately 40 hours throughout the project

Project Manager – ITC Protected Areas Team Lead: ~ 150 hours

- The project manager will oversee the entire implementation process, including contracting, selection, planning, coordination, and monitoring of the project
- Will participate in data migration and training
- Hours Required: Approximately 150 hours throughout the project

Property Management Specialist and Covenant Management and Outreach Specialists: ~ 140 hours

- Will support the data migration
- Will participate in data migration and training
- Will participate in testing, provide feedback, and validate system improvements
- Hours Required: Approximately 70 hours each throughout the project

Information Systems Team and GIS Team (Technical Staff): ~ 70 hours

- The Information Systems team will be responsible for software selection, system security and network access, and general advice to the contractor and project.
- Hours Required: Approximately 70 hours throughout the project. (Additional time may be required for data migration.)

Total Estimated Staff Hours: 400 hours.

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*?)

Concerns and Mitigation Strategies

Change Resistance

The introduction of a new system and optimized workflows may encounter resistance from staff members accustomed to the existing processes. To address this concern, there will be clear, regular communications about the project, and a comprehensive training program will be developed to build staff confidence in using the new system. Given the long-standing need for this project staff enthusiasm is expected.

Training and Support
Adequate training and support for staff and end-users will be vital to ensure a smooth transition to the new system. A comprehensive training program will be developed as part of the service contract to equip staff with the necessary skills to utilize the software system. The contractor will provide a user manual to provide ongoing support and will provide technical issues support as required.

Communication and Collaboration Strategies

Regular Progress Updates
Regular progress updates will be communicated to all staff and the Board to keep them informed about the status of project implementation. This will include milestones achieved, any changes to the project plan, and upcoming activities. Transparent communication will foster trust and ensure that staff and the Board are well-informed.

Collaborative Decision-Making
Encouraging collaborative decision-making will ensure that all perspectives are considered in the customization of the software.

Identification of Other Stakeholders
In addition to the protected area management staff, the following groups may also be involved:

Information Systems Department
The Information Services department will play a crucial role in providing advice and technical support, and assisting with data migration as needed. Renew licence, security patching updating software

Finance Department
The Finance Department may be involved in budget and contract planning and financial approvals related to the initiative.

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

Prepared by Clare Frater, Director, Trust Area Services (updated Oct 15, 2025)

Reviewed by (name, title)/date: Wendy Tyrrell, Islands Trust Conservancy Manager/October 1, 2025 (updated Oct 15, 2025)

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)*:
DENMAN LTC

Department:
LPS-Planning Services

Name of Request:

Final Phase Denman Island Housing Review (for OCP and LUB Amendments), Stage 2 - Phase 2 Project
(Year 4 of 4)

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

2026-2027: $ 7,000 ($2,000 from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with K'omoks First Nation, signed in 2024**)**

Budget to-date: $49,250
2022/23 = $13,500
2023/24 = $8,000
2024/25 =$12,000
2025/26 = $15,750 ($12,000 + $3,750 Capacity Agreement)
*Amended by R.Jamurat, February 11, 2026

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:** Facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.

Date of Submission to Finance: September 2025

Funding Required for (date range):
April 1, 2026-March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

Islands Trust Council *Strategic Plan 2025-2028* contains the objective: Strengthen Housing Affordability Throughout the Islands Trust Area.

In June 2023, Islands Trust Council amended the Strategic Plan to:
- "Prioritize elements of the strategic plan that support land use decision making", and

- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

ISSUE/OPPORTUNITY:

The purpose of this business case is to support the completion of the Denman OCP and LUB Housing Policy Review. The work the 2025/2026 fiscal year involves First Nations and community consultation, analysis of option and drafting bylaw language with first reading anticipated in February 2026.

This is a continuation of this project which began in 2022 at which time a consultant was engaged to identify community priorities related to housing (Phase 1). Phase 2 has involved 2 Stages as Identified below.

Past Work:

Phase 2 (Stage 1) - 2023/24 Fiscal - $18,000 included:

- Public engagement facilitated by the Housing Advisory Planning Commission
- The initiation of engagement with K'omoks Nation staff
- K'omoks exploration of interests

Phase 2 (Stage 2) – 2024/25 Fiscal - $15,000 included:

- First Nations engagement
- Public engagement
- Exploration of options to increase housing number of permitted housing units to address housing need while considering environmental impact

Phase 2 (Stage 2 continued) - 2025/26 Fiscal $15,750: Included

- First Nations engagement
- Drafting bylaw language for easier to implement actions (e.g. cistern requirements, clarification of BnB language)
- Community engagement on options related to growth management

Work to be Done:

Phase 2 (Stage 2 completion) – 2026/27 Fiscal $7,000

- Bylaw readings
- Community Information meetings
- Public Hearing
- Provincial Referral

$2,000 from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with K'omoks First Nation, signed in 2024.

The completion of this project will provide the opportunity to advance Islands Trust Strategic Interests related to:

- **First Nations Reconciliation** - The project introduces options that are directly influenced by K'omoks First Nation interests. This project paves a way for the establishment or a Heritage Conservation Area for Indigenous cultural heritage protection.

- **Contributing to the development of model bylaws for housing** – This project is intended to produce bylaws that may be replicable in other Local Trust Areas including ways to balance housing with environmental conservation.
- **Preservation of ecosystems** – A key focus of the project is supporting housing while considering the Islands Trust preserve and protect mandate.
- **Demonstrating the use of the Islands Trust's Housing Toolkit** – A number of tools in the toolkit are being used by staff and being shared with the Housing Advisory Planning Commission and the LTC to inform amendments to the OCP and LUB.

This business case will support the conclusion of the Denman Islands Housing Review (Phase 2C).

PROJECTED RESULTS/DELIVERABLES:

Fiscal 2026/27 $7,000 – Legislative Process: CIM, Public Hearing, Ministerial Approval, Adoption

- Legislative Process: $2,000
- Communications and Engagement: $3,000
- Carryover for First Nation Reconciliation Grant: $2,000 represents allocation of grant and not new or additional budget request.

Previous Phases:

Phase 2C Fiscal 2025/26 $12,000 – First Nations Engagement, Bylaw Amendments

- OCP and LUB amendments to support specific actions identified in the Draft Housing Action Plan for:
  - Expanded opportunities to build Secondary Suites and Accessory Dwelling Units
  - Increased Opportunities for Non-Profit Housing Development
  - Permitting Alternative Housing Approaches
  - Reducing Ecological Footprint of New Builds

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables include:

- Regional Planning Team (RPT) capacity to manage the project in 2026/2027
- First Nations' capacity and timing may not align with project timelines
- The LTC may choose to not proceed with amendments
- Costs may exceed the budget due to consultation or other factors

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 bylaw drafting, does not proceed to bylaw readings. This would undermine the engagement with the K'omoks First Nation and the work done by the Housing APC.

Option 2: Proceed as a Minor Project. Should funding not be provided, the LTC may consider completing the work as a 'minor project' with the same scope, budget and deliverables but limited staff capacity (Regional planning team resources will not be allocated).

Option 3: Reduced funding. This may include removal of post-adoption communications, however the remaining parts of this project will require adequate funding for the legislative process.

CRITICAL SUCCESS FACTORS:

The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted by the end of the 2026/2027 fiscal year. Longer term success would be measured through improvements to housing options, accessibility and affordability.

RECOMMENDED OPTION:

The present funding request is for $7,000 for fiscal 2026/27 to allow the Denman Island OCP-LUB project to complete the legislative process with continued project management by a Regional Planning Team planner.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$7,000 for fiscal 2026/2027

- $2,000 – First Nation Reconciliation Grant allocation from agreement
- $2,000 - Legislative Process for CIM, Public Hearing
- $3,000 – Engagement and Communications

Qualitative Analysis:

- Increased housing options
- Improved relationship with K'omoks First Nation
- Increased protection of areas of Indigenous cultural significance
- Increased preservation and protection of the environment

PURCHASING PROCEDURE:

N/A

PROPOSED IMPLEMENTATION STRATEGY:

Deliverable/Milestone	Date
Denman Housing Project Completion	
First Nations Engagement	January 2026 – June 2026
Bylaw Readings	Feb 2026 – June 2026
Legal Review	Feb 2026 – June 2026
Provincial Referral	June 2025

STAFF RESOURCING: *to be confirmed for final version*

- 100 hrs Regional Planning Team Project Manager
- Up to 40 hours LTC Planner
- Up to 20 hours Regional Planning Manager
- 25 hrs other support (Admin, communications, mapping, SIRA)

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- This project involves significant engagement with the K'omoks Nation. It is paving the way for discussion related to the development of a Heritage Conservation Area (HCA).
- Adoption of the bylaws will involve communications with the community and First Nations. The budget request will include public outreach and website updates normally completed as part of the organization's standard communications for bylaw updates.

Requested by Denman Island Local Trust Committee

Prepared by: Narissa Chadwick, Island Planner/ September 2025

Reviewed by: Renée Jamurat, Regional Planning Manager/ September 2025

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)*:
GABRIOLA LTC

Department:
LPS-Planning Services

Name of Request:

Phase 3 - Gabriola OCP & LUB Review, Major Project
(Year 4 of 5 project)

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

2026-2027: $39,000 ($4,000 from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with Snuneymuxw First Nation, signed in 2024)

2027-2028: $25,000 estimate

Budget to-date: $125,000
2023-24, Phase 1 = $18,000
2024-25, Phase 2 = $77,000
2025-26, Phase 3 = $30,000

*Amended by R.Jamurat, February 11, 2026

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:** Capacity funding request to First Nation for on-going meetings and participation, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.

Date of Submission to Finance: October 2025

Funding Required for (date range):
April 1, 2026-March 31, 2027

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 will 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.

Fiscal 2026/2027 Phase 3 Completion and Phase 4 $39,000

With this business case the LTC is seeking the funds to support the completion of Phase 3 as well as Phase 4. Additional engagement related to growth management was added leading to an extension of the Phase 3 timeline into the 2026/27 fiscal year.
$4,000 from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with Snuneymuxw First Nation, signed in 2024.

Phase 3 Completion OCP Drafting and Readings $6, 000

- Public Engagement on growth management
- OCP Drafting
- DPA prioritization (analysis and discussion)
- OCP first reading
- Legal review as needed

Phase 4 - Fiscal 2026/2027 LUB Drafting, Development Approval Information (DAI) Bylaw and Archeological Overview Assessment (AOA) $25,000

- OCP approval
- Drafting and approval of LUB
- Community engagement related to LUB
- Drafting and approval of DAI Bylaw
- First Nations consultation including an Archeological Overview Assessment (AOA) to provide information on location of archeological sites to help inform the development of a Heritage Conservation Area (HCA) for the protection of Indigenous cultural heritage.
- OCP/LUB Process audit (done by staff)– to provide options and recommendation for other OCP/LUB reviews across the Islands Trust Area

The OCP and LUB review will provide the opportunity to advance Islands Trust Strategic Interests related to:

- **First Nations Reconciliation** – Snuneymuxw First Nation staff have indicated interest in a heritage conservation area to protect indigenous cultural heritage on Gabriola Island. In order to move forward an AOA is needed. A model FN engagement process is being creates as IT staff work closely with SFN staff to develop the process together.
- **Affordable and attainable housing**- Housing is prioritized.
- **Preservation of ecosystems both terrestrial and marine** – A number of criteria related to the protection and preservation of the environment are used to provide options for moving growth potential away from less suitable to more suitable areas. The project also includes a review of current, and prioritization of new, DPAs.
- **Advancing the Freshwater Sustainability Strategy** – The project will integrate the freshwater footprint work that was done in Phase 2 to help determine suitable areas for additional dwellings.

- **Creation of model engagement process** – An engagement process that can be repeated on other islands is being developed. Aspects of this process have already been used for Denman and Salt Spring projects.

PROJECTED RESULTS/DELIVERABLES:

Phases 3 & 4 Fiscal 2026/27 $39,000 – DPA prioritization, OCP completion and Initiation of LUB review:

- Carryover for First Nation Reconciliation Grant: $4,000 represents allocation of grant and not new or additional budget request.
- Continuing First Nations engagement: $25,000 for Archaeological Overview Assessment (AOA)
- Public Engagement and communications - $6,000
- Legal review & contingency - $4,000
- Draft OCP Bylaw Referrals
- DPA prioritization
- OCP bylaw readings
- Phase 3: LUB amendment drafting and bylaw readings
- DAI bylaw

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

Future Phase:

Phase 5 – Fiscal 2027/28 Implementation Plan and DPA Mapping $25,000 estimate

- Creation of a Gabriola Vision Implementation Plan (to include items within and outside of Islands Trust Jurisdiction)
- Vision Implementation Plan to involve First Nations and other agencies (community organizations, province, regional district etc.) in development of a Gabriola Vision Implementation Plan
- DPA mapping for priority DPAs

Previous Phases:

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

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

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

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

Phase 3 - Fiscal 2025/2026 OCP Drafting $30,000

- First Nation consultation
- Reimagining Growth – Engagement on issues relate to density
- Refining draft bylaw language based on community feedback
- First Reading of Bylaw

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team (RPT) capacity to manage the project in 2026/2027.
- Capacity and available expertise to support mapping, data needs, communications within the budget.

Financial implications:

- Staff travel and overtime expenses.
- Legal review may cost more than estimate.

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 are anticipated.

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 OCP bylaw drafting, DPA mapping, does not proceed to bylaw readings. And LUB bylaw review is not initiated.

Option 2: Proceed as a Minor Project. Should funding not be provided, the LTC may consider completing the work as a sequence of 'minor projects' with reduced scope, budget and deliverables. Anticipated scope would be limited to bylaw writing and review with limited community engagement. As a minor project, staff support would be limited to Island Planner leading to extended timelines.

Option 3: Reduced funding. This will limit the project scope of work and deliverables such as completion of an archaeological overview assessment, engagement and communications.

CRITICAL SUCCESS FACTORS:

- Allocation of planning services staff time (Regional Planning Team and Island Planner support)
- First Nations engagement leading to support of FN interests
- The project would be considered successfully completed if the OCP Bylaw is adopted. Success could be measured over the longer term through measurables such as improved relations with First Nations, updated policy and regulatory bylaws to address First Nation interests and concerns, creation of model policies and model process of updating their LUBs for OCP consistency.

RECOMMENDED OPTION:

The present funding request is for $39,000 for fiscal 2026/27 to allow the Gabriola Island OCP-LUB project to complete Phase 3 and progress through Phase 4.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$39,000 for fiscal 2026/27 for Phase 3-4

- $4,000 - First Nation Reconciliation Grant allocation from agreement
- $25,000 - First Nations Consultation + AOA
- $6,000 – Community Engagement and Communications
- $4,000 – Legal Review & Contingency

Qualitative Analysis:

- If no action is taken the preservation and protection of Gabriola Island groundwater resources, forests, shorelines and indigenous heritage will be at risk.
- Housing affordability and attainability will not be effectively addressed
- 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.

PURCHASING PROCEDURE:

Not applicable if the work is done in-house by staff. However, there will be other financial services required such as legal review, capacity work agreement where necessary as identified through a work program.

PROPOSED IMPLEMENTATION STRATEGY:

Deliverable/Milestone	Date
Phase 3 - Public Review of draft OCP bylaws/referrals	March 2026 – May 2026
Phase 3 – AOA (results to inform HPA as part of OCP)	March 2026- May 2026
Phase 4 - LUB review and DAI Bylaw will be initiated	March 2026
Phase 3 Milestone - Second/Third Reading OCP/PH	June- Sept 2026
Phase 4 – LUB Drafting	March – June 2026
Phase 4 – Public Engagement on LUB	June – September 2026
Phase 4 Milestone – DAI bylaw	September 2026 – Feb 2027
Phase 4 Milestone – First reading LUB	Sept/Oct 2026

STAFF RESOURCING:

- 450 hours Regional Planning Team Project Manager
- Up to 200 hours LTC Planner Support
- 20 hours GIS - Mapping
- Up to 50 hours Administrative Support *subject to other approved major projects
- 150 hours Communications Specialist
- Up to 20 hours Regional Planning Manager
- Overtime is expected for Planner and Administration staff hours.
- 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.
- It is anticipated that staff resources to support RPT projects from the existing staff allocation is feasible, however in a limited capacity.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Significant engagement with the Snuneymuxw First Nation (SFN) will strengthen this project. IT staff are working very closely with SFN staff.

Requested by: Gabriola Island Local Trust Committee

Prepared by: Narissa Chadwick, Island Planner / October 1, 2025

Reviewed by: Renée Jamurat, Regional Planning Manager / October 1, 2025

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)*:
Gambier Island Local Trust Committee

Department:
Planning Services

Name of Request:
Final Phase Gambier Island OCP and LUB Amendments Implementation Project
(Year 6 of 6)

$ Value of Request:

2026-2027: $8,000

Budget to-date: $57,500

2021-22 = $14,500 (GM LTC OCP: $4,000.00; RPC OCP: $8,500; First Nations: $2000)
2022-23 = $17,000 (GM LTC OCP: $15,000; First Nations: $2000)
2023-24 = $16,000 (capacity funding agreement)
2024-25 = $0
2025-26 = $10,000

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:** _____
For fiscal year 2025-26:
- Public Engagement on draft bylaw language amendments OCP and LUB implementing Squamish Nation recommendations and early public engagement.

Date of Submission to Finance: September 2025

Funding Required for (date range):
April 1, 2026 – March 31, 2027

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

- Undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore

ISSUE/OPPORTUNITY:

Initiated in 2022, the Gambier Island OCP and LUB targeted review is a top-priority project and requires implementation/completion in the 2025/26 fiscal. The project is aimed at these focussed and interconnected topic areas: heritage preservation and protection (indigenous natural and cultural heritage), and protection of shoreline and forest ecosystems. This targeted review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with Sḵwx̱wú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gambier Island's OCP, which has not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore," by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests*.

The LTC is seeking funds to support public engagement on draft bylaw language.

* Islands Trust Conservancy, *Gambier Island Local Trust Area Coastal Western Hemlock Forests, Forest Fact Sheets,* June 2020

PROJECTED RESULTS/DELIVERABLES:

- Results in potential future updated OCP and LUB bylaws for Gambier Island.
- Advances Islands Trust Strategic Plan Objectives.
- Implementing actions in the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with First Nations, to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Updated DAI Bylaw

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables include:

- Regional Planning Team capacity to manage the project in 2026/2027 along with other competing LTC projects that are yet to be approved for that timeframe.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Further delays to updating the OCP/LUB reflecting the engagement with the community and First Nations may necessitate a need to re-engage in the future.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. The benefit of not proceeding further is budget savings. The risk of not implementing the First Nations engagement recommendations into updated policies and regulations may adversely impact relations with First Nations and threaten culturally significant areas of the island with status quo development.

CRITICAL SUCCESS FACTORS:

The following are identified as critical for this project to be successful:

- Staff capacity in the Regional Planning Team and staff support.

The project would be considered successfully completed if the bylaws are given first reading before the end of the 26/27 fiscal. Since it is an election year prior to that, first reading may be delayed.

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 and concerns.

Success can also be measured by evaluating how many LTCs are able to borrow the planning research, First Nations engagement framework and draft policies/regulations in their own reconciliation efforts.

RECOMMENDED OPTION:

The present funding request is for $8,000 for fiscal 2026/27 to allow the Gambier Island OCP-LUB project to be completed and implemented.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$8,000 for fiscal 2026/2027 for Public Engagement Phase

- $5,000 – Public Engagement
- $2,000 – First Nations Referral of draft bylaws
- $1,000 – Communications

Qualitative Analysis:

- Funding is necessary to engage the public on potential updates to policies and regulations to expand the scope of protections in the OCP and LUB for island forests, shorelines, and Indigenous heritage.
- Referral of draft bylaw language may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation.

PURCHASING PROCEDURE:

N/A

PROPOSED IMPLEMENTATION STRATEGY:

	Date Range	Budget Request
Past Work: Funding Request Final Phase: Legal Review and Legislative Process and Implementation	2025-2026	$10,000
Drafting OCP and LUB amendment bylaws	Spring/Summer 2026	$0
Public Engagement and Referral to First Nations; communications	Summer 2026	$8,000
Consideration of 1st reading	March 2027	$0

STAFF RESOURCING:

- 450 hrs Regional Planning Team Project Manager
- Up to 40 hours LTC Planner
- Up to 20 hours Regional Planning Manager
- Up to 20 hrs Admin Support (subject to other approved major projects)
- 40 hours Communications
- 20 hours GIS mapping
- 40 hours SIRA

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Adoption of the bylaws will involve communications with the Gambier Island community and First Nations. The budget request will include public outreach and website updates normally completed as part of the organization's standard communications for bylaw updates.

Requested by (Committee or Business unit): Gambier Island Local Trust Committee

Prepared by: Sonja Zupanec, Island Planner / August 25, 2025

Reviewed by: Renée Jamurat, Regional Planning Manager / September 15, 2025

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)*:

Regional Planning Committee

Department:
Planning Services

Name of Request:
Hornby Island LTC – Comprehensive OCP & LUB Review Project

(Year 6 of 6)

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

2026-2027: $15,000 ($10,000 from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with K'omoks First Nation, signed in 2024.**)**

Budget to-date: $56,050

2021-22 = $14,500 (LTC OCP: $4,000; RPC OCP: $8,500; First Nations: $2000)
2022-23 = $14,050 (Consultant Contract, admin costs)
2023-24 = $12,000 (First Nation capacity funding agreement)
2024-25 = $25,000 (First Nation Capacity Funding agreement)
2025-26 = $5,000

*Amended by R.Jamurat, February 11, 2026

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:** implementing First Nation Engagement Summary Recommendations and increasing housing options on Hornby Island.

Date of Submission to Finance: September 2025

Funding Required for (date range):
April 1, 2026 – March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Islands Trust has adopted policies regarding reconciliation, respect, communication and actions that build relations with Indigenous Communities on whose traditional and unceded lands the Islands Trust operates.

1) Islands Trust Reconciliation Declaration, adopted by Islands Trust Council on March 14, 2019.

"*The Islands Trust Council acknowledges that the lands and waters that encompass the Islands Trust Area have been home to Indigenous peoples since time immemorial and honours the rich history, stewardship, and cultural heritage that embody this place we all call home.*
The Islands Trust Council is committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples. Islands Trust states a commitment to Reconciliation with the understanding that this commitment is a long-term relationship-building and healing process.
The Islands Trust Council will strive to create opportunities for knowledge-sharing and understanding as people come together to preserve and protect the special nature of the islands within the Salish Sea."

2) The Hornby Island LTC's standing resolution regarding First Nations in the Local Trust Area, adopted May 24, 2019.

"*Whereas the Local Trust Committee seeks to engage in Reconciliation with local First Nations, governments and the island community by honouring the Truth and Reconciliation Commission Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples, Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples, and Islands Trust First Nations Engagement Principles, the Local Trust Committee endeavours to:*
a) Annually, write a letter to First Nations, (re)introducing Trustees and staff and provide a schedule of known Local Trust Committee meetings for the upcoming year, as well as, provide an update of current projects and advocacy activities;
b) For various Local Trust Committee meetings, invite elders from local First Nations to attend and provide a traditional welcome to the territory;
c) Work with First Nation governments on cooperative initiatives, including and not limited to, language, place names, territorial acknowledgements, and community education on Coast Salish and local First Nations' cultural heritage and history;
d) Work with First Nation governments on engagement principles for inclusive land use, marine use, and climate change planning; advocacy, protection and stewardship; and knowledge and information sharing protocols;
e) Establish and maintain government-to-government dialogue with First Nations, now and into the future, based on respect and recognition of Aboriginal rights and title, treaty rights, and First Nations' traditional territories within the Islands Trust Area."

3) Islands Trust Conservancy Reconciliation Declaration, ratified by the Islands Trust Conservancy Board on June 16, 2019, in the territories of the Lək^{w}əŋən Peoples, METULIYE/Victoria, B.C.
4) Reconciliation Action Plan 2019-2022, passed by the Islands Trust on June 19, 2019, in the Coast Salish/Penelakut Territory, Galiano Island.
5) Islands Trust Council *Strategic Plan 2025-2028* addresses objective to Strengthen Relations with First Nations.

ISSUE/OPPORTUNITY:

This funding request is for an additional year to complete the Hornby Comprehensive OCP & LUB Review project. This project aims to update the OCP and LUB regarding affordable housing, and implementing First Nations engagement recommendations.

The LTC has reviewed a draft engagement summary from the K'ómoks First Nation and will be advancing consideration of implementation once proposed Bylaws Nos. 176 and 177 (short term vacation rental bylaws) have been advanced to public hearing. The LTC considers engagement with K'ómoks First Nation to be a top priority as well as addressing the need for increased housing options to address the lack of affordable housing on the island.

PROJECTED RESULTS/DELIVERABLES:

- The proposed Major Project would implement First Nations engagement summary recommendations into new policies and regulations to protect cultural heritage resources and the natural environment as well as provide for more equitable housing options.
- Results in updated OCP and LUB bylaws for Hornby Island.
- Implementing actions in the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with First Nations, to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables include:

- Regional Planning Team capacity and K'ómoks First Nation capacity to support the work. First Nation capacity and interest to engage may not align with desired project timelines.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- The project has been taking longer to complete, running into multiple fiscal years.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. The benefit of not proceeding further is budget savings. The risk of not implementing the First Nations engagement recommendations into updated policies and regulations may adversely impact relations with First Nations and threaten culturally significant areas of the island with status quo development. The risk of not proceeding with the review of increased housing options on the Island may adversely impact the ability for residents to develop secure rental housing options.

CRITICAL SUCCESS FACTORS:

- First Nation reconciliation efforts will be advanced.
- Ongoing, consistent, and positive efforts by LTC, supported by staff.
- Interest from K'ómoks First Nation to initiate and engage in discussion with the LTC.
- LTC completes Public Hearing by March 2027; ministerial approval and adoption by Fall 2027.

RECOMMENDED OPTION:

The present funding request is for $15,000 for fiscal 2026/27 to allow the Hornby Island OCP/LUB project to be completed and implemented.

COST/BENEFIT ANALYSIS:

Quantitative:

$15,000 for fiscal 2026/2027

- $2,500 - Legal Review of Drafting OCP and LUB amendment bylaws
- $1,000 – CIM, Legislative Process including referral to First Nations and agencies
- $1,000 - CIM and Public Hearing
- $500 - Communications

$10,000 from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with K'omoks First Nation, signed in 2024.

Qualitative:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Hornby Island will no longer be

able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Hornby Island.

PURCHASING PROCEDURE: n/a

PROPOSED IMPLEMENTATION STRATEGY:
April 1, 2022 – March 31, 2027 over 5 years.

	Date Range	Budget Request
Legal Review of Drafting OCP and LUB amendment bylaws	Spring/Summer 2026	$2,500
CIM, 1st reading, further engagement, referrals to First Nations and agencies	Winter 2027	$1,000
Consideration of changes and 2nd reading	Spring 2027	0
Community Information Meeting and Public Hearing	March 2027	$1,000
3rd reading	Spring 2027	0
Forward to Executive Committee and Ministry of Municipal Affairs	Spring 2027	0
Final Adoption	Fall 2027	0
Bylaw amendment communications	Fall/Winter 2027	$500

STAFF RESOURCING:
- 450 hrs Regional Planning Team Project Manager
- Up to 20 hours LTC Planner
- Up to 20 hours Regional Planning Manager
- Up to 20 hrs Admin Support (subject to other approved major projects)
- 40 hours Communications
- 20 hours GIS mapping
- 10 hours SIRA

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Adoption of the bylaws will involve communications with the Hornby Island community and First Nations. The budget request includes public outreach and website updates normally completed as part of the organization's standard communications for bylaw updates.

Requested by: Hornby Island Local Trust Committee

Prepared by: Renée Jamurat, RPM, Planning Services / September 16, 2025

Reviewed by: Stefan Cermak, Director Local Planning Services/date

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)*:
Lasqueti Island Local Trust Committee

Department:
LPS - Planning Services

Name of Request:
Lasqueti Island OCP Review - Major Project

(Year 1 of 3 project)

$ Value of Request

2026-27: $14,000 est.
2027-2028 = $6,000 est.

Budget to-date: $29,500
2025-26 = $15,500

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 & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

■ **Other – please describe:** _____
For fiscal year 2026-2027:
- Community consultation, shoreline value mapping exercise, First Nations consultation, Capacity agreement if required, support for advisory bodies, and contingency

Date of Submission to Finance: October 2025

Funding Required for (date range):
April 1, 2026 – March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:
The most recent Islands Trust Council *Strategic Plan 2018-2022* 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

This project would support the achievement and implementation of these objectives in the Lasqueti Local Trust Area.

ISSUE/OPPORTUNITY:

The Lasqueti Island Local Trust Committee would like to build on the work completed to date regarding minor updates to the OCP and LUB by undertaking a fulsome review of both the Official Community Plan (OCP) and Land Use Bylaw (LUB) to inform necessary updates.

To consider work completed within a practical timeframe, the proposed work is requested to now only complete the OCP review over the next 2 fiscal years, instead of the desired work for both the OCP and LUB reviews.

The continued work on the OCP review will fill gaps that were not addressed in the existing project to review the OCP. The minor project that was undertake prior to 2025 had a limited scope which has resulted in some emerging issues not being addressed. This project will include opportunities to improve communication and relationships with First Nations, and engage with the Island community in order to address future housing needs, climate change, shoreline planning, and work towards Islands Trust strategic goals.

This project proposes community consultation, First Nations engagement and staff analysis to inform update to the OCP. A future budget request will be required to complete an update to the Land Use Bylaw in subsequent fiscal years.

As a Major Project, the work will be managed by the Regional Planning Team.

LA-2024-005
It was MOVED and SECONDED
that the Lasqueti Local Trust Committee direct staff to prepare a business case for the 2025/26 budget that includes:

1. Completion of any unfinished items from the OCP/LUB Review Project - Charter version 6.1, dated May 2024
2. Items 2, 3, and 4 from the Future Projects Report, dated April 29, 2024
3. Land Use Bylaw review and potential revisions arising from OCP amendments.
4. An updated community vision statement.

CARRIED

PROJECTED RESULTS/DELIVERABLES:

Benefits: The project, when completed would result in a new OCP bylaw that would address First Nations concerns and interests; enhance the protection of marine, forest and terrestrial ecosystems; strengthen policies to support affordable housing; enhance resiliency to climate change; and take proactive action on managing mooring buoys. This will also result in greater clarity to applicants and staff when evaluating planning applications and development proposals.

Anticipated Deliverables could include:

Workplan Overview	
Deliverable/Milestone	**Date**
First Nations consultation	Fall 2025 - 2027
Topic Focused Engagement with APC and Community	Winter 2026 – Spring 2026

Analysis	Spring – Fall 2026
Milestone: LTC Endorses Engagement Summary, Reviews Policy Options	Winter 2026
Milestone: OCP Bylaw Drafting	Winter 2026 – Spring 2027
Revise & Legal Review	Spring 2027
LTC Reviews Draft OCP Bylaw for final changes	Summer 2027
Milestone: LTC Gives Revised Second Reading & Proceed to PH	**Summer 2027**
Statutory referrals*, CIM, public hearing, statutory notifications	Fall 2027
Milestone: Second/Third Reading OCP/PH	**Winter 2028**

RISK ASSESSMENT:

There are several contingencies that could negatively affect the project outcome or deliverables:

Financial implications:

- Costs may exceed the budget due to consultation, change of scope, or other unanticipated factors.

Resource requirements:

- Staff resources: The regional planning team may not be able to support the project due to other on-going projects or limited staff capacity. In addition, it is anticipated that overtime hours may be required for any engagement events and business meetings that occur outside of regular business hours.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Overtime hours have not been estimated at this time, however it is reasonable to expect based on a project of this kind.

Other implications:

- First Nations' capacity, interest/priority, and timing may not align with project timelines.
- Project will not be completed prior to the current LTC term ending, and new elected officials may have different priorities outside of the scope of this project. In this scenario, staff would not prepare a business case until the new LTC requests a review of land use bylaws.
- Once the project is underway, the LTC may choose to not advance the draft bylaw to readings.

ALTERNATIVES CONSIDERED:

Option 1: Status quo. Staff time and funding are not allocated to the project and the work does not proceed this fiscal year.

- Benefits – Staff time will be focussed to completing existing projects and LTC meeting business, and any new approved minor projects. The Regional Planning Team may provide a checklist for all OCPs and prioritize reviews through the Regional Planning Committee (re: Policy 5.9.1, section B.1.3).
- Risks – Restricted time left in LTC term to take on a major project in another fiscal year.
- Financial implications – Trust Council does not budget funding for this project.
- Resource requirements – none.
- Other implications – Regional Planning Team time would be allocated to major projects for other Local Trust Areas.

Option 2: Proceed with specific priority aspects of this request as a Minor LTC Project. This would limit the project budget to a maximum of $5,000 per fiscal year and limit the scope of the project so that not all LTC identified issues would be addressed.

- Benefits – More chance of success to complete the project within the LTC term.
- Risks – Any new changes that come up through the process that require increased budget, time or engagement would be out of scope. Would not address all the LTC's requested items. Will be unable to conduct fulsome engagement with First Nations and the community given the limits of minor project resources. Over time, could result in numerous minor projects which will not be efficient use of staff time when compared to a single major project.
- Financial implications – Budget is less than a major project and can be accommodated within the minor project budget through Planning Services.
- Resource requirements – Substantial support staff time may not be available as they will be prioritized to major projects.
- Other implications – potential delay addressing some LTC identified issues with bylaw amendments. Would not allow for all interrelated factors and topics to be considered in a single project.

CRITICAL SUCCESS FACTORS:

The following are identified as critical for this project to be successful:

- OCP Bylaw adoption
- Sufficient capacity and interest from First Nations to engage on the project
- Staff capacity in the Regional Planning Team and staff support

The project would be considered successfully completed if relevant amendments to the OCP 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 and concerns;
- Observation of stable and healthy terrestrial and marine ecosystems.

RECOMMENDED OPTION:

The recommended option is to continue this work as a Major LTC Project at the requested amount of $14,000 for this 2026-2027 fiscal year. This provides sufficient funding to complete the anticipated project work that has not yet been initiated by the Regional Planning Team at time of this business case submission.

The alternative is for the LTC to be revised in scope as a minor project. If taken on as a minor project, the project scope would be reduced.

COST/BENEFIT ANALYSIS:

Quantitative Analysis: $14,000 for fiscal 2026-2027

- First Nations Engagement - $8,000 *to continue project work as needed.
- Consultation (APC, stakeholders, community, communications) – $5,000 *to continue project work as needed.
- Staff analysis and recommendations – $1,000

Qualitative Analysis:

- Undertaking the project may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation, enhanced protection of marine, forest and terrestrial ecosystems;
- The project may also strengthen policies to support affordable housing; and enhance resiliency to climate change.

PURCHASING PROCEDURE:
Not applicable if the work is done in-house by staff. ~~However~~However, there may be other financial services required such as legal review and capacity work agreements, as identified through a work program.

PROPOSED IMPLEMENTATION STRATEGY:
The project is proposed to be completed over 3 fiscal years as a major project anticipated as:
FY2025/26 consisting of consultation and review of options, analysis, and drafting. With anticipated continuation into the next year to complete work.
FY2026/27 consisting of final drafting, legal review.
FY2027/28 consisting of continued legislative process and adoption.

STAFF RESOURCING:
- 450 hours (0.33 FTE) Regional Planning Team Project Manager
- Up to 40 hours LTC Planner Support
- 20 hours GIS - Mapping
- Up to 100 hours Administrative Support *subject to other approved major projects
- 40 hours Communications Specialist
- 40 hours Senior Indigenous Relations Advisor (SIRA) Support
- Up to 10 hours Regional Planning Manager

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
This project will involve communications with the Lasqueti Island community and with First Nations. The budget request will support the communications and engagement with these communities.

Requested by (Committee or Business unit): Lasqueti Island Local Trust Committee

Prepared by: Renée Jamurat, Regional Planning Manager / September 23, 2024

Reviewed by:

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)*:

Salt Spring Local Trust Committee (SS LTC)

Department:
Planning Services

Name of Request:

Major amendment to SS OCP and SS LUB

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

2025-26 - $160,000
2026-27: $75,000 (from surplus unspent in 2025/26)

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:**
- Ongoing Engagement with First Nations with interests on SSI
- Project Consultant contract
- Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications
- Technical support on virtual and in-person community engagement meetings

Date of Submission to Finance: September 15, 2025
SSLTC endorsed: September 11, 2025

Funding Required for (date range):
April 1 2026-March 31, 2027, $ 75,000

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.*

Explicitly intended to implement the Islands Trust Policy statement and committed to collaborate with the Islands Trust Policy Statement development team until its adoptions and to and adapt as needed through its consideration, as needed. Project will improve bylaw enforcement by ensuring clarity and accessibility in their development.

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.)

This business case involves the underspent project budgets for the 2025/2026 fiscal year (FY2025/26) that was approved by the Islands Trust Financial Planning Committee to be carried over to the 2024/2025 budget cycle.

This business case involves funding support for a major amendment to the Salt Spring Island Local Trust Committee Bylaw No. 434, 2008 (OCP) and the Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999 (LUB), and planning activities required to inform policy development, such as:

- early and ongoing consultation with 13 First Nations that have territorial interests in SSI,
- a robust public engagement process,
- preparation of a comprehensive draft of a revise OCP and LUB. The major amendment to SS OCP continues to advance the Housing Action Program (HAP) and the Salt Spring Island Community Wildfire Resiliency Plan. Of paramount importance is the identification of opportunities to diversify housing choice and the supply and affordability of housing.
- An updated LUB will reflect the policies and goals of the revised OCP and out them into regulatory action, in accordance with strategic policy.

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 following deliverables will be achieved through the Salt Spring Island OCP-LUB Update Project:

1. Updated Salt Spring Island Official Community Plan
2. Updated Salt Spring Island Land Use Bylaw
3. Monitoring Plan

The funding request for FY25/26 is to cover costs associated with the following:

Item Descriptions	Total 2-Year Project Budget	Total FY2025-26 Cost	Total FY2026-27 Cost
Early and ongoing consultation with 13 First Nations with treaty and territorial interests on SSI	$52,000	$26,000	$ 26,000
Consultant to conduct and facilitate a robust and inclusive public engagement program and policy options development	$171,000	$126,00	$45,000
Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	$9,000	$6,000	$3,000
Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings	$3,000	$2,000	$1,000
Total	**$235,000**	**$160,000**	**$75,000**

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 previous request stated that if funding was approved, a request to carry over unspent money will likely be required.

There has been no full review of the SS OCP since its adoption in 2008; the last amendment was an update to the industrial lands per Bylaw 488. The current document no longer reflects current issues, particularly on policies relating to climate change, First Nations reconciliation, infrastructure servicing, and various affordable housing related policies. This risk is mitigated by the concurrent OCP-LUB Review. Conducting these projects enables Islands Trust to merge engagement activities, technical review, and other project tasks to achieve efficiencies in the project work and consistency across both documents.

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.)*

The support of skilled facilitation and innovative approaches and an unbiased, neutral third-party professional to assist in the process are critical. Best practice in OCP development and engagement fields are constantly evolving fields and specialists can offer considerable value to these process elements. While staff in the Salt Spring office and the Regional Planning Team can provide valuable input and support, relying solely on in-house staff resources would burden staff and take away from sustaining the ongoing administration of planning services (i.e. development inquiries, applications, and minor projects). The financial implications of contracting the service are outweighed by the advantages of specialist expertise and specific scopes of work.

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

Approve the request to secure the approved $235,000 over two-years by re-funding the balance of $49,000 funds not anticipated to be spent in the 2025-2026 fiscal year to the 2026-2027 fiscal year in addition to funding an additional $26,000 to complete the OCP-LUB Project to **increase housing options and housing equity** on the island in ways that integrate:

- The interests of First Nations with treaty and territorial interests in the Salt Spring Island Local Trust Area;
- Ecosystem integrity and connectivity; and
- Climate change resiliency.

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.)*

Quantitative:

- $171,800 over two fiscal years for a project consultant team to refine a draft consultant Scope of Services, develop project management systems, and design execute a bylaw review program that incorporates significant and inclusive public and interest holder engagement and delivers revised bylaw documents and reports
- $52,000 over two fiscal years for early and ongoing consultation with First Nations to be undertaken by Islands Trust staff.
- $12,000 over two fiscal years is requested to support incidental, logistical, and legislative costs. These include printing and publication, venue rentals, legal notices, and any potential legal or third-party reviews needed to complete the project.

Qualitative:

The need for a plan review on Salt Spring is very timely given a number of contextual factors that impact the approach to land use governance on Salt Spring Island. These include:

1. The recent and upcoming completion of numerous policy projects that change public and organizational expectations, such as the Islands Trust Policy Statement update and the Housing Needs Assessment.
2. Infrastructure investments and policy changes in water and wastewater service providers that will improve the capacity and certainty of reliable servicing for more housing.

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 (ie: external competition, government-restricted internal competition, etc.)*

Per Islands Trust and BC procurement process for hiring consultants.

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 OCP/LUB Update Project is expected to take 30 months. Figure 1 provides an overview of the process, while Table 1 outlines the planning process showing key project phases, key activities and deliverables. While project activities are reasonably well defined, public engagement activities can be adapted based on the feedback of a Project Advisory Committee and other community interest holders, provided it meets overall project timelines and objectives.

Planning Process Timeline

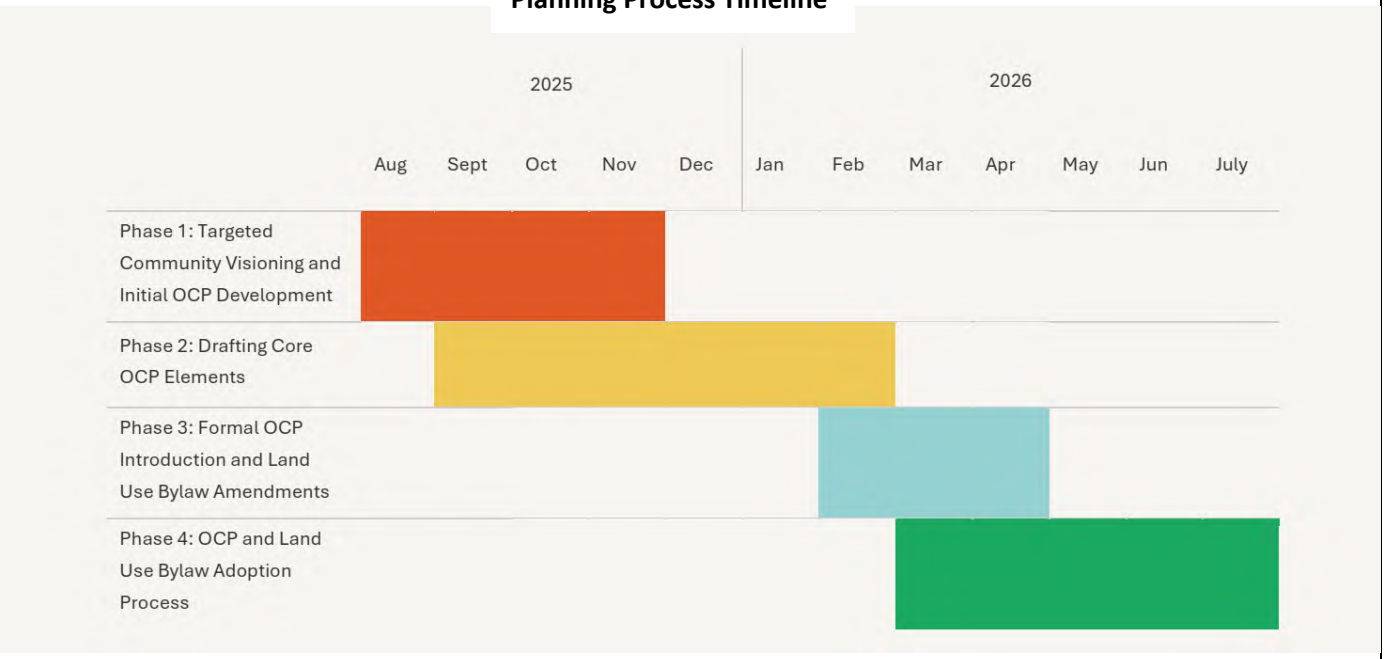

Table 1: Planning Process

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.)*

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs. (~1,800 hours/year/staff = 1.0 FTE)

- RPM: 0.15 FTE (270 hours)
- Island Planner: 0.75 FTE (1350 hours)
- Planner 2: 0.4 FTE (720 hours)
- Admin: 0.1 FTE (180 hours)
- Information Services (Mapping): 0.1 FTE (180 hours)

Service support will be needed from Administrative Services for Information Services, Finance Support. Trust Area Services will also contribute non-extraordinary advisory and role in supporting public engage. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

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*?)

A change management structure is proposed to ensure that the project achieves its intended objectives and outcomes on time and on budget. However, it is also understood that new information or developments often emerge in the course of public policy processes that may impact the original project plan. The Regional Planning Manager will bring forward substantial changes that would affect the project budget or timeline outlined in this Terms of Reference for LTC and approval. The evaluation will assess the following, as necessary:

- Budget and schedule impacts
- Alignment to the project objectives
- Contract implications
- Relational implications (public, inter-governmental)
- Feasibility and benefits of the change
- Complexity and/or difficulty of the change options requested
- Scale of the change solutions proposed
- Risk to the project in implementing the change
- Risk to the project in not implementing the change
    - Impact on the project in implementing the change (time, resources, finance, quality)

Requested by: Salt Spring Island Local Trust Committee

Prepared by Chris Hutton, MCIP, RPP, Regional Planning Manager, September 15, 2025
Amended per LTC Direction:

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	**Planning Services**	**Date Prepared:**	February 13, 2026
SUBJECT:	**Planning Services – Projects Feasibility Assessment - Updated**		

PURPOSE

To provide Trust Council with an updated feasibility assessment comparing Planning Services budget case submissions for FY2026/27 with projected available staff resources.

SUMMARY

In December 2025, staff advised Trust Council that Planning Services had 11 major projects requesting resources for the next fiscal year (Feasibility Report dated December 12, 2025). The total funding request was $253,500 (including $71,500 from unspent special tax requisition). Estimated Regional Planning Team (RPT) requirements totalled 4,700 hours, which exceeded anticipated staff capacity.

After consideration, Trust Council:

- did not approve the new major project business case for Galiano Island Local Trust Committee;
- eliminated funding for the Salt Spring Groundwater Sustainability (well-monitoring) project in accordance with Operational Review recommendations;
- eliminated funding for the Salt Spring Watershed Protection Plan 2022–2032 coordination (SSIWPA) in accordance with the approved Operational Review recommendations;
- split the Freshwater Sustainability Strategy business case, supporting the review component and deferring development of an implementation plan; and
- requested that unspent special tax requisition funds remain in reserve until a project is brought forward to coordinate Actions 16–19 of the Salt Spring Island Watershed Protection Plan (2023–2032).

Staff have since updated business cases to reflect revised timelines, milestones, and distribution of the Provincial First Nations Reconciliation Grant, which will be provided to First Nations through capacity funding agreements to support engagement in major LTC projects.

Amendments from Local Trust Committees include:

- Lasqueti LTC – replaced the year-two request ($14,000) with the original year-one request ($15,500), as the project did not proceed in the current fiscal year.
- Salt Spring LTC – increased the funding request to support additional engagement activities and adjusted timelines and milestones.

As a result, the number of major projects has been reduced from 11 to 8, and the total request from $253,500 to $246,500. Of this, $42,000 will be distributed from the First Nations Reconciliation Grant to support engagement in LTC projects next fiscal year (see Table 1).

Table 1 RPC and LTC Committee 2026/27 Projects Summary

Body	Item	2026 / 27 Request	FN Reconciliation Grant	RPT (hours)	Phase
DE	OCP / LUB Review	$5,000	$2,000	100	Drafting
GB	OCP / LUB Review	$35,000	$4,000	450	Engagement
GM	OCP / LUB Review	$8,000		450	Drafting and Engagement
HO	OCP / LUB Review	$5,000	$10,000	450	Legislative
LA	OCP/LUB Review	$15,500		450	Initiation
SS	OCP/LUB Review	$121,000	$26,000	1,350	Engagement / Analysis
RPC	Housing Strategic Action Plan	$0		300	Various initiatives
RPC	Freshwater Sustainability Strategy	$15,000		450	Analysis
	Total	**$204,500**	**$42,000**	**4,000**	

The revised estimate of requested Regional Planning Team staff hours is 4,000 hours. This request is feasible within staffs estimated available 4,050 hours.

ATTACHMENT(S)

1. Amended Business Cases elsewhere in Agenda package.

Prepared By: Stefan Cermak, Director, Planning Services
Concurred By: Rueben Bronee, CAO

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*:*
Executive Office

Department:
Trust Council

Name of Request:
2026 Election Onboarding Expenses

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

For fiscal 2026/27: $32,000, including:

- $6,000 for in-person committee meetings
- $20,000 for Trust Council training and conferences, with priority given to training to support trustee onboarding and orientation
- $6,000 for trustee travel or training

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:** Base Budget

Date of Submission to Finance:
Oct 15, 2025

Funding Required for (date range):
April 1, 2026 – March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Budget guidelines for 2026/27 include a guideline that Trust Council consider any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.

Strategic Plan initiative 1.2.4 commits to "prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report." This initiative is among the priorities identified by Trust Council for the current term.

At its September 2025 meeting, Trust Council provided direction to prioritize recommendation 7 from the Governance Report: "To help Trustees fulfil their role, post-election briefings and workshops should be held, covering both procedural and substantive matters integral to their duties at Trust Council." Staff also committed to undertake related work to improve onboarding and orientation of a new Trust Council following the October 2026 election.

ISSUE/OPPORTUNITY:

Both through the 2022 Governance Report and in subsequent discussions with trustees, Trust Council has highlighted a need to more effectively support onboarding and orientation of the next Trust Council.

Staff have existing onboarding and orientation materials, but also recognize the opportunity to enhance those in preparation for the 2026 election.

The proposed $32,000 in funding is intended to support:

- In-person meetings for the first meetings of Standing Committees (FPC, RPC, TPC and Governance) to help establish relationships early in the term ($6,000)
- Facilitated training early in the council term on topics such as meeting procedures and chairing, and trustee standards of conduct ($20,000)
- Travel if needed for trustees to participate in related training ($6,000)

Exact topics for training will be confirmed through planning work undertaken by staff during the current fiscal year, with input from trustees. It is anticipated this will be delivered through a mix of internal staff resources and contracted expertise.

Notably, the Province is proposing legislative amendments to introduce a new provincial code of conduct for local governments to take effect following the 2026 elections, which staff expect will also apply to Islands Trust. It will be particularly important for incoming and returning trustees to be oriented to the provisions of this new code and its implications for their role.

The $6,000 includes $1,500 for one in-person meeting for each of the four standing committees. This is intended to cover all meeting expenses, including food and travel. There has been no funding for in-person committee meetings in the past two fiscal years. Trustees have repeatedly emphasized the value of in-person meetings early in a Council term to help establish positive work relationships.

For fiscal 2025/26, $19,000 was budgeted for Trust Council training and conferences, so the $20,000 proposed is a $1,000 increase. However, $15,000 of that prior year $19,000 was funded through a grant from the Local Government Management Association to support conduct and chair training sessions this fiscal. No grant funding is expected in fiscal 2026/27, therefore the net impact to Islands Trust budget is a $16,000 cost increase.

For fiscal 2025/26, $4,000 was budgeted travel for trustee training. This is proposed to increase to $6,000 for fiscal 2026/27 to allow for the potential for some in-person attendance at training if needed. This is separate from the budget for attendance at Trust Council meetings, which will include an initial in-person first meeting for the new Council.

Executive Committee has requested the proposed $26,000 for training and related-related travel as part of its budget submission for 2026/27 on the understanding it would be used for training to support onboarding and orientation of a new Trust Council as the priority. If not fully needed for this purpose, available funding may also be allocated to support trustee attendance at other training events, such as the Local Government Leadership Academy Forum in early 2027.

PROJECTED RESULTS/DELIVERABLES:

The election preparation work being undertaken by staff will focus on helping ensure returning and new trustees have a clear and consistent understanding of:

- The role and responsibilities of trustees, Trust Council and committees;
- Essential policies, procedures and processes; and
- Conduct expectations and accountabilities.

Staff will bring forward a proposed onboarding and orientation plan to Executive Committee and Trust

Council in spring 2026, including updates to the Continuous Learning Plan where appropriate.

The goal is to improve collaboration and productivity of Trust Council and committee business, enabling more effective and efficient decision making to support deliver of priorities and improve the reputation of Islands Trust.

RISK ASSESSMENT:

Risks that may impeded delivering on the proposed funded initiatives include:

- Inability to contract external facilitators to deliver identified training needs.
    - Mitigation: staff plan to identify needs by June 2026 and secure contracts as soon as possible.
- Inability to schedule training and in-person committee meetings.
    - Mitigation: staff will schedule meetings and training prior to the election, with potential alternatives identified, so dates can be confirmed early with incoming Council.
- Insufficient funding to fully address identified training needs.
    - Mitigation: estimates are based on recent experience contracting similar training, and staff will work within the approved budget amount to maximize value. Staff will deliver training as much as possible to minimize costs.

Risks resulting from not funding the proposed initiatives include:

- Incoming Council is less prepared to fully succeed in their role early in the term, presenting risks to Council effectiveness and the reputation of Islands Trust.
    - Mitigation: staff will provide as much training as possible.
- Standing Committees have limited opportunity to engage in-person and build productive working relationships, as recommended by current trustees.
    - Mitigation: Trustees will still have the opportunity to engage in-person at Trust Council

ALTERNATIVES CONSIDERED:

Option 1: Fully fund the proposed $32,000 for in-person committee meetings, and Trust Council onboarding training
Benefits – Supports a stronger onboarding and orientation for incoming Council to enable more productive meetings form the start of term
Risks – Scheduling challenges
Financial implications – An increase of $9,000 over 2025/26 budgets for the same line items ($24,000 not including the 2025/26 grant funding) in recognition of the context of an election year
Resource requirements – Contracted resources for some training, supported by staff onboarding activities.
Other implications – Reduced reliance on staff to support onboarding training

Option 2: Status quo training funding of $4,000 and no related travel funding, maintain proposed $6,000 for in-person committee meetings ($10,000 total)
Benefits – Reduced overall cost, allows for some virtual training support and benefits of in-person committee meetings
Risks – Less intensive training and onboarding for incoming Council
Financial implications – Total funding increase of $2,000 over 2025/26 budgets for the same line items
Resource requirements – Greater demand on staff for onboarding training
Other implications – Risk that incoming new trustees feel inadequately supported to adopt their roles

Option 3: Status quo training funding of $4,000 and $4,000 in related travel funding, with no funding for in-person committee meetings ($8,000 total)
Benefits – Reduced overall cost, allows for some training support but most primarily staff led and mostly virtual
Risks – Less intensive training and onboarding for incoming Council, no in-person meetings for

committees
Financial implications – Status quo funding relative to 2025/26 budgets for the same line items
Resource requirements – Greater demand on staff for onboarding training
Other implications – Risk that incoming new trustees feel inadequately supported to adopt their roles

Option 4: No funding for training, related travel or in-person committee meetings ($0 total)
Benefits – Overall budget savings of $8,000 from 2025/26 budgets for the same line items
Risks – Complete reliance on staff for Council onboarding and orientation, which will provide scaled back training on some key areas. No funding for any other Council training in 2026/27
Financial implications – Overall budget savings of $8,000 from 2025/26
Resource requirements – Increased reliance on staff to fully support onboarding
Other implications – Risk that incoming new trustees are inadequately supported to adopt their roles, resulting in ineffectiveness and inefficiency longer term

CRITICAL SUCCESS FACTORS:

- Sufficient staff time to develop and deliver the onboarding for the incoming Trust Council
- Availability of qualified contractors for delivery of training identified by staff
- Trustee participation in provide onboarding training and engagement activities

RECOMMENDED OPTION:

Option 1: Fully fund the proposed $32,000 for in-person committee meetings, and Trust Council onboarding training

COST/BENEFIT ANALYSIS:

- Investing in up-front training for the new Trust Council, especially on topics like conduct and meeting procedures, should result in longer-term savings by avoiding the need for training on these topics later in the term if issues arise.
- Anticipated training and a more robust onboarding approach should yield the benefit of more effective and efficient Council and committee meetings throughout the term, which would translate into broader operational productivity benefits.
- Particularly if there is a significant number of new trustees elected, the investment in onboarding will better prepare trustees to fulfil their roles effectively with reduced risk of conduct-related issues.

PURCHASING PROCEDURE:

Subject to confirmation of training needs, procurement of any contracted training services is expected to be within the threshold for direct awards. If possible and appropriate, staff may also draw on contracted legal counsel for some training content.

PROPOSED IMPLEMENTATION STRATEGY:

November 2025 – April 2026: Engagement with current trustees through the Onboarding Working Group to inform onboarding approach design and planning

May 2026: Executive Committee review of proposed approach to onboarding

June 2026 – August 2026: Procurement of any required contracted training resources and scheduling for post-election implementation

September 2026: Final onboarding timeline reviewed by Trust Council

December 2026 – March 2027: Onboarding and in-person committee meetings

STAFF RESOURCING:

Estimates of staff time requirements cannot be finalized at this point because it depends on developing the overall plan for trustee onboarding and orientation. That planning will be a priority for the CAO and Director of Legislative and Information Services, supported by other staff as needed. The scope of that planning work is roughly the same regardless of the final onboarding approach. Similarly, a significant amount of staff time is required to support onboarding under any circumstance. However, anything other than the recommended option would likely require more staff time because it may require staff to deliver additional training.

The estimates below, therefore, are for the incremental administrative increase in work that would be involved in implementing the recommended option.

Trust Council and related travel training:

- O.2 FTE (June 2026 – Feb 2027): Executive Coordinator
- 0.1 FTE (Nov 2026 – Feb 2027: Executive Administrative Assistant

In-person committee meetings:

- O.1 FTE (Nov 2026 – Jan 2027): Legislative Service Clerk
- 0.2 FTE (Nov 2026 – Jan 2027): Executive Administrative Assistant

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The approach to onboarding will be informed by the Onboarding Working Group and the Governance Committee, with oversight from Executive Committee.

Any related public communication on Council onboarding will proceed as per established practice related to election transition.

Communication of in-person committee meetings will be managed per established practices for committee meetings.

Requested by: Executive Office

Prepared by: Rueben Bronee, CAO/Oct 14, 2025

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

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

Department:

Legislative and Information Services

Name of Request:

Trustee Laptops

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

$32,400 (15 laptops)
- $24,900 for laptop purchases
- $7,500 for MS Office 2024 licenses

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**

XX Computer Hardware/Software/Supplies

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

☐ **Other – please describe:**
_____

Date of Submission to Finance:

October 2025

Funding Required for (date range):

April 1, 2026 to March 31, 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.*

Approved by the Executive Committee on October 29, 2025

Trust Council's Object – no
Strategic Plan item – no
Policy Statement directive – no
Council bylaw – no
Work programs -no
Legislation – No

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:

In 2026 the local government elections will occur in October. In past years we have offered incoming trustees the option to have a laptop provided by Islands Trust for use as a trustee. The take up had been around 15 out of the 26 trustees, with others preferring to use their own equipment. The package includes support, Office software suite, headphone, and tracking device. The advantage to trustees using an Islands Trust provided laptop is that the software is standardised and supported. This reduces the work for Islands Trust Information Services staff in dealing with technical issues.

From a privacy perspective, it is desirable to encourage trustees to use Islands Trust equipment for work, as we have more control over security features than we would if they are using their own equipment.

Historically, we have recycled the old trustee laptops, that are out of warranty, and use them as backup and take-home laptops (for work from home). Not all laptops retrieved are suitable for this as some are damaged, or missing keys, or have hardware issues. We will use the 2022 trustee laptops to replenish our supply of backup laptops for staff (as those we currently have are past end of life, and many have failed completely). This saves the organisation money and extends the usefulness of the laptops.

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:

- Provide option for incoming trustees to have an Islands Trust laptop with appropriate office and other software installed, appropriate drivers, and configurations.

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 funding for 15 laptops is based on past experiences. There is risk that more than 15 trustees would want a laptop. This could be mitigated my over-spending in this budget item to accommodate and under-spending in another Information Services area to compensate.

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: provide the laptops as we have done in previous years

Benefits – Provided laptops, enhanced security, support experience for trustees, common software provided.
Risks – risk that more than 15 would want to have a laptop.
Financial implications – Cost of providing the laptops and software, and staff time to configure the laptops. Ongoing support – this has been minimal over the years.
Resource requirements – None.
Other implications – Subject to the risk assessment mitigation measures above, the provision of laptops to those who want them is fair to all trustees, and will provide those who do not have a laptop, or cannot afford a laptop, or simply do not want to use their own laptops, with the appropriate tools to do their work. Old laptops from previous term that are in serviceable condition are rolled over for use as backup laptops for staff for the following years. This reduces the need to purchase additional laptops to provide this backup pool for staff. his pool of laptops relies on previous trustee laptops that

are out of warranty, saving cost of purchasing extra laptops for this purpose. Laptops provided to incoming trustees would be newest, most up to date wifi and Bluetooth, and hardware and software. These computers are consumer grade laptops.

Option 2: Recycle Laptops from Previous Term
Benefits – would reduce cost by reusing laptops.
Risks – Laptops are out of date and no longer supported and out of warranty. These laptop are usually rolled over to our work from home and spare laptops to be used as backups. If they are recycled for incoming trustees, additional laptops would need to be purchased for staff backup pool, and funding included in the budget to cover replacement costs should an out of warranty trustee laptop fail.
Financial implications – as the laptops are out of date, there would be costs associated with supporting out of date technology, dealing with security issues.
Resource requirements – more staff time to deal with out of date hardware.
Other implications – This could disadvantage some trustee who may find that they have out of date and computers in which Islands Trust staff are unable to support.

Option 3: Stipend
This option would involve developing policy on providing partial reimbursement for using a personal computer, and then providing a monthly, or annual sum to each trustee. The mount would likely be based on percentage of time the trustee uses their computer for work, and establishing two or three payment tiers.
Benefits – would reduce costs as the stipend would be significantly less than buying computers and software.
Risks – Could be difficult to ascertain a fair policy on use of the computers and how much to reimburse due to many factors at play.
Financial implications – a monthly or annual payment to trustees, and staff time to process those payments.
Resource requirements – staff time to develop the policy and administer the program.
Other implications – This option could be detrimental to trustees who do not have computers or cannot afford to buy a computer. The partial payment would not take into account the ability of the trustee to pay for their own equipment, but only to the extent it will be used for Islands Trust work.

Option 4: Not offer laptops
Benefits – No additional costs.
Risks – Each trustee would have to provide their own laptops, and some trustees may not be able to do so. No control over the software used. Potential security issues.
Financial implications – No staff support or purchases, so no implications.
Resource requirements – No resource implications.
Other implications – This option could be detrimental to trustees who do not have computers or cannot afford to buy a computer.

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.)*

- Trustees have the tools needed to undertake their work
- Efficient use of resources
- Fair access to technology for all trustees

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 and provides a balance between those trustees that want to use their own and those that would prefer or need a laptop to be provided.

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 provision of laptops to some but not all trustees (self-selected) provides ability to do the work, attend electronic meetings and respond to Islands Trust emails. Over the four year period, have trustees working with equipment they are comfortable with (their own) or with equipment they know they can get assistance on (Islands Trust provided) reduces demands on staff and enhances productivity.

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.)*

We will purchase through our technology consultants (Blackmans) from our supplier Lenovo.

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 Information Systems team will procure, and prepare the machines for use, and will ensure Use of Islands Trust equipment forms are signed by Trustees on obtaining the computers.

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.)*

Project Management: Blackmans
Procure computers: Blackmans with Information Services assistance and direction
Prepare machines: Blackmans and Information Services staff.

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 Legislative and Information Services

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

Reviewed by Accessibility Committee, October 7, 2025

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)**:***

Accessibility Committee

Department:

Legislative and Information Services

Name of Request:

Accessibility Plan Development

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

$19,000

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:

October 2025

Funding Required for (date range):

April 1, 2026 to March 31, 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.*

Approved by the Accessibility Committee on October 7, 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

Legislation – YES – this is a requirement of the *Accessible British Columbia Act.*

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:

Accessible British Columbia Act requires all local government to have an accessibility committee, a means for the public to provide feedback on accessibility at the Local Government, and an Accessibility Plan that identifies barriers and offer means to mitigate those barriers to accessibility. The Act required all local governments to have, at minimum, a draft plan in place by September 1, 2023. The plan is required to include public input and must be reviewed every three years.

Islands Trust has established an Accessibility Committee, and the Islands Trust website has been updated to include a means for public feedback on accessibility issues at the Islands Trust. Due to limited staff resources, and lack of expertise in the area of accessibility, no progress has been made on an Accessibility 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.*)

This project would:

- Assess Islands Trust operations and help the Accessibility Committee identify gaps in accessibility, and develop means to mitigate those gaps
- Draft an Accessibility Plan for the Islands Trust operations
- Obtain feedback on the draft from the public, and develop a final version of the Accessibility Plan for consideration by the Accessibility Committee
- Develop a plain language version of the Accessibility Plan
- Include in the Accessibility Plan a section on implementation of the Accessibility Plan

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.)*

Lack of Accessibility Plan means Trust Council is not compliant with the *Accessible British Columbia Act.* While the penalties in the Act for not being compliant are not yet in force, they may be brought in force at any time by Regulation. The Act allows the minister to levy fines up to $250,000. While it is unlikely Islands Trust would face a penalty of that magnitude, it would also not reflect well on the organization to have intentionally delayed steps to come into compliance.

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: Status Quo

Benefits – No plan would be developed.
Risks – non-compliance with the *Accessible British Columbia Act*. While no penalties at the moment, the *Act* allows the minister to levy up to $250,000 fines. This provision is not yet in force, but would come into force by Regulation.
Financial implications – potential fines as per above.
Resource requirements – None.
Other implications – Reputational risks of Islands Trust intentionally deciding to delay coming into compliance with a legislated requirement. It would also impede the ability of the Accessibility Committee deliver any effective advancement of its mandate.

Option 2: Undertake the work by a consultant
Benefits – consultants will bring expertise in this area, and can undertake the work as priority.
Risks – need to find an appropriate consultant with understanding of the unique structure of the Islands Trust, and the *Accessible British Columbia Act*.
Financial implications – consultant ($15,000) and advertising fees ($4,000)– note that consultant fees could be substantially higher depending on scope – this estimate to undertake review, develop draft, develop feedback mechanism, review feedback and develop final document.
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: Undertake Work in House
Benefits – reduce costs.
Risks – No in-house expertise in accessibility. Likely other priorities will interfere and the work may be delayed or not completed.
Financial implications – staff time to undertake the work reduce staff time available for other Trust Council priorities.
Resource requirements – Staff time take from other projects.
Other implications – No other implications identified.

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.)*

- Recruitment of a suitable consultant
- Feedback from the public and input from the Accessibility Committee
- Trust Council support through funding

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

Option 2. This option is the most effective, given that the work would be undertaken by a consultant with experience and expertise in this area.

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.)*

As this is a mandatory requirement under the *Accessible British Columbia Act*, the benefit is mostly qualitative in that this would move Trust Council towards compliance with legislation. Over the long term, there could be savings in fines if remaining non-compliant, should the Province proceed with enacting the penalty clauses in the *Accessible British Columbia Act*.

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.)*

Given the budget, we would reach out to known organisations that do this work via invitation to quote.

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 managed and undertake by administrative staff assigned to Accessibility Committee.

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.)*

Contract Management: Director, Legislative and Information Services
Administrative Support: Executive Administrative Assistant

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 Accessibility Committee

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

Reviewed by Accessibility Committee, October 7, 2025

APPENDIX 4: MANAGER OF INDIGENOUS RELATIONS BUSINESS CASE

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)*: CAO	**Budget Source** (select all that apply):
Department: Trust Area Services	☐ **ecific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software
Name of Request: Manager of Indigenous Relations	☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☒ **Permanent** ☐ **Temporary** Temp Duration: _____ ☐ **Other – please describe:** _____
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* Estimated salary and benefits: $110,000* Travel: $1,500 Training: $1,000 Laptop: $2,500 Total: $115,000 *Prorated for July start and subject to PSA classification review. Assumes Excluded Band 3 classification.	
Date of Submission to Finance:	**Funding Required for (date range):** July 1, 2026-March 31, 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.*

The proposed Manager of Indigenous Relations supports the reconciliation declarations adopted by Trust Council and the Islands Trust Conservancy in 2019. It will also play a key role in responding to the direction from the Minister of Housing and Municipal Affairs that Islands Trust must demonstrate a commitment to collaborating with First Nations to work toward consensus in its bylaw and policy work.

The manager will also lead work to deliver on the strategic initiatives set out in Trust Council's Strategic Plan under the focus area of First Nations Relations and Reconciliation.

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.)*

As described in the CAO's 2025 Operational Review, despite efforts and successes to-date, Islands Trust lacks a coordinated, coherent and consistent framework for how it advances its engagement with First Nations and to fulfil its mandate. This lack of consistency and coordination presents an increasing risk to relationship building, and has been noted as a barrier by some First Nations.

The work required exceeds the already strained capacity of the existing Senior Indigenous Relations Advisor role and the Director of Trust Area Services. Multiple other staff work to support reconciliation as part of their ongoing project work. But there is a need for additional dedicated capacity to more effectively support those projects and deliver on related priority policy work.

The Manager if Indigenous Relations will be tasked with working across the organization to design and implement a consistent and coordinated approach to support Trust Council's Indigenous relations priorities. This role would work with Planning Services and Islands Trust Conservancy staff in particular – not to direct their work but to provide a framework that enables consistency while also allowing for flexibility where needed to advance individual projects. The manager would serve as "air traffic control" for the overall coordination of all Indigenous relations initiatives.

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 priority for this Manager in their first year will be to collaborate with staff across Islands Trust in developing a new framework to ensure a coordinated, consistent approach to First Nations relations across the organization, including the Islands Trust Conservancy. In delivering this framework, they will also play a key role advising on:
The delivery and implementation of a new Reconciliation Action Plan
Advancing agreements with First Nations
The implementation of a new capacity funding policy
Advancing work on the First Nations referral project
Trust Council's related Strategic Plan initiatives.
Islands Trust Conservancy's Five Year Plan development and related initiatives

Alongside the Senior Indigenous Relations Advisor, the Manager would serve as a liaison and advisor in building and sustaining effective, respectful and productive relationships between Islands Trust and First Nations.

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.)*

Hiring a new staff resource to support Indigenous Relations comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those associated with the hiring of any position, such as the inability to find or retain suitable candidates. The risk of not supporting this new position is greater than the risks of supporting it, as described in the Issue/Opportunity section of this report.

Adding to Islands Trust's capacity to advance relationship building with Indigenous Governing Bodies will play an important role in mitigating the growing risk that Islands Trust is not able to achieve its policy objectives if it does not effectively and respectfully engage in meaningful reconciliation efforts.

As with the addition of any new position, as a permanent hire this position requires an ongoing budgetary commitment.

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: Hire the Manager of Indigenous Relations as proposed
Benefits – Provides the opportunity to establish the proposed Indigenous relations framework, provides additional capacity to support broader work to advance Trust Council's reconciliation priorities, and allows for more productive relationship building with First Nations.
Risks – As above.
Financial implications – Does require an ongoing increase in the staffing budget ($140,000).
Resource requirements – Staff time to complete a hiring competition and onboard successful applicant.

Option 2: Contract the development of the framework
Benefits – Provides the opportunity to establish the proposed Indigenous relations framework without a permanent staffing commitment.
Risks – Does not resolve the capacity challenge Islands Trust will face to adequately support its related goals and obligations. Does not allow for establishing long-term staff relationships with key Indigenous Governing Body partners.
Financial implications – Given the scope of the work required, the anticipated cost for fiscal 26/27 would be at least the same as the cost of hiring the Manager position.
Resource requirements – Does not provide staff capacity to support the broader duties proposed for the Manager position.

Option 3: Hire a new position but at a lower classification and salary
Benefits – Provides the opportunity to establish the proposed Indigenous relations framework and some additional staff capacity for the ongoing work.

Risks – Unlikely to attract a candidate with the appropriate level of experience and expertise to lead the development of the proposed framework or provide the level of advice to other staff that is required.
Financial implications – Depending on the classification level, potential salary and benefit costs may be approximately $20,000 lower.

Option 4: Status Quo - not dedicate any additional staff capacity to support reconciliation
Benefits – No budget increase for 26/27
Risks – Islands Trust will continue to be unable to fully meet its commitments to establish and maintain mutually-respectful relationships with First Nations and Indigenous Peoples and Trust Council will need to reconsider its expectations for what can be achieved in that area.

As has happened with the Conservancy Five Year Plan, insufficient engagement with First Nations during development of bylaws risks having them returned. The Ministry is expecting the Islands Trust to undertake robust engagement with the Nations in the development of bylaws to ensure that proposals can be heard from Nations early, considered by the relevant Trust body(ies) and, modifications or adjustments made.
Financial implications – No budget increase for 26/27.
Resource Implications – The CAO may consider reallocating a vacant existing FTE to support Indigenous relations, which would reduce staff capacity in another department thereby impacting the ability to advance other work.

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.)*

Successful recruitment of a suitably qualified candidate with the level of experience and expertise to advance the required work at an appropriate level.
Collaboration and engagement from staff across Islands Trust with a willingness to buy into a more coordinated and consistent approach to reconciliation work.
Support from Trust Council and management to support ongoing work with adequate long-term resourcing and consistent political and policy guidance.

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

Option 1: Hire the Manager of Indigenous Relations as proposed
Islands Trust is not in a position to fulfil its obligations and goals related to Indigenous relations with existing staff capacity. Without the proposed Manager position, efforts will continue to lack a coordinated and consistent approach, which will continue to impede progress and relationship-building with First Nations.

The Manager position will provide additional capacity at a level of experience and expertise that can effectively and professionally engage with internal and external partners to establish a new framework to advance Indigenous relations at Islands Trust and enable effective delivery of the mandate.

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 ongoing annual cost of hiring a permanent Manager of Indigenous Relations will still be less than contracting services to provide a similar level of work. It will also help free up capacity for the Senior Indigenous Relations Advisor and Director of Trust Area Services to focus on other priorities.
Both staff and trustees have identified the need to more effectively advance work related to reconciliation, which has been impeded by the limited staff capacity to-date. The Manager's work will help lead to greater coordination of these efforts across Islands Trust, resulting in a more coordinated experience for First Nations in their engagement with Islands Trust. This in turn should enable the more efficient and effective advancement of policy, bylaw and other referrals and related engagement.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. 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 (ie: external competition, government-restricted internal competition, etc.)*

The Manager position would be filled through a competition open to external and internal applicants in accordance with standard Public Service Agency hiring process and practices.

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?)*

Subject to Trust Council endorsement of the related recommendation in the Operational Review Report, staff will work to finalize the draft job description and submit it to the Public Service Agency for approval.
Once final budget approval is secured in March 2026, the competition will be posted with the goal of an early July start date.

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.)*

Pre-hiring activities:
• Director, Trust Area Services – draft job description for new staff, screen applicant resumes, prepare and mark written assessment for applicants, conduct interviews, conduct reference
checks, conduct offer – estimated 50 hours
• Employee Services Coordinator – administer job posting/resume collection/administer written assessments and interview scheduling, prepare offer letter, file for criminal record check – total 15 hours
• Interview Panellists (DTAS + likely 2 others) – conduct interviews and post-interview discussions, 2 hours/interviewee per panellist.
Post-hiring activities:
• Director, Trust Area Services – training/orientation with new staff, 2-3 months
• Employee Services Coordinator – process new hire paperwork, schedule/deliver basic new hire orientation and on boarding sessions – total 15 hours
• Others across organisation – orientation to other departments and relevant processes – 1 week

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*?)

Internal communications to staff once approved and competition posted.
Competition posted by the BC Public Service Agency

Attachment: Draft Job Profile
Requested by: Trust Area Services
Prepared by: CAO, November 5, 2025
Reviewed by Director, Trust Area Services

Islands Trust

JOB PROFILE

TITLE:	**MANAGER, INDIGENOUS RELATIONS**	**CLASSIFICATION:**	TBC
MINISTRY:	ISLANDS TRUST, MINISTRY OF MUNICIPAL AFFAIRS	**WORK UNIT:**	TRUST AREA SERVICES
SUPERVISOR TITLE:	DIRECTOR, TRUST AREA SERVICES	**SUPERVISOR POSITION #:**	00036525

PROGRAM

Located in Coast Salish territory, the Islands Trust is a special purpose government responsible for protecting the unique amenities and environment of more than 450 islands and surrounding waters in the southern Strait of Georgia and Howe Sound. Created by the Province via the *Islands Trust Act,* Islands Trust plans and regulates local land use, coordinates with other level of government and First Nations on key issues impacting the area, and protects land through the Islands Trust Conservancy.

JOB OVERVIEW

The Manager of Indigenous Relations leads the design and implementation of a coordinated and collaborative approach to intergovernmental relationships among Islands Trust bodies and First Nations in the Islands Trust Area, as well as regional districts, and provincial and federal agencies. The Manager of Indigenous Relations also plays a key role in the development of productive relationships and innovative reconciliation and engagement strategies.

KEY ACCOUNTABILITIES

- Leads the coordination of Islands Trust's approach to relationship building with First Nations, Indigenous groups, and Indigenous community members to ensure a consistent experience across multiple projects.
- Provides expert policy advice to staff and elected officials to help ensure Islands Trust's policies, procedures and practices reflect effective approaches to relationship building and the prevailing legal context.
- Serves as a lead advisor in negotiations, supporting project teams in obtaining mutually beneficial agreements (both short, and long-term) with Indigenous Governing Bodies.
- Represents Islands Trust priorities and operations in intergovernmental dialogue with First Nations and other governments.
- Coordinates and communicates First Nations' requests and interest to Islands Trust staff and trustees and Trust bodies, and works collaboratively with all parties to respond to requests and address issues raised including, but not limited to, opportunities for information sharing and cooperation.

- Leads and oversees referrals to First Nations on Islands Trust projects.
- Supervises the coordination of government-to-government meetings between First Nations and Trust bodies.
- Attends meetings of elected officials to provide advice on matters pertaining to intergovernmental relations.
- Oversees the drafting, management, and monitoring of protocol and coordination agreements with First Nations and other governments.
- Leads the implementation of Islands Trust policies and procedures regarding capacity funding to support projects across the organization.
- Exercises a high degree of judgement, tact and diplomacy in dealing with issues that may involve communication of information that could have a significant impact on the image and credibility of the Islands Trust, including responding to enquiries from the media.
- Other duties as requested by the Director, Trust Area Services.

SELECTION CRITERIA

Education and Experience Requirements

- A Master's degree in community, land use, or rural planning, social sciences, public administration, or related field, OR
- A Bachelor's degree in the above disciplines plus five years' of related experience including consultation with First Nations regarding land use planning and resource management.
- Minimum five years' experience in intergovernmental or interagency relations, including relationship building with First Nations and Indigenous Peoples.
- Demonstrated experience working collaboratively with commissions, councils, committees, elected officials, senior staff and/or community partners to deliver results.
- Minimum three years' experience supervising staff.
- An equivalent combination of experience and continuous learning may be considered.

Preference may be given to candidates with any of the following:

- Supervisory experience in a unionized public sector employment environment.
- BC local government land use planning experience.
- Experience engaging First Nations regarding land use planning and/or natural resource management.
- Demonstrated experience working with Indigenous Peoples and First Nation governments in the Salish Sea region.
- Demonstrated senior level leadership experience fostering change and building awareness.

PROVISOS

- Some overnight travel is a requirement of this position.
- Possession and maintenance of a Class 5 BC Drivers' License.
- Criminal Record Check is required.

Knowledge, Skills and Abilities

- Knowledge of social, environmental, political, economic, and land use planning issues relevant to the Islands Trust Area and its residents.
- Demonstrated knowledge of the Local Government Act, Community Charter, official community plans and land use planning bylaws, regulations and other legislation.
- Demonstrated knowledge and experience with First Nations government interests that intersect with local government interests in British Columbia, particularly as they relate to land use planning and regulation; familiarity with relevant legislation and case law.
- Exceptional diplomacy, tact, and communication skills.
- Strong supervisory skills with a focus on building strong staff engagement and a collaborative working environment.
- Contract management and project management skills with the ability to manage multiple projects with diverse objectives and deadlines.
- Significant attention to detail, ability to identify emerging issues and prioritize appropriately to meet deliverables, outcomes and deadlines.
- Demonstrated ability to quickly identify and analyse implications for the Islands Trust's reputation and operations as the basis for recommending options and responses to senior staff and Islands Trust bodies.
- Demonstrated ability to use initiative to respond appropriately to unanticipated issues with creative and innovative solutions using strong business and political acumen.
- Ability to work independently under pressure with minimal supervision.
- Demonstrated sensitivity to political issues and impacts.
- Ability to establish and maintain constructive working relationships with a wide range of public officials and managers, and general public.
- Demonstrated oral and written communication skills.

BEHAVIOURAL COMPETENCIES

Leadership implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
Fostering trust involves knowledge and skills to build and sustain trust in an organization and between the leader and his/her colleagues, through integrity, concern for others and consistent behaviour, following through on commitments and open communications.

Problem Solving/Judgement is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Improving Operations is the ability and motivation to apply one's knowledge and past experience for improving upon current modes of operation within the Islands Trust. This behaviour ranges from adapting widely used approaches to developing entirely new value-added solutions.

Teamwork and Co-operation is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

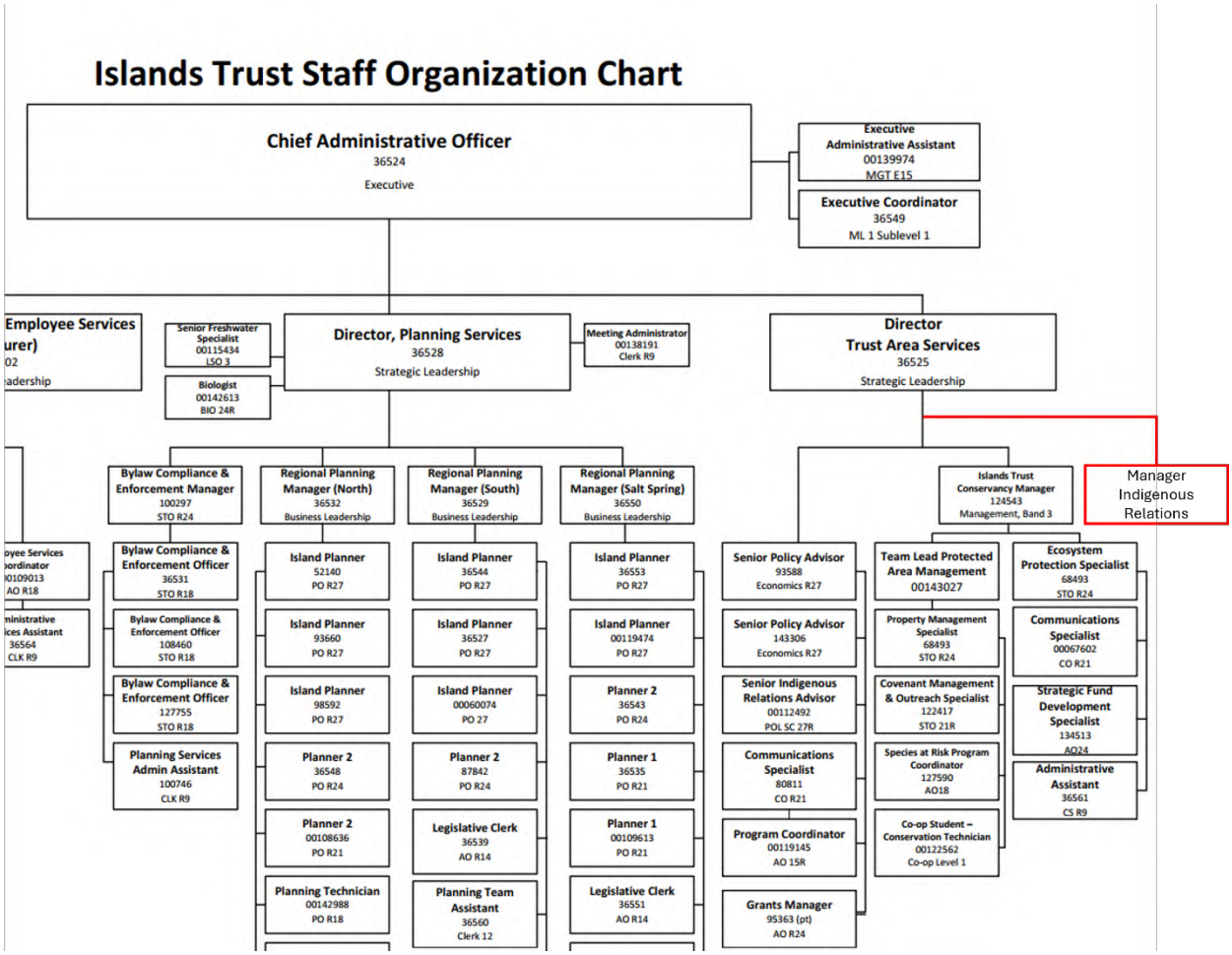
INDIGENOUS COMPETENCIES

Cultural Agility is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's own culture and worldview and the culture of the BC Public Service, and to notice their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.

Strategic Orientation is the ability to link the long-range vision of Indigenous self-determination to daily work, ranging from a simple understanding to a sophisticated awareness of the full impact of thinking and actions. It is the ability to think and operate broadly, with the goal of sustainability, to further the goals of Indigenous peoples in a way that meets the collective public interest. This also means taking responsibility to collaboratively design and implement steps to redress past harms and set frameworks in place to prevent their recurrence.

Change Leadership is championing the achievement of intended, real change that meets the enduring vision of Indigenous self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change from anywhere in the BC Public Service. The change leader learns from other leaders and elders, models the vision, and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business. The change leader routinely energizes the change process and removes barriers to change.

Building a Trust-Based Relationship requires a fundamental understanding that "relationship" is the foundation from which all activities happen, and that building a good relationship takes time and commitment. It is a willingness to build a personal relationship in addition to a professional one, participating in open exchanges of experiences and culture. It requires a genuine, non-controlling approach and relies upon demonstrated integrity and transparency. Building a trust-based relationship requires a high level of consciousness of the experience of Indigenous people with Crown relations. It assumes that strengths abound in Indigenous people, cultures and communities.


Islands Trust Staff Organization Chart
Chief Administrative Officer
36524
Executive
Executive Administrative Assistant
00139974
MGT E15
Executive Coordinator
36549
ML 1 Sublevel 1
Director, Planning Services
36528
Strategic Leadership
Meeting Administrator
00138191
Clerk R9
Director
Trust Area Services
36525
Strategic Leadership
Senior Freshwater Specialist
00115434
LSO 3
Biologist
00142613
BIO 24R
Bylaw Compliance & Enforcement Manager
100297
STO R24
Regional Planning Manager (North)
36532
Business Leadership
Regional Planning Manager (South)
36529
Business Leadership
Regional Planning Manager (Salt Spring)
36550
Business Leadership
Islands Trust Conservancy Manager
124543
Management, Band 3
Manager Indigenous Relations
Bylaw Compliance & Enforcement Officer
36531
STO R18
Bylaw Compliance & Enforcement Officer
108460
STO R18
Bylaw Compliance & Enforcement Officer
127755
STO R18
Planning Services Admin Assistant
100746
CLK R9
Island Planner
52140
PO R27
Island Planner
93660
PO R27
Island Planner
98592
PO R27
Planner 2
36548
PO R24
Planner 2
00108636
PO R21
Planning Technician
00142988
PO R18
Island Planner
36544
PO R27
Island Planner
36527
PO R27
Island Planner
00060074
PO 27
Planner 2
87842
PO R24
Legislative Clerk
36539
AO R14
Planning Team Assistant
36560
Clerk 12
Island Planner
36553
PO R27
Island Planner
00119474
PO R27
Planner 2
36543
PO R24
Planner 1
36535
PO R21
Planner 1
00109613
PO R21
Legislative Clerk
36551
AO R14
Senior Policy Advisor
93588
Economics R27
Senior Policy Advisor
143306
Economics R27
Senior Indigenous Relations Advisor
00112492
POL SC 27R
Communications Specialist
80811
CO R21
Program Coordinator
00119145
AO 15R
Grants Manager
95363 (pt)
AO R24
Team Lead Protected Area Management
00143027
Property Management Specialist
68493
STO R24
Covenant Management & Outreach Specialist
122417
STO 21R
Species at Risk Program Coordinator
127590
AO18
Co-op Student – Conservation Technician
00122562
Co-op Level 1
Ecosystem Protection Specialist
68493
STO R24
Communications Specialist
00067602
CO R21
Strategic Fund Development Specialist
134513
AO24
Administrative Assistant
36561
CS R9

APPENDIX 5: ENGAGEMENT AND COMMUNICATIONS LEAD BUSINESS CASE

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)*: CAO	**Budget Source** (select all that apply):
Department: Trust Area Services	☐ **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
Name of Request: Engagement and Communications Lead	☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies**
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* Estimated salary and benefits: $90,000* Travel: $1,500 Training: $1,000 Laptop: $2,500 Total: $95,000 *Prorated for July 1 start and subject to PSA classification review.	☐ **New Staff Resources** (see Staff Costing Tool) ☒ **Permanent** ☐ **Temporary** Temp Duration: _____ ☐ **Other – please describe:** _____
Date of Submission to Finance:	**Funding Required for (date range):** July 1, 2026-March 31, 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.*

The proposed Engagement and Communications Lead would support:
Strategic Plan initiative 1.2.2: explore new engagement models (virtual and in person forums) to reach more community members.
Trust Council Policy 6.10.2: Communications
In recent years, Trust Council has approved an annual communications strategy, with the expectation that a companion Islands Trust engagement strategy will also be developed at a later date to support engagement on projects. To-date, limited staff capacity has not allowed for development of that engagement strategy.

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.)*
Islands Trust and some local trust committees have been criticized for a perceived lack of communication and engagement in relation to various projects and initiatives. Maintaining day-to-day communications support for core functions (social media and website content, media relations, publications etc.) and major Trust Council projects like the Policy Statement Amendment Project consumes all of the available capacity of the one Communications Specialist supporting Trust Council and local trust committees. This leaves very limited capacity to support local trust committees and to effectively and more proactively address emerging communications needs. While the position is currently vacant, the second Communications Specialist position (currently vacant) dedicated to the Islands Trust Conservancy also has been at full capacity.

With staff additional capacity, there would be more opportunity to:
Better support local trust committees in communicating about their projects and priorities so the public could be more informed and more likely to participate.
Improve awareness and understanding of Islands Trust and its role through more proactive and strategic communications.
Address public feedback about perceived issues like the difficulty of finding information on the website.
Better support staff and trustees in providing more accurate, transparent and timely information about projects and priorities.

Currently, public engagement is planned and implemented largely independently by Trust Area Services and Planning Services staff working on projects. There is no overall coordination of engagement resulting in a lack of efficiency and consistency. Each time a local trust committee undertakes an engagement process they often start from scratch and develop their own methods and materials with little reference to past initiatives and little coordination with other departments in terms of timing of other events/surveys. The Trust does not collect information in a standardized way that would support analysis of engagement processes or public satisfaction. Also, the Trust has been challenged to reach hard-to-reach audiences.

The current Program Coordinator position has begun devoting some of their time to support engagement practices, but there is still a lack of capacity to develop and implement a more

coordinated and consistent engagement approach. The draft budget for fiscal 2026/27 includes a request for $10,000 to hire a consultant to develop an engagement strategy. The proposed Engagement and Communications Lead would still be needed to support full implementation of that strategy. This new role could also potentially take on development of the strategy and the budget request for the $10,000 could be withdrawn.

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 priority for this Manager in their first year will be to develop a new framework to ensure a coordinated, consistent approach to communications and engagement across the organization, including the Islands Trust Conservancy. In delivering this framework, they will also play a key role advising on:
Improved capacity to support communications on both Trust Council and local trust committee projects and priorities in a more strategic and proactive manner.
Improved, more consistent approach to public engagement, supported with a strategic annual engagement plan.
Regularly and consistent reporting to Trust bodies, Bowen Island Municipality and the public about engagement to inform decision making.
Improved analytics and measurement of communications and engagement activities.
Improved alignment and coordination between Trust Council, local trust committee and Islands Trust Conservancy communications and engagement.

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.)*

Investing in engagement and communications staff can sometimes be perceived as a lower priority than investments in direct service delivery. However, improving communications and engagement support for the work of Islands Trust and the Islands Trust Conservancy will help reduce risk and improve delivery of projects across the organization.

As with the addition of any new position, as a permanent hire this position requires an ongoing budgetary commitment. However, it may allow for some reduction in funding for contractors to support engagement and communications on major projects.

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: Hire the Engagement and Communications Lead as proposed
Benefits – As outlined above, this new position provides the opportunity to improve coordination and delivery of engagement and communications across the organization, including the Islands Trust Conservancy. It will also reduce some of the workload for the Director of Trust Area Services, who is already over-stretched in their responsibilities.
Risks – As above.
Financial implications – Does require an ongoing increase in the staffing budget (estimated $115,000 annually), although it could eliminate the requested $10,000 for a consultant to development an engagement plan and longer-term contracting costs for some projects.
Resource requirements – Staff time to complete a hiring competition.

Option 2: Status Quo – no additional staff capacity for engagement and communications.
Benefits – No budget increase for 26/27
Risks – Staff will continue to have limited capacity to support communications and public engagement for some projects. Islands Trust will lack capacity to fully implement an effective engagement strategy.
Financial implications – No budget increase for 26/27.
Resource Implications – The Director of Trust Area Services will continue to need to dedicate a portion of her limited capacity to support engagement and communications.

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.)*

Successful recruitment of a suitably qualified candidate with the level of experience and expertise to advance the required work at an appropriate level.
Collaboration and engagement from staff across Islands Trust with a willingness to buy into a more coordinated and consistent approach to public engagement.

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

Option 1: Hire the Engagement and Communications Lead as proposed
Without additional capacity, public engagement and communications activities will continue to struggle to meet the needs of Trust Council and Local Trust Committees. This sustains the risk of further degradation of the reputation of Islands Trust, which undermines the organization's ability to advance its mandate and policy work.

The additional capacity provided by this role will support a more consistent engagement experience for all Islands Trust and Islands Trust Conservancy projects, which will provide a more positive experience the public and inform better decision making for trustees and board members.

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.)*

While major projects will likely still require some contracted engagement and communications services, bolstering internal capacity can help reduce that. Any contracted services will be able to use the engagement and communications framework used for all Islands Trust work, which should reduce some of their costs and also maintain a more consistent experience for the public.

Additional capacity will also allow Islands Trust to be more proactive in its communications activities, which will better meet the public desire for better, more transparent communications, and it will support trustees in being more effective in their work.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. 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 (ie: external competition, government-restricted internal competition, etc.)*

The Engagement and Communications Lead position would be filled through a competition open to external and internal applicants in accordance with standard Public Service Agency hiring process and practices.

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?)*

Subject to Trust Council approval, staff will work to finalize the draft job description and submit it to the Public Service Agency for approval.
Once final budget approval is secured in March 2026, the competition will be posted with the goal of an early July start date.

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.)*

Pre-hiring activities:
• Director, Trust Area Services – draft job description for new staff, screen applicant resumes, prepare and mark written assessment for applicants, conduct interviews, conduct reference checks, conduct offer – estimated 50 hours
• Employee Services Coordinator – administer job posting/resume collection/administer written assessments and interview scheduling, prepare offer letter, file for criminal record check – total 15 hours
• Interview Panellists (DTAS + likely 2 others) – conduct interviews and post-interview discussions, 2 hours/interviewee per panellist.
Post-hiring activities:
• Director, Trust Area Services – training/orientation with new staff, 2-3 months
• Employee Services Coordinator – process new hire paperwork, schedule/deliver basic new hire orientation and on boarding sessions – total 15 hours
• Others across organisation – orientation to other departments and relevant processes – 1 week

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?)*

Internal communications to staff once approved and competition posted.
Competition posted by the BC Public Service Agency

Attachment: Draft Job Profile
Requested by: Trust Area Services
Prepared by: CAO, November 6, 2025
Reviewed by Director, Trust Area Services

JOB PROFILE

TITLE:	**ENGAGEMENT AND COMMUNICATIONS LEAD**	**CLASSIFICATION:**	TBC
MINISTRY:	ISLANDS TRUST, MINISTRY OF MUNICIPAL AFFAIRS	**WORK UNIT:**	TRUST AREA SERVICES
SUPERVISOR TITLE:	DIRECTOR, TRUST AREA SERVICES	**SUPERVISOR POSITION #:**	00036525

PROGRAM

Located in Coast Salish territory, the Islands Trust is a special purpose government responsible for protecting the unique amenities and environment of more than 450 islands and surrounding waters in the southern Strait of Georgia and Howe Sound. Created by the Province via the *Islands Trust Act,* Islands Trust plans and regulates local land use, coordinates with other level of government and First Nations on key issues impacting the area, and protects land through the Islands Trust Conservancy.

JOB OVERVIEW

The Engagement and Communications Lead will play a key role in defining and delivering public engagement and communications activities to advance the priorities and work of Islands Trust, Trust Council and local trust committees. To be successful in this work, the Engagement and Communications Lead will combine strong relevant experience and skills, a current awareness and understanding of issues and audiences in the communities Islands Trust serves, and a strategic mindset to inform effective advice to senior staff and elected officials.

KEY ACCOUNTABILITIES

- Provide effective strategic engagement and communications advice to the CAO, senior staff and elected officials that supports organizational priorities and enhances the reputation of the Islands Trust, including the Islands Trust Conservancy.
- Lead the development of the annual communications plan and engagement plan for Islands Trust to help advance strategic priorities and support delivery of high-profile projects, with a focus on using analytics and metrics to assess and improve performance.
- Lead the development and implementation of a public engagement framework to provide a more consistent and effective approach to public engagement on diverse projects that enables greater transparency and more effective decision making.
- Lead and deliver public engagement plans and activities, including public events, surveys and related tactics.

- Work collaboratively with all staff to ensure Islands Trust's communications, branding and engagement standards and policies are consistently applied.
- Oversee the writing, design and production of print and digital communications content and materials to ensure accuracy, consistency of messaging, and alignment with strategic goals and priorities.
- Build and maintain positive relationships with media outlets to support communications objectives.
- Support the CAO and leadership team to deliver effective internal communications.
- Other duties as requested by the Director, Trust Area Services.

SELECTION CRITERIA

Education and Experience Requirements

- Post-secondary degree, diploma or certificate in Communications, Journalism, Public Relations, English or a related discipline.
- Minimum five years' experience delivering strategic communications in a public sector context, including communications planning, issues management, social media and digital communications, and media relations.
- Demonstrated experience applying public engagement best practices (e.g., IAP2) to community-based project planning.
- Demonstrated experience working collaboratively with elected officials, senior staff and/or community partners to deliver results.

Preference may be given to candidates with any of the following:

- Supervisory experience in a unionized public sector employment environment.
- Experience working in a BC local government.
- Experience engaging First Nations and diverse communities.

PROVISOS

- Some overnight travel is a requirement of this position.
- Possession and maintenance of a Class 5 BC Drivers' License.
- Criminal Record Check is required.

Knowledge, Skills and Abilities

- Knowledge of social, environmental, political, economic, and land use planning issues relevant to the Islands Trust Area and its residents.
- Knowledge of effective digital communications practices and tools, including website development.
- Exceptional oral and written communications skills.
- Exceptional diplomacy, tact, and communication skills.
- Ability to prepare professional communications strategies, briefing notes and official correspondence, often on short notice, in order to maximize public awareness and understanding.

- Contract management and project management skills with the ability to manage multiple projects with diverse objectives and deadlines.
- Significant attention to detail, ability to identify emerging issues and prioritize appropriately to meet deliverables, outcomes and deadlines.
- Demonstrated ability to quickly identify and analyse implications for the Islands Trust's reputation and operations as the basis for recommending options and responses to senior staff and Islands Trust bodies.
- Demonstrated ability to use initiative to respond appropriately to unanticipated issues with creative and innovative solutions using strong business and political acumen.
- Ability to work independently under pressure with minimal supervision.
- Demonstrated sensitivity to political issues and impacts.
- Ability to establish and maintain constructive working relationships with a wide range of public officials and managers, and general public.

BEHAVIOURAL COMPETENCIES

Fostering trust involves knowledge and skills to build and sustain trust in an organization and between the leader and his/her colleagues, through integrity, concern for others and consistent behaviour, following through on commitments and open communications.

Concern for Image Impact is an awareness of how one's self, one's role and the organization are seen by others. The highest level of this competency involves an awareness of, and preference for, respect for the organization by the community.

Problem Solving/Judgement is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Improving Operations is the ability and motivation to apply one's knowledge and past experience for improving upon current modes of operation within the Islands Trust. This behaviour ranges from adapting widely used approaches to developing entirely new value-added solutions.

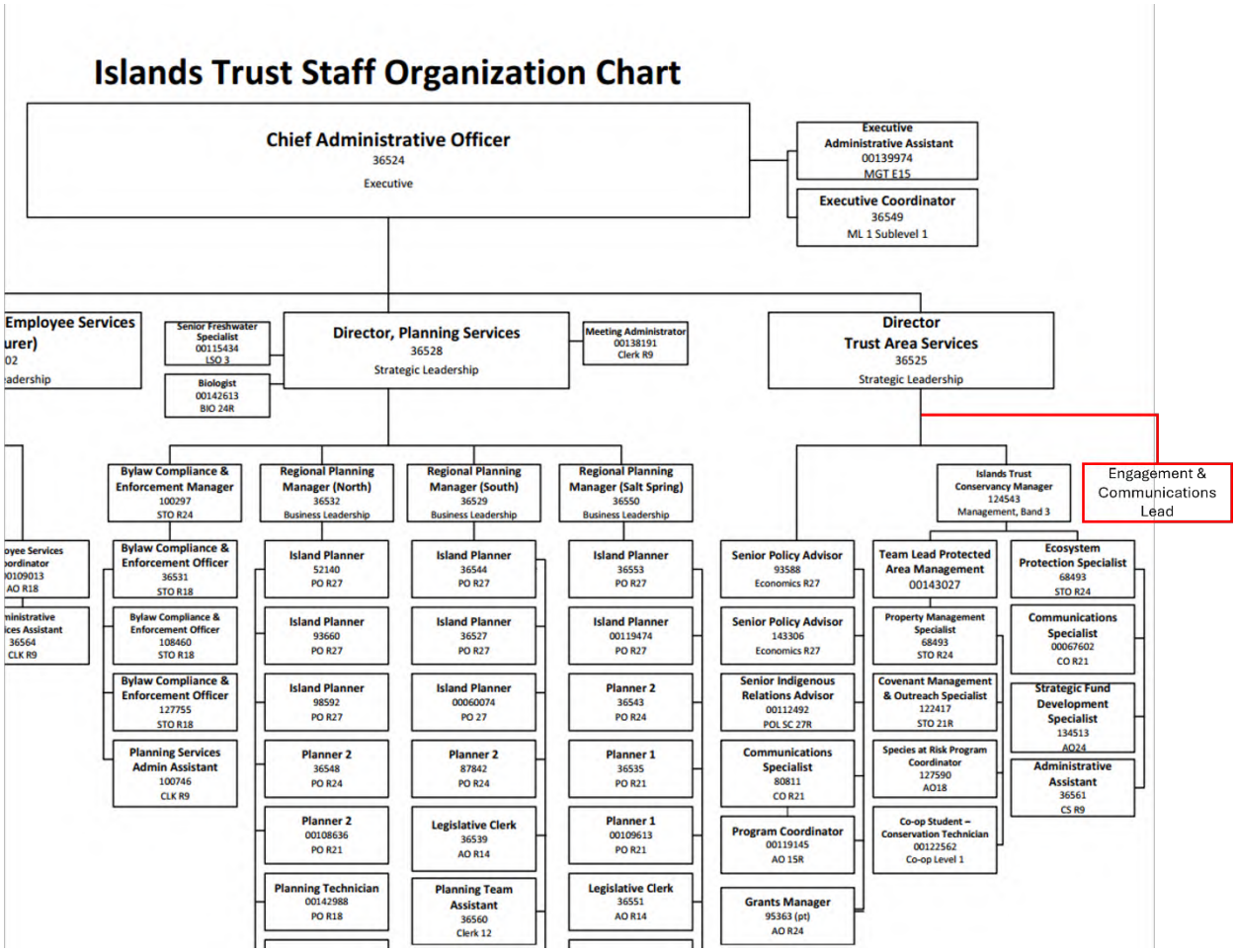
Teamwork and Co-operation is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

INDIGENOUS COMPETENCIES

Cultural Agility is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's own culture and worldview and the culture of the BC Public Service, and to notice their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.

Strategic Orientation is the ability to link the long-range vision of Indigenous self-determination to daily work, ranging from a simple understanding to a sophisticated awareness of the full impact of thinking and actions. It is the ability to think and operate broadly, with the goal of sustainability, to further the goals of Indigenous peoples in a way that meets the collective public interest. This also means taking responsibility to collaboratively design and implement steps to redress past harms and set frameworks in place to prevent their recurrence.

Change Leadership is championing the achievement of intended, real change that meets the enduring vision of Indigenous self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change from anywhere in the BC Public Service. The change leader learns from other leaders and elders, models the vision, and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business. The change leader routinely energizes the change process and removes barriers to change.



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)**:***
Trust Area Services

Department:

Trust Area Services

Name of Request:

Auxiliary (temporary) Senior Policy Advisor position (1.0 FTE)

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

Value of Request, 2025/26:
Salaries & Benefits $117,512

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**
- **X** **Temporary**
  Temp Duration: ___**1 year**_____

☐ **Other – please describe:**
_____

Date of Submission to Finance:
September 30, 2025

Funding Required for (date range): April 1, 2026-March 31, 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.*

Continuing an auxiliary Senior Policy Advisor position in 2026-27 will support implementation of Trust Council's Strategic Plan and routine work such as legislative monitoring and implementation of agreements.

The Trust Council 2026-27 Budget Guideline Assessment includes these guidelines:

- That resource requests for new tax-funded personnel 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.

- 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

- That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan (not yet drafted).

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.)*

Issue:

The permanent Senior Policy Advisor position is 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 2026/27 if the Policy Statement Amendment Project is delivered as currently approved.

This situation is expected to continue through to March 2027 due to the anticipated timeline of adoption of a new Policy Statement bylaw in October 2026, and the expectation of work project-related work through to March 2027 that includes communicating about the adoption of a new Policy Statement to all staff and referral agencies, support to planning staff for implementation of the new Policy Statement and development of business case(s) associated with continued implementation and consideration of future amendments per Trust Council direction in the strategic Plan to *Work with Indigenous Governing Bodies to co-design and implement future Policy Statement amendment review processes that ensure ongoing and more regular review and amendment of the Policy Statement***.**

In recent years, the Director of Trust Area Services (DTAS) has undertaken many of the Senior Policy Advisor duties in addition to her regular responsibilities (outside of regular work hours), and the Grants Manager has taken on legislative monitoring, and drafting of local trust committee advocacy letters and thank you letters to Trust Council delegates, as time permits 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.

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 is on the rise and there is learning curve for the new staff person who started in June 2025.

In addition to supporting Trust Council, Executive Committee, and Council Committees, Directors are primarily responsible for leading and overseeing staff in their respective functional areas of work; for the DTAS, this includes six direct staff members in six functional areas. The DTAS leads strategic and operational work related to communications, annual report development, education program delivery, grants administration, Reconciliation initiatives and agreement development, indicator monitoring, including reporting on Census data, Policy Statement amendment project, including Trust Area-wide engagement, advocacy and inter-governmental relations, oversight of Islands Trust Conservancy operations, including the project in 2025-2027 to develop a new Five-Year Plan involving engagement with Indigenous Governing Bodies, and other duties.

The DTAS has only two 'working' days a week available to perform all required duties of the role (after removing hours for annual leave entitlement, time spent in meetings with staff, time spent in public meetings (TC, EC, TPC, FPC, Conservancy Board) and a modest assumption of one training day per quarter. Trust Area Services also does not have a dedicated administrative assistant. The

recent departure of a long-standing staff person in the permanent Conservancy Manager position means that the Director of Trust Area Services is needing to dedicate more time to supporting the Conservancy.

The current 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.

Trust Council approved this position for the 2025/26 fiscal year but it will not be filled until October 2025 as the Director's workload delayed the hiring competition.

Opportunity:

Filling this position will provide more capacity with Trust Area Services for regular duties of the Senior Policy Advisor that are not resourced including:

- implementing Trust Council/local trust committee advocacy communication and associated coordination activities,
- policy research/development,
- ongoing legislative monitoring,
- 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 can provide support to the Director of Trust Area Services and Conservancy Manager with implementing a plan to engage with all First Nations in 2026/27 to develop a new Five-Year Plan for the Minister's approval. 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.

Filling the requested position will not entirely resolve the staffing capacity issues within Trust Area Services. But it will have enough of an impact of freeing-up some of the DTAS' time to address high priority work that is currently not able to be advanced, such as the Reconciliation Action 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.)*

The creation of a one-year auxiliary Senior Policy Advisor position will create additional staff capacity for Trust Area Services to respond to current requests and to support projects expected to emerge from the Strategic Plan.

Other projected results are as follows:

- Time for the Director of Trust Area Services to work on core Director duties, such as 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 for implementation of a project to engage with Indigenous Governing Bodies on the Conservancy's next Five-Year Plan, 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
- Reduced risk of staff burnout: This will greatly benefit the personal health of individual staff members, supporting increased engagement of staff with their work

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.)*

Hiring a new staff resource to support the Trust Area Services team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those associated with the hiring of any position, such as the inability to find or retain suitable candidates. The risk of not supporting this new position is greater than the risks of supporting it, as described in the Issue/Opportunity section of this report.

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: 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: $117,512
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: Hiring a new staff resource to support the Trust Area Services team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE 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 new Strategic Plan.
Financial implications: $58,756
Resource requirements: 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: Status Quo - No new staff resources

Benefits: No increase in costs
Risks: The organisation will not be properly supported to undertake many of the regular duties of Trust Area Services. There is risk of burnout if the Director of Trust Area Services continues to try to sustain her workload and the regular duties of the Senior Policy Advisor, as well as provide support to new staff. The unavailability of the Director to support staff throughout the organization will continue to impact morale and organizational cohesion. If existing staff require extended leave, the cost to fill a position is nearly doubled, as staff on leave are paid 75% - 100% of their base salary and any temporary hire to backfill would be paid 100% of that same salary as well. With no Senior Policy Advisor for regular duties and Strategic Plan initiatives, and a Director of Trust Area Services who

cannot absorb additional work, Trust Council will 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.
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

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.)*

- A thorough and well-conducted hiring process needs to be undertaken to ensure quality staff are secured in the new role
- Thorough orientation for any new hire to properly perform their duties to achieve the greatest benefit to the organisation
- Support from Islands Trust elected officials and management to fund this new key position and dedicate resources to it

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

Option 1: Hire a temporary one-year 1.0 FTE to the position of Senior Policy Advisor. 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.

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.)*

Quantitative Discussion: Temporary one-year cost of $125,950 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 be realised by helping prevent potential future staff leaves and the need for paid leave and paid backfill. 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.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. 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 (ie: external competition, government-restricted internal competition, etc.)*

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: *(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?)*

Assuming an Auxiliary Senior Policy Advisor is already hired and performance is satisfactory, the staff person can be extended through 2026/27. If the job does need to be posted, the Director would screen candidates and run interviews. Comprehensive training for the new staff member will be conducted over a period of 2-3 months, ensuring they are fully equipped to fulfil their role.

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.)*

If a hiring process is required (i.e. auxiliary hire in 2026/27 is not continuing):

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: *(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*?)

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: Director, Trust Area Services/September 14, 2025

Reviewed by: Executive Committee/October 1, 2025 (directed amendments for clarity)

JOB PROFILE
Current Position #93588

TITLE: SENIOR POLICY ADVISOR **CLASSIFICATION:** 27

MINISTRY: ISLANDS TRUST **WORK UNIT:** TRUST AREA SERVICES
MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

SUPERVISOR TITLE: DIRECTOR, TRUST AREA SERVICES **SUPERVISOR POSITION #:** 36525

PROGRAM

Located in Coast Salish territory, the Islands Trust is a special purpose government responsible for protecting the unique amenities and environment of more than 450 islands and surrounding waters in the southern Strait of Georgia and Howe Sound. Created by the Province via the Islands Trust Act, Islands Trust plans and regulates local land use, coordinates with other level of government and First Nations on key issues impacting the area, and protects land through the Islands Trust Conservancy.

JOB OVERVIEW

The Senior Policy Advisor plays a key role in developing and implementing corporate advocacy positions and inter-governmental relations strategies that advance the provincial object of the Islands Trust, the goals and policies of the Islands Trust Policy Statement and the Islands Trust Council's Strategic Plan. In order to provide time-sensitive advice to elected officials on high-profile issues, the Senior Policy Advisor stays current with emerging issues and trends through environmental scanning and monitoring of key indicators, and by building and maintaining strong working relationships with key officials in federal, provincial, First Nation, and other local governments. In addition, the Senior Policy Advisor supports implementation of the Islands Trust Policy Statement and, as required, develops bylaw amendments for Trust Council consideration, facilitates community and stakeholder input, and reconciles community and agency issues. The Senior Policy Advisor also leads the delivery and administration of the Islands Trust Community Stewardship Awards program.

ACCOUNTABILITIES

- Leads, coordinates and/or undertakes minor and major Policy Statement bylaw amendment projects in accordance with the requirements of the *Islands Trust Act*, using a full suite of project management tools, including defining objectives, formulating terms of reference, managing contractors, staff and financial resources and ensuring project completion and evaluation.
- Develops and implements processes for stakeholder consultations for Policy Statement bylaw amendments, in accordance with the requirements of the *Islands Trust Act*, including defining policies or priorities, identifying stakeholder preferences and recommending responses to community concerns.
- Independently leads organization-wide scanning of environmental, social, economic, legal and political decisions and trends in Canada and Washington State, filtering information relevant to advancing the Islands Trust Object and Policy Statement objectives, and formulating strategic recommendations on proactive and innovative advocacy strategies, positions and action plans.
- Independently analyzes legal decisions and policy recommendations to determine risks, financial impacts or organizational implications for the Islands Trust and recommends responses or actions.
- Acquires and maintains a sophisticated understanding of external stakeholder/partner viewpoint(s), ensuring their views are considered during the development of advocacy and inter-governmental relation strategies and messages.

- With direction from political bodies, independently leads, coordinates and/or undertakes intergovernmental focused research to advance the Policy Statement using best practice, current academic research and industry trends.
- Provides professional and strategic advice to senior management on implications of options for responding to emerging environmental, social, economic, legal and political issues that are relevant to the elected 26-member Islands Trust Council's coordination and assistance role in the determination, implementation and carrying out of municipal, regional and improvement district and government of British Columbia policies for the preservation and protection of the trust area and its unique amenities and environment.
- Independently provides advice directly to public and closed meetings of the Executive Committee, other standing committees, the designated spokesperson of the Islands Trust and to individual elected officials, while avoiding risks created by offering hasty or insufficiently researched advice.
- Leads the management of inter-agency letters of understanding and protocol agreements, monitoring for compliance, reporting on status of agreements, identifying need for new agreements or revisions to existing ones, and working with staff in external agencies to improve compliance and draft new or revised documents.
- With direction from political bodies, independently represents the Islands Trust on inter-governmental/jurisdictional working groups and at inter-governmental and other external meetings ensuring that the image, credibility and positions of the Islands Trust are maintained.
- Independently builds and fosters relationships with a diverse range of key officials in federal, provincial, First Nation and local governments, both in Canada and Washington State, and in business or not-for-profit organizations to facilitate information sharing and partnership development.
- Exercises a high degree of judgement, tact and diplomacy in dealing with issues that may involve communication of information that could have a significant impact on the image and credibility of the Islands Trust, including responding to enquiries from the media and elected officials from other jurisdictions.
- Leads a team to administer the annual Islands Trust Community Stewardship Award program which encourages others to advance the objectives of the Islands Trust Policy Statement.
- Develops process to assess organizational priorities for indicator data, determines methodologies, collects and analyzes demographic, statistical, economic, environmental, and other data from a variety of sources, identifies deviations, problems or opportunities, utilizes and communicates findings.
- As part of the annual report process, drafts an executive summary of Policy Statement implementation achievements by all corporate bodies of the Islands Trust.
- At the request of elected officials and with minimal supervision, convenes special topic educational sessions and creates displays and presentations for public meetings of the Islands Trust Council.
- Independently recommends viable objectives and policy/program options to public meetings of Executive Committee to ensure consistency with Trust Council's strategic priorities – sometimes responding on-the-spot to new requests arising at public meetings.
- Participates in the development and evaluation of Trust Area-wide policies and services, and recommends improvements to senior management.
- Independently identifies resource and budget requirements for new initiatives or projects, develops budget requests for public consultation, conducts detailed cost-benefit analyses and makes recommendations that could lead to significant organizational commitments – financial and personnel.
- As needed, identifies, recruits, selects and manages contractors, auxiliaries and students.
- Independently manages contracts after establishing terms of reference, reviewing proposals and selecting successful bidders.

SELECTION CRITERIA

EDUCATION, TRAINING AND EXPERIENCE:

Requirements:

- Bachelor's degree in public administration, political science, social sciences, or other related fields such as geography, planning, or law.
- Experience with relevant legislation and policies applicable to land use planning in British Columbia;
- Experience with planning theory and best practices, particularly as they apply to rural community planning;
- A minimum of 5 years of progressively responsible experience in strategic policy development and implementation, including experience working directly with elected officials and external agencies.
- Experience conducting research and policy analysis with related public consultation; which may include analyzing, researching, planning, communicating, and delivering new programs.
- OR an equivalent combination of education, training and experience may be considered.

Preference may be given to candidates with the following experience:

- Experience working with teams and committees of elected officials on sensitive, high profile issues.
- Experience with inter-governmental and advocacy activities.
- Experience with land use planning and/or environmental management.
- BC local government experience;
- Experience working with First Nations on planning issues;
- Certified membership in the Canadian Institute of Planners;
- Experience leading an OCP review and processing complex rezoning applications.

KNOWLEDGE, SKILLS AND ABILITIES:

- Comprehensive understanding of the local government structure and function as well as strong familiarly with the political and administrative functioning of other levels of government.
- Knowledge of the process of developing policy and legislation within the BC and Canadian governments.
- Knowledge of social, environmental, economic and land use planning issues relevant to the Islands Trust Area.
- Knowledge and understanding of provincial and federal government Acts, regulations, and relevant policies, particularly the Islands Trust Act, the Islands Trust Policy Statement, the Local Government Act, and the Community Charter.
- Demonstrated ability to provide professional advice and recommendations in briefings and at meetings of elected officials
- Demonstrated ability to analyze complex policy and legislation initiatives or program reforms.
- Demonstrated ability to lead and manage high profile, complex projects, involving multiple stakeholders and multiple components.
- Demonstrated ability to develop expertise rapidly to fully understand project complexities.
- Demonstrated ability to create and foster successful working relationships with individuals representing federal, provincial and local governments, First Nations, business and non-profit agencies.
- Demonstrated ability to prepare briefing notes and official correspondence, often on short notice.

- Demonstrated ability to identify and analyze reputational, financial, legal and operational ramifications of proposed options and responses, leading to professional recommendations to elected officials and senior staff.
- Demonstrated ability to identify major public policy issues in Canada and the United States that may impact Islands Trust mandate or initiatives.
- Demonstrated ability to use initiative to respond appropriately to unanticipated issues with innovative solutions using strong business and political acumen.
- Demonstrated ability to use tact, diplomacy, judgment and discretion to communicate effectively with elected officials, senior staff in other agencies professionals in a way that enhances the employer's reputation.
- Demonstrated ability to develop and manage third party contracts including deliverables and cost accounting
- Demonstrated problem solving and analytical skills to support opportunities that cross political boundaries and to form linkages to leverage these opportunities.
- Must be flexible, adaptable and demonstrate the ability to work independently with minimal supervision to manage a diverse and rapidly evolving workload, showing initiative and good judgment.
- Superior oral and written communication skills, including negotiation.

Provisos:

- Possession and maintenance of a Class 5 BC Drivers' License.

WORK EXAMPLES

- Independently drafts policy, policy amendments, protocols, inter-agency agreements, briefing notes and decision documents, Chair correspondence, summaries of senior government legislative and policy changes, publications, presentations, graphic displays of statistics, public discussion papers, regulatory hearing submissions, and Policy Statement bylaw amendments, subject to review by senior management and approval by elected officials. Drafts resolutions for consideration at the annual Union of BC Municipalities convention. Organizes workshops and minster meetings at conventions and conferences. The public nature of these work products entails significant professional judgment to mitigate the risk of backlash from stakeholders, including possible legal action.

BEHAVIOURAL COMPETENCIES

Analytical Thinking is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then…") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.

Impact and Influence is the ability to influence, persuade, or convince others to adopt a specific course of action. It involves the use of persuasive techniques, presentations or negotiation skills to achieve desired results.

Information Seeking is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.

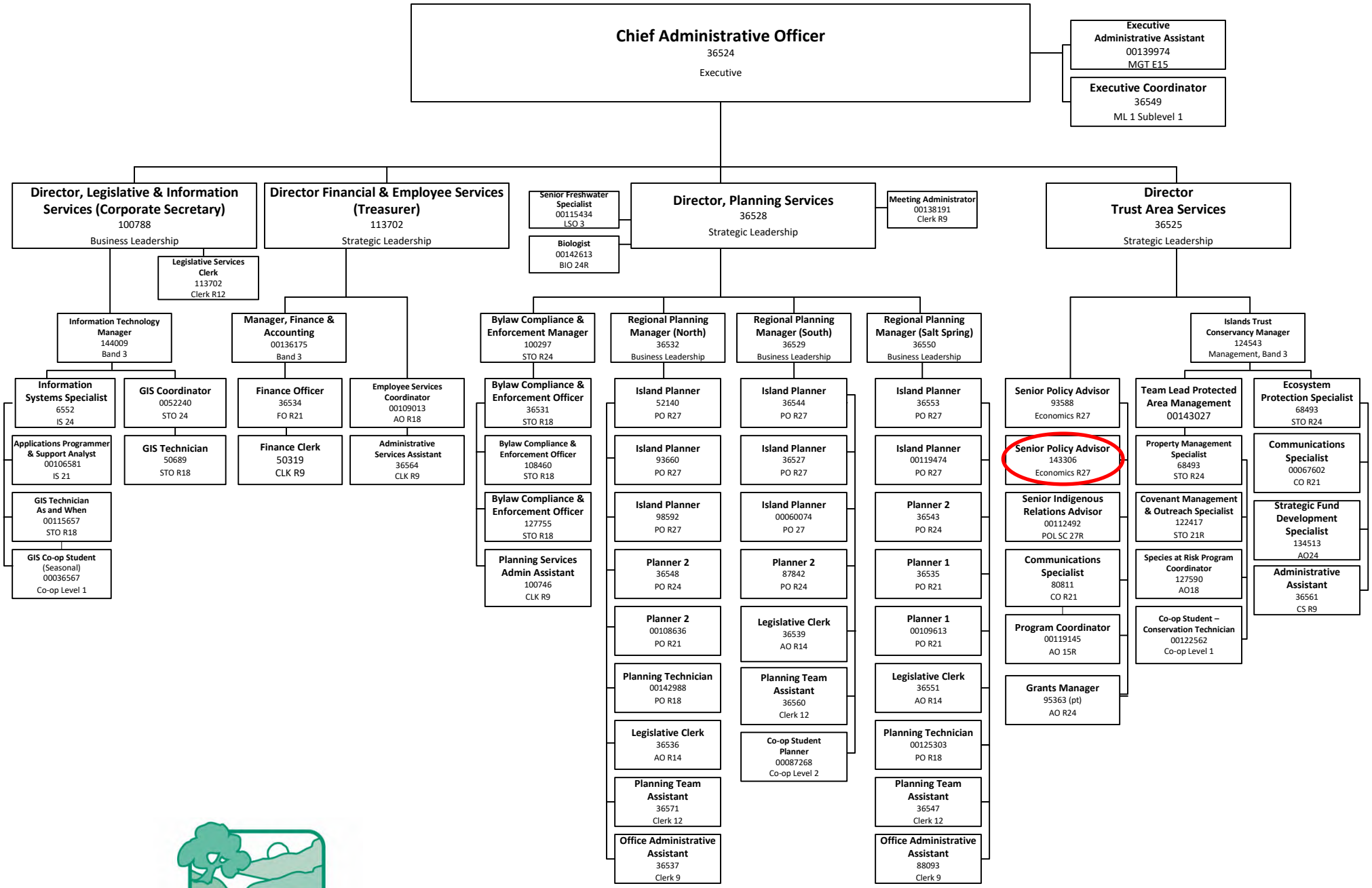
Organizational Awareness is the acumen to appreciate and the ability to use the power relationships in either one's own, or other, organization(s). This includes the ability to identify the real decision-makers and the individuals who can influence them; and to predict how new events or situations will affect individuals and groups within the organization.

Organizational Commitment is the ability and willingness to align one's own behaviour with the needs, priorities and goals of the organization, and to promote organizational goals to meet organizational needs. It also includes acting in accordance with organizational decisions and behaving with integrity.

INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCIES

Building a Trust-Based Relationship requires a fundamental understanding that "relationship" is the foundation from which all activities happen and that building a good relationship takes time and commitment. It is a willingness to build a personal relationship in addition to a professional one, participating in open exchanges of experiences and culture. It requires a genuine, non-controlling approach and relies upon demonstrated integrity and transparency. Building a trust-based relationship requires a high level of consciousness of the experience of Indigenous people with Crown relations. It assumes that strengths abound in Indigenous people, cultures, and communities.

Islands Trust Staff Organization Chart



Islands Trust

Last Updated: September 26, 2023

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):*

Islands Trust Conservancy Board

Department: Initiated by
Islands Trust Conservancy

Name of Request:

Indigenous Relations Advisor - .5 FTE
(Administrative Officer R24) - $55,668

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

Summary for Business Case Insertion	
Salary + Benefits	$53,468
Travel	$1,500
Cell Phone	-
Computer - Laptop	-
Computer - Desktop	-
Standard software licenses	-
Training	$700
Professional Fees	-
Overtime	-
TOTAL COST OF NEW POSITION in 1st year	**$55,668**
Total one-time expenses	
Total yearly expenses	**$55,668**

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: October 16, 2025	**Funding Required for (date range):** Beginning April 1, 2026

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.*

Creating a permanent ITC Indigenous Relations Advisor position in 2026/27 will support implementation of the Islands Trust Conservancy Board's Reconciliation Declaration in which the Board committed to the protection and preservation of the Trust Area through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples. Creation of this position also responds to direction from the Minister of Housing and Municipal Affairs to undertake development of the next iteration of the Islands Trust Conservancy's Five-Year Plan through engagement with all First Nations in the Islands Trust Area in a manner that reflects the spirit of the UN Declaration on the Rights of Indigenous People.

The position will also support Strategic Direction 5.1 of Trust Council's Strategic Plan: Enhance *proactive planning and intentionality of reconciliation initiatives*

ITC Reconciliation Declaration (2019)

Regional Conservation Plan (2018-2027)
This position supports Goal 2.0 - Strengthen relationships with First Nations to identify and collaborate on shared conservation goals. Specified in Objectives 2.1 to 2.6.

Direction from the Minister of Municipal Housing and Affairs to initiate meaningful engagement with Indigenous Governing Bodies in land securement, protected area management planning and operations.

The Trust Council 2026-27 Budget Guideline Assessment includes these guidelines:

- That resource requests for new tax-funded personnel 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.
- 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.
- That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan. (not yet finalized)
- Current budget guidelines do not include consideration of the resourcing needs for ITC's Regional Conservation Plan or Five-Year Plan.

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.)*

Issues
Conservancy staff are not properly supported to undertake engagement with First Nations on the Five-year Plan and many of the regular duties of the Islands Trust Conservancy. With 30 First Nations with a range of interests across the 115 protected areas, the Islands Trust Conservancy does not have sufficient capacity to meaningfully engage in a manner that reflects the spirit of the UN Declaration on the Rights of Indigenous People. Despite Reconciliation being a high-priority of the Islands Trust Conservancy Board and staff for a number of years, the Conservancy has not had the capacity or expertise to develop a Reconciliation Action Plan, and has struggled to meaningfully involve Indigenous Governing Bodies in land securement, protected area management planning and operations, and, crucially, for the past three years has not been able to initiate engagement, as directed by the Minister, on the development of its Five-year Plan, which has a statutory deadline for submission to the Minister of December 2027.

The Conservancy has also found it challenging for individual staff to coordinate with Planning Services' and Trust Area Services' engagement efforts. Without a staff person dedicated to develop, guide and manage the Conservancy's relationships with Indigenous Governing Bodies and track engagement and relationship-type agreements in the future, the Conservancy will continue to have critical capacity issues and will struggle to develop and sustain positive and meaningful relationships and meet the December 2027 Five-year Plan statutory deadline.

The current Senior Indigenous Relations Advisor (SIRA) is already beyond capacity. There is insufficient time available in this vital role for the addition of Conservancy's work. If the current SIRA is tasked with assisting with engagement for the Conservancy in addition to currently assigned work:

- Contributing to strategy/action plan development/implementation for Islands Trust Council;
- Training of staff and trustees;
- Orientation of new staff;
- Negotiation of protocol agreements:
- Answering questions from trustees and staff;
- Reviewing correspondence and planning docs; and
- Attending engagement meetings on behalf of local trust committees and Trust Council.

There is risk of burnout of the Senior Indigenous Relations Advisor, Conservancy Manager and the Director of Trust Area Services if they continue to try to sustain their workloads and the additional duties of an Indigenous Relations Advisor and engagement lead for the Conservancy. None of these positions can easily absorb additional work associated with the engagement on the Five-Year Plan development and ongoing work.

The unavailability of the Director, Manager or Advisor to support Conservancy staff will continue to impact morale and organizational cohesion. If existing staff require extended leave, the cost to fill a position is nearly doubled, as staff on leave are paid 75% - 100% of their base salary and any temporary hire to backfill would be paid 100% of that same salary as well.

Opportunities

The opportunity for ITC to develop lasting relations with the staff/elected officials/hereditary leaders of Indigenous Governing Bodies. A dedicated Indigenous Relations Advisor would fulfill the gap by providing the support needed to develop, guide and manage the Conservancy's relationships with Indigenous Governing Bodies and track engagement and relationship-type agreements in the future, provide needed support to ITC Staff, reduce the additional pressure on the Senior Indigenous Relations Advisor, increase staff morale and organizational cohesiveness.

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.*)

Establishing a part-time, permanent Indigenous Relations Advisor position will strengthen the Conservancy's capacity by providing dedicated knowledge and expertise and enabling us to better meet current expectations for engagement with Indigenous Governing Bodies.

This position would develop a Reconciliation Action Plan, guide Conservancy staff through the engagement process for the Five-year Plan, providing a much-needed strategic approach to engagement with Indigenous Governing Bodies and coordinated methods for tracking and reporting. The outcomes will strengthen the Conservancy's work into the future and create opportunities to build meaningful working relationships with First Nations and Indigenous Governing Bodies.

Other projected results are as follows for the 2026/27 year:

- Time for the Conservancy Manager to work on core Manager duties, such as supporting the Islands Trust Conservancy Board, developing unit work plans associated with corporate planning, risk management, strategic planning, policy analysis, conducting PMDPs and managing staff turn-over
- Time for the Manager to support staff on larger projects, including the next iteration of the Regional Conservation Plan and a Protected Areas Database System
- Reduced timelines addressing questions from Conservancy staff and Board regarding engagement processes and status with First Nations
- Reduced timelines for implementing initiatives assigned to Conservancy staff
- Reduced risk of staff burnout: This will greatly benefit the personal health of individual staff members, supporting the desire to move forward with engagement with First Nations

An Indigenous Relations Advisor position would fill a critical gap by providing the expertise to develop a Reconciliation Action Plan for the Conservancy, and initiate meaningful engagement with Indigenous Governing Bodies in land securement, protected area management planning and operations as directed by the Minister on the development of its Five-year Plan. Deliverables include:

- Facilitating and managing respectful engagement processes with Indigenous Governing Bodies by developing an engagement framework and facilitating 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 Islands Trust Conservancy Board and staff
- Organizing Five-Year Plan engagement sessions and facilitate working agreements with Indigenous Governing Bodies
- Building and maintaining relationships with Indigenous Nations, groups and organizations on behalf of and in support of the Conservancy to stimulate information sharing and encourage future partnership opportunities
- Communicating Indigenous Governing Bodies' requests and interests to Islands Trust Conservancy Board and staff, and working collaboratively with all parties to respond to requests and address issues raised including, but not limited to, opportunities for engagement, information sharing and cooperation.
- Providing guidance to Islands Trust Conservancy Board and staff on relationship building for the purposes of referrals, negotiations, communications, and collaboration on projects and planning with Indigenous Governing Bodies, Indigenous groups and Indigenous community members.
- Facilitating, supporting, reviewing and tracking the Conservancy's engagement and referral processes and protected area management planning and making recommendations for improvements
- Contributing to the development and review of Islands Trust Conservancy policies, structures and systems to support the success of the role and engagement processes

Please see attached draft job profile for a full list of deliverables.

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.)*

Hiring a new staff resource to support the Conservancy team with engaging Indigenous Governing Bodies comes with very little, if any, risk to the organisation. Identified risks with hiring a new 0.5 FTE would be those typically associated with the hiring of any position, such as the inability to find or retain suitable candidates. The risk of not supporting this new position is greater than the risks of supporting it, as described in the Issue/Opportunity section of this report.

It may prove to be more challenging to recruit a qualified candidate to a part-time position.

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: Hire a Permanent 0.5 FTE (Recommended)

Benefits: For the Conservancy staff and Board, Director of Trust Area Services, Senior Indigenous Relations Advisor and ITC staff - as stated above in projected results/deliverables section.
Risks: As stated above in risk assessment section. It may be more difficult to recruit a qualified candidate to a part-time position and the Manager will have one more staff position to supervise without the benefit of full-time productivity from the position.
Financial implications: $55,668 additional staff salaries/benefits ongoing
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision

Option 2: Hire a temporary (auxiliary) 0.5 FTE

Benefits: As above with less ability to sustain improvements, relationships and workloads for more than the 8 months of the 2026/27 fiscal year.
Risks: Hiring a new staff resource to support the Conservancy comes with very little, if any, risk to the organisation. Identified risks with hiring an auxiliary 0.5 FTE would be those typically 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 temporary, part-time position and the Manager would have one more staff position to supervise without the benefit of a permanent, full-time productivity from the position.
Additional risk of losing or delaying relationship connections and engagement processes with Indigenous Governing Bodies initiated by auxiliary position and a delay in cooperative co-development of the Five-year Plan with Indigenous Governing Bodies.
Financial implications: $59**,** 918 additional staff salaries/benefits from April 2026 - March 31, 2027
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and supervision for auxiliary term.

Option 3: Hire a permanent 1.0 FTE

Benefits: As above with increased impact, ability for the new hire to develop lasting relations with the staff/elected officials/hereditary leaders of Indigenous Governing Bodies, more ability to plan for the longer-term, and higher likelihood of attracting qualified applicants. In addition, provide time for the Senior Indigenous Relations Advisor to work on currently assigned work of strategy/action plan development/implementation for Islands Trust Council, training of staff and trustees, orientation of new staff, negotiation of protocol agreements, answering questions from trustees and staff, review of correspondence and planning and attending engagement meetings on behalf of local trust committees and Trust Council.
Risks: Hiring a new staff resource to support the Conservancy team comes with very little, if any, risk to the organisation. Identified risks with hiring a new 1.0 FTE would be those typically associated with the hiring of any position, such as the inability to find or retain suitable candidates.
Financial implications: $110,135 additional annual staff salaries/benefits
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision.

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. Risk of the effort to build relationships, initiating engagement and agreement processes with a contractor/non-Islands Trust employee that will not be able to sustain those new relationships.
Financial implications: $65,000 - $125,000 (.05 FTE). Contractor hourly rates are significantly higher than staff hourly rates.
Resource requirements: Conservancy Manager time to run procurement processes, identify and engage with suitable contractors, manage the projects, ensure effective collaboration and knowledge transfer, manage associated financial approvals.

Option 5: Status Quo - No new staff resources

Benefits: No increase in costs

Risks:

1. Conservancy staff will not be properly supported to undertake engagement with First Nations on the Five-year Plan and many of the regular duties of the Islands Trust Conservancy.
2. The Conservancy will continue to have insufficient capacity to meaningfully engage in a manner that reflects the spirit of the UN Declaration on the Rights of Indigenous People.
3. The Conservancy will continue to experience a lack of capacity or expertise to develop a Reconciliation Action Plan, and will continue to struggle to meaningfully involve Indigenous Governing Bodies in land securement, protected area management planning and operations.
4. The Conservancy Manager will continue to be challenged to initiate engagement, as directed by the Minister, on the development of its Five-year Plan.
5. The Conservancy will not have a dedicated staff person to develop, guide and manage the Conservancy's relationships with Indigenous Governing Bodies and track engagement and relationship-type agreements in the future.
6. The Conservancy will continue to have critical capacity issues and will struggle to develop and sustain positive and meaningful relationships and meet the December 2027 Five-year Plan statutory deadline.
7. The current Senior Indigenous Relations Advisor will continue to be beyond capacity, unable to dedicate sufficient time for the Conservancy's work.
8. There is risk of burnout of the Conservancy Manager, Director of Trust Area Services and the Senior Indigenous Relations Advisor if they continue to try to sustain their workloads and the additional duties of an Indigenous Relations Advisor and engagement lead for the Conservancy.
9. None of these positions can easily absorb additional work associated with the engagement on the Five-Year Plan development and ongoing work.
10. The unavailability of the Director, Manager or Advisor to support Conservancy staff will continue to impact morale and organizational cohesion.
11. We may experience staff burn-out, and encounter temporary leave requests, increasing workload for the Manager, Director and Conservancy staff.

Financial implications: None
Resource requirements: Manager and Director time to support Board, Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Conservancy/Trust Area Services to the resources available.

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.)*

- A thorough and well-conducted hiring process needs to be undertaken to ensure quality staff are secured in the new role
- A thorough orientation for any new hire to properly perform their duties to achieve the greatest benefit to the organisation
- Support from Islands Trust elected officials and management to fund this new key position and dedicate long-term resources to it

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

Option 1: Hire a Permanent 0.5 FTE ITC Indigenous Relations Advisor

An Indigenous Relations Advisor position would fill a critical gap by providing the expertise to develop a Reconciliation Action Plan for the Conservancy, and initiate meaningful engagement with Indigenous Governing Bodies in land securement, protected area management planning and operations as directed by the Minister on the development of its Five-year Plan.

This option addresses critical capacity issues in the long-term for the Islands Trust Conservancy and provides the staffing resources we have been missing in order to properly move forward with engaging with Nations by building relationships, trust and entering into government-to-government agreements.

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.)*

Quantitative Discussion: Ongoing annual cost of $55,668 for salaries and benefits. Savings may be realised by

helping prevent potential future staff leaves and the need for paid leave and paid backfill. Savings may also be realised via reduced staff turnover due to reduced critical capacity issues in the Conservancy, 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. Improvements to the Conservancy's engagement processes and engagement meetings will lead to improved relationships with Indigenous Governing Bodies and improve Conservancy staff morale. Conservancy work will be aligned with the UN Declaration on the Rights of Indigenous Peoples.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. 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 (ie: external competition, government-restricted internal competition, etc.)*

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: *(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 hiring process will be initiated in January 2026, subject to budget approval, with screenings and interviews taking place in March 2026. The anticipated start date for the new hire is in April2026. Comprehensive training for the new staff member will be conducted over a period of 2-3 months, ensuring they are fully equipped to fulfil their role.

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.)*

Pre-hiring activities**:**

- Conservancy Manager: 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 Panelists (Conservancy Manager, Director of Trust Area Services+ one other): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panelist.

Post-hiring activities:

- Conservancy Manager: 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: *(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*?)

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.

ATTACHMENTS:

1. ITC Indigenous Relations Advisor Job Profile – Draft
2. Organizational Chart – Position Classification

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

Prepared by (name, title)/date: Wendy Tyrrell, Conservancy Manager, September 25, 2025 (updated Oct 15, 2025)

Reviewed by (name, title)/date: Clare Frater, Director, Trust Area Services, September 25, 2025 (updated Oct 15, 2025)

JOB PROFILE
Current Position #

TITLE:	**INDIGENOUS RELATIONS ADVISOR**	**CLASSIFICATION:**	24??
MINISTRY:	ISLANDS TRUST, MINISTRY OF MUNICIPAL AFFAIRS	**WORK UNIT:**	ISLANDS TRUST CONSERVANCY
SUPERVISOR TITLE:	MANAGER, ISLANDS TRUST CONSERVANCY	**SUPERVISOR POSITION #:**	036526

PROGRAM
Located in Coast Salish territory, the Islands Trust is a special purpose government responsible for protecting the unique amenities and environment of more than 450 islands and surrounding waters in the southern Strait of Georgia and Howe Sound. Created by the Province via the *Islands Trust Act,* Islands Trust plans and regulates local land use, coordinates with other level of government and Indigenous Governing Bodies on key issues impacting the area, and protects land through the Islands Trust Conservancy.

The Islands Trust Conservancy, created under the *Islands Trust Act*, provides land conservation and land management services to further the mandate of the Islands Trust. The Islands Trust Conservancy Board can accept land, conservation covenants, and other financial contributions from individuals, corporate donors, and government and is responsible for the management and disposition of the lands and funds it holds.

JOB OVERVIEW
The Indigenous Relations Advisor fosters organizational excellence in intergovernmental relationships among Islands Trust Conservancy and Indigenous Governing Bodies in the Islands Trust Area, as well as regional districts, and provincial and federal agencies. The Indigenous Relations Advisor supports development of resilient relationships and innovative reconciliation and engagement strategies.

KEY ACCOUNTABILITIES

- 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 Islands Trust Conservancy Board and staff.
- Builds and maintains working relationship with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.
- Represents Islands Trust Conservancy priorities and operations, in intergovernmental dialogue with Indigenous Governing Bodies and other governments.
- Communicates Indigenous Governing Bodies' requests and interests to Islands Trust Conservancy Board and Islands Trust staff, and works collaboratively with all parties to respond to requests and address issues raised including, but not limited to, opportunities for engagement, information sharing and cooperation.
- Provides guidance to Islands Trust Conservancy Board and staff on relationship building for the purposes of referrals, negotiations, communications, and collaboration on projects and planning with Indigenous Governing Bodies, Indigenous groups and Indigenous community members.

- Provides information to Islands Trust Conservancy Board and staff on relevant federal and provincial legislation, ministry policies and procedures, recent court decisions, Indigenous rights, and the status of treaty processes
- Collaborates with Islands Trust Conservancy Board and staff in the drafting, editing, and delivery of correspondence with Indigenous Governing Bodies, Indigenous groups and community members.
- Facilitating, supporting, reviewing and tracking the Conservancy's engagement and referral processes and protected area management planning and making recommendations for improvements
- Reviews and make recommendations for improvements to existing Islands Trust Conservancy policies, procedures and guidelines and provides recommendations for the development of new policies.
- Documents and summarizes consultation decisions, monitors results and disseminates information and outcomes to Islands Trust Conservancy staff.
- Ensures engagement communications and processes are recorded in contact databases and information datasets are kept current.
- Coordinates meetings between Indigenous Governing Bodies and Islands Trust Conservancy Board and staff.
- Attends meetings of Islands Trust Conservancy Board to provide advice on matters pertaining to relations and agreements with Indigenous Governing Bodies, Indigenous groups and Indigenous community members.
- Advises Islands Trust Conservancy Board and senior staff on matters pertaining to the creation and amendment of protocol and coordination agreements with Indigenous Governing Bodies and other governments.
- Reviews draft agreements with Indigenous Governing Bodies and other governments.
- Processes and responds to requests for support and advice from Islands Trust Conservancy Board and staff.
- Organizes education and relationship building opportunities for Islands Trust Conservancy Board and staff, with Indigenous Governing Bodies, and/or Indigenous Peoples.
- Prepares, designs and delivers internal training and presentations.
- Exercises a high degree of judgement, tact and diplomacy in dealing with issues that may involve communication of information that could have a significant impact on the image and credibility of Indigenous Governing Bodies, Indigenous groups and Indigenous communities the Islands Trust and the Islands Trust Conservancy, including when responding to enquiries from the media.
- Other duties as requested by the Manager, Islands Trust Conservancy or the Director, Trust Area Services.

SELECTION CRITERIA

Education and Experience Requirements

- A Master's degree in Indigenous studies, Indigenous governance, land use/rural planning, social sciences, public administration, or related field, and 2 years of related experience OR
- A Bachelor's degree in one or more of the above disciplines plus 2 years of related experience OR
- A Diploma and at least 3 years of related experience
- An equivalent combination of experience and continuous learning may be considered.
- Possession and maintenance of a Class 5 Drivers' License.

Preference may be given to candidates with any of the following:

- Demonstrated knowledge of biology, ecology and/or land conservation.
- Experience engaging Indigenous Governing Bodies regarding land use planning and/or natural resource management.

- Demonstrated experience working collaboratively with Indigenous Peoples and Indigenous Governing Bodies in the Salish Sea region.
- Demonstrated senior level leadership experience.
- Demonstrated project management skills, with the ability to manage multiple projects with diverse objectives and deadlines.

PROVISOS

- Some overnight travel is a requirement of this position.
- Criminal Record Check is required.

Knowledge, Skills and Abilities

- Knowledge of social, environmental, political, economic, and land use issues relevant to Indigenous Governing Bodies and Indigenous communities, the Islands Trust Area and its residents.
- Demonstrated knowledge and experience with Indigenous Governing Bodies' interests that intersect with land conservation and land management.
- Demonstrated knowledge of the United Nations Declaration of the Rights of Indigenous Peoples, the *Declaration on the Rights of Indigenous Peoples Act*, the *Indian Act* and the historical and current treaty processes in British Columbia.
- Ability to establish and maintain constructive working relationships with a wide range of Indigenous Governing Bodies, Indigenous organizations and Indigenous community members.
- Exceptional diplomacy, tact, and communication skills.
- Contract management, project management skills, with the ability to manage multiple projects with diverse objectives and deadlines.
- Significant attention to detail, ability to identify emerging issues and prioritize appropriately to meet deliverables, outcomes and deadlines.
- Demonstrated ability to quickly identify and analyse implications for the Islands Trust Conservancy's reputation and operations as the basis for recommending options and responses to senior staff and Islands Trust Conservancy Board.
- Demonstrated ability to use initiative to respond appropriately to unanticipated issues with creative and innovative solutions using strong business and political acumen.
- Ability to work independently under pressure with minimal supervision.
- Demonstrated sensitivity to political issues and impacts.
- Ability to establish and maintain constructive working relationships with a wide range of public officials and managers, and general public.
- Demonstrated oral and written communication skills.

BEHAVIOURAL COMPETENCIES

Problem Solving/Judgement is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Improving Operations is the ability and motivation to apply one's knowledge and past experience for improving upon current modes of operation within the Islands Trust. This behaviour ranges from adapting widely used approaches to developing entirely new value-added solutions.

Teamwork and Co-operation is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

INDIGENOUS COMPETENCIES

Cultural Agility is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's own culture and worldview and the culture of the BC Public Service, and to notice their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.

Strategic Orientation is the ability to link the long-range vision of Indigenous self-determination to daily work, ranging from a simple understanding to a sophisticated awareness of the full impact of thinking and actions. It is the ability to think and operate broadly, with the goal of sustainability, to further the goals of Indigenous peoples in a way that meets the collective public interest. This also means taking responsibility to collaboratively design and implement steps to redress past harms and set frameworks in place to prevent their recurrence.

Change Leadership is championing the achievement of intended, real change that meets the enduring vision of Indigenous self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change from anywhere in the BC Public Service. The change leader learns from other leaders and elders, models the vision, and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business. The change leader routinely energizes the change process and removes barriers to change.

Building a Trust-Based Relationship requires a fundamental understanding that "relationship" is the foundation from which all activities happen, and that building a good relationship takes time and commitment. It is a willingness to build a personal relationship in addition to a professional one, participating in open exchanges of experiences and culture. It requires a genuine, non-controlling approach and relies upon demonstrated integrity and transparency. Building a trust-based relationship requires a high level of consciousness of the experience of Indigenous people with Crown relations. It assumes that strengths abound in Indigenous people, cultures and communities.

Islands Trust Staff Organization Chart

Chief Administrative Officer
Rueben Bronee

- **A/Executive Administrative Assistant** — Corlynn Strachan (TA)
- **Executive Coordinator** — Alexandra Trifonidis

Director, Legislative & Information Services (Corporate Secretary)
David Marlor

- **Legislative Services Clerk** — Robert Barlow
- **Information Technology Manager** — Vacant
  - **Information Systems Specialist** — Joshua Bard
  - **Applications Programmer & Support Analyst** — Daphne Shaed
  - **GIS Coordinator** — Kendra Hopper
  - **GIS Technician** — Aislyn King

Director, Financial & Employee Services (Treasurer)
Julia Mobbs

- **Manager, Finance & Accounting** — Vacant
  - **Finance Officer** — Nancy Roggers
  - **Finance Clerk** — Jill McColl
- **Employee Services Coordinator** — Nicole Miller
  - **Administrative Services Assistant** — Devin Snider

Director, Planning Services
Stefan Cermak

- **Senior Freshwater Specialist** — William Shulba
- **Biologist** — Patricia Woodruff
- **Meeting Administrator** — Lisa Millard
- **Bylaw Compliance & Enforcement Manager** — Warren Dingman
  - **Bylaw Compliance & Enforcement Officer** — Bruno Novais
  - **Bylaw Compliance & Enforcement Officer** — Daniel Schneider
  - **Bylaw Compliance & Enforcement Officer** — David Worthington
  - **Planning Services Admin Assistant** — Rob Kroeker
- **Regional Planning Manager (North)** — Reneé Jamurat
  - **Island Planner** — Sonja Zupanec
  - **Island Planner** — Marlis McCargar
  - **Island Planner** — Stephen Baugh
  - **Planner 2** — Ian Cox
  - **Planner 2** — Margot Thomaidis
  - **Planner 1 (TA)** — Alan Cavin
  - **Legislative Clerk** — Nadine Mourao
  - **Planning Team Assistant** — Vacant
  - **Office Administrative Assistant** — Shalini Nakai
  - **Co-op Student Planner** — Vacant
- **Regional Planning Manager (South)** — Robert Kojima
  - **Island Planner** — Brad Smith
  - **Island Planner** — Kim Stockdill
  - **Island Planner** — Narissa Chadwick
  - **Planner 2** — Bruce Belcher
  - **Legislative Clerk** — Jas Chonk
  - **Planning Team Assistant** — Emily Bryant
- **Regional Planning Manager (Salt Spring)** — Chris Hutton
  - **Island Planner** — Chris Buchan (TA)
  - **Island Planner** — Vacant
  - **Planner 2** — Oluwashogo Garuba
  - **Planner 1** — Milad Panahifar (TA)
  - **Legislative Clerk** — Britt Holowaty
  - **Planning Technician** — Rob Pingle
  - **Planning Team Assistant** — Kalyaan Selvakumar
  - **Office Administrative Assistant** — Bhumika Joshi

Director
Trust Area Services
Clare Frater

- **Senior Policy Advisor** — Jason Youmans
  - **Senior Policy Advisor – (TA)** — Jill Marrack
  - **Senior Indigenous Relations Advisor** — Joe Elliott
  - **Communications Specialist** — Morgana van Niekerk
  - **Program Coordinator** — Chlöe Straw
  - **Grants Manager** — Tara Todesco
- **Islands Trust Conservancy Manager** — Wendy Tyrrell (TA)
  - **Team Lead Protected Area Management** — Jemma Green
    - **Property Management Specialist** — Nuala Murphy
    - **Covenant Management & Outreach Specialist** — Vacant
    - **Species at Risk Program Coordinator** — Erica Wheeler
    - **Co-op Student – Conservation Technician** — Carlie Aston
  - **Ecosystem Protection Specialist** — Kathryn Martell
  - **Communications Specialist** — Vacant
  - **Strategic Fund Development Specialist** — Mike Richards
  - **A/Administrative Assistant** — Jill Allan

Indigenous Relations Advisor

Headquarters

- Victoria
- Salt Spring
- Gabriola

Islands Trust

Last updated: June 2nd, 2025

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)***:**

Islands Trust Conservancy Board

Department: Initiated by
Islands Trust Conservancy

Name of Request:

SAR Coordinator – One Month Extension
$7,179

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

Summary for Business Case Insertion	
Salary + Benefits	$7,179
Travel	
Cell Phone	-
Computer - Laptop	
Computer - Desktop	-
Standard software licenses	-
Training	
Professional Fees	-
Overtime	-
TOTAL COST OF NEW POSITION in 1st year	**$7,179**
Total one-time expenses	**$0**
Total yearly expenses	**$7,179**

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:
One month extension

☒ **Other – please describe:** __ One month extension of existing staff position

Date of Submission to Finance: October 16, 2025

Funding Required for (date range):
April 1, 2026- April 30, 2026

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.*

This request supports Goal 3 of the Islands Trust Conservancy Board's Regional Conservation Plan: *Continue to secure and manage Islands Trust Conservancy lands and conservation covenants to maximize ecological integrity* and Goal 4: *Continue to build internal and shared organizational strength and resilience to ensure long-term nature conservation in the Islands Trust Area*.

The Trust Council 2026-27 Budget Guideline Assessment includes these guidelines:

- That resource requests for new tax-funded personnel 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.

- 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

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.)*

The annual $220,000 Environment and Climate Change Canada (ECCC) Priority Places grant creating and supporting the Species and Risk Program is ending after six years.

Issue
There is a substantial final report due to ECCC that cannot be completed until 2025/26 project reports are complete and submitted, due on March 31st. Without a SAR Coordinator in place, the ITC Fund Development Specialist (part-time) and ITC's Manager would have limited capacity to take on this work for without significant impacts to routine work and prioritizing the Five-Year Plan engagement process.

Opportunity
Retaining the Species at Risk Program Coordinator until the end of April 2026 would allow for the most experienced and efficient person (the SAR Coordinator) to complete the final 2025-26 ECCC Priority Places Annual Report, including supporting documentation and records management associated with the Species at Risk Program and Protected Areas Management Program.

The existing coordinator would also be available to review final SAR-related reports and follow up with contractors and provide feedback on reports. In addition, the SAR Program Coordinator would streamline the process for securing the final ECCC disbursement of grant funds.

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.)*

Final report completed for Environment and Climate Change Canada (ECCC) grant for the Species and Risk Program, resulting in release of final contribution amount of approximately $22,000 and continued positive reputation for Islands Trust Conservancy with the funder. Also, this will support documentation and records management associated with the Species at Risk Program and Protected Areas Management Program.

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 main risk is that the current staff person will not stay on to complete the report. Should this happen, staff will recommend Option 3 below and will work with the Board to manage the impact to existing work programs which would be significant.

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: $7,179 to extend Species at Risk Coordinator for one month to complete Species at Risk grant report (Recommendation)

Benefits: Final report completed for Environment and Climate Change Canada (ECCC) grant for the Species and Risk Program, resulting in release of final contribution amount of approximately $22,000 and continued positive reputation for Islands Trust Conservancy with the funder. Allow for the most experienced staff person (three years) with dedicated time allocated to the final reporting process and wrapping up the SAR Program Priority Places funding stream.

Risks: The main risk is that the current staff person will not stay on to complete the report. Should this happen, staff will recommend Option 3 below -engage independent contractor.

Financial implications: $7,179

Resource requirements: A few hours to produce extension offer letter.

Option 2: No additional resources to complete Species at Risk grant report

Benefits: No budget increase.

Risks: As there is no additional staff capacity to take on this work, this option risks negative impacts on existing work programs and would hamper the ITC Manager's time on the Five-Year Plan project and routine work such as audit preparation, annual report writing, budget request, preparation for the Board's May meeting, planning for the 2027/28 fiscal year, and planned fund development activities.

Financial implications: None.

Resource requirements: The Fund Development Specialist (part-time), Team Lead, and the ITC Manager would work together to produce the report, taking more staff time than the SAR Coordinator would have, at higher salary rates.

Option 3: Engage independent contractor to complete Species at Risk grant report

Benefits: Potential for highly-skilled labour for ad-hoc projects

Risks: Risk that no suitable contractor can be found and contracts executed prior to the grant reporting deadline, risk of incompletion of contracts with contractors. Risk of inefficiency/impracticality as contractor would not have the historical knowledge required to complete the report or access to internal financial systems. Risk of over-extending current staff workloads in order to inform contractor on reporting metrics and outcomes from their programs.

Financial implications: $15,000 - $25,000. Contractor hourly rates are significantly higher than staff hourly rates, and more time would be required than if done by staff.

Resource requirements: Conservancy Manager 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. Protected Areas Management team and Communications Specialist to provide background on SAR-related projects and communications.

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.)*

Incumbent staff person willing to stay in role to complete the final grant report to Environment and Climate Change Canada. If the staff person leaves, the Manager will work with the Board to manage the negative impacts associated with Option 3.

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

Option 1: $7,179 to extend Species at Risk Coordinator for one month to complete Species at Risk grant report (Recommended)

Final report completed for Environment and Climate Change Canada (ECCC) grant for the Species and Risk Program, resulting in release of final contribution amount of approximately $22,000 and continued positive reputation for Islands Trust Conservancy with the funder. Allow for the most experienced staff person (three years) with dedicated time allocated to the final reporting process and wrapping up the SAR Program Priority Places funding stream. Relieves ITC Manager and Fund Development Specialist and other ITC staff of taking this on at a very busy time of the fiscal year.

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.)*

Quantitative Discussion: Temporary cost of $7,179 for salaries and benefits.

Qualitative Discussion: Keeping an experienced and knowledge staff person who has completed the prior two year's ECCC SAR Program Report, to complete this final report to Environment and Climate Change Canada will support Islands Trust Conservancy in producing an accurate, complete grant report on the $220,000 grant for 2025/26. It will also avoid the need for the Islands Trust Conservancy Manager, Team Lead and part-time Fund Development Specialist from being required to take on this full-time work for a month in addition to regular duties or needing to find other staff resources to take on this work.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. 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 (ie: external competition, government-restricted internal competition, etc.)*

Not applicable.

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 Conservancy Manager will make an extension offer to the incumbent staff person via a letter.

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.)*

Pre-hiring activities**:**

- Conservancy Manager: Request extension letter – 10 minutes
- Employee Services Coordinator: Prepare extension letters, and submit information to Public Service Agency. Total time: 1 hour

Post-hiring activities:

- Conservancy Manager: Supervise Species at Risk Coordinator.

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*?)

The Conservancy Manager will advise the Conservancy team of the extension and the plan for completing the grant report. Should the report be finished prior to the one-month extension, the SAR Coordinator auxiliary term will end accordingly.

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

Prepared by (name, title)/date: Wendy Tyrrell, Conservancy Manager, September 28, 2025 (updated Oct 15, 2025)

Reviewed by (name, title)/date: Clare Frater, Director, Trust Area Services, September 28, 2025 (updated Oct 15, 2025)

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)**:***

Legislative and Information Services

Department:

Legislative and Information Services

Name of Request:

GIS Co-op Student (Level 1)

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

$23,070 salaries, benefits expense (16 weeks co-op) plus hardware requirements additional

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**
- **X** **Temporary**

Temp Duration: _**Co-op (4 months)**_____

☐ **Other – please describe:**
_____

Date of Submission to Finance:

August 30, 2025

Funding Required for (date range):

Sixteen-week Co-op work period likely starting in May 2026 (Fiscal Year 2026/27).

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 Executive Committee on October 29, 2025

Operational – to provide support to Information Services in bringing the applications used by staff for managing Trust Council, Islands Trust Conservancy, Council committees and local trust committee meetings to a robust industry standard. Further support in assisting with development of a reconciliation database.

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.)*

The co-op program is an effective way to obtain excellent support from university undergraduate and graduate students in various fields. In this case, the opportunity is to bring in a GIS technician for four months on the co-op program, to assist with managing our day-to-day mapping requests, data updates, managing our online mapping data and applications, and field collection as well as special GIS projects. This will benefit the GIS/IS team in helping share the load of work, shortening turn-around times for staff and public requests and give the experienced GIS team more time for streamlining and documentation. Additionally, co-op students bring fresh and up to date industry knowledge to the table, and can assist with new tools and applications.

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.*)

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 improve the mapping analysis, mapping products and applications that staff use daily.

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.)*

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.

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: Co-op
As described above. A four-month temporary position that works with and supports university co-op programs. A benefit is we get fresh thinking and skills and ideas injected into the organisation, exposes the organisation to the students, and have the benefit of the work done by that person during their work term with us.

Option 2: Temporary position
A temporary position would be recruited as a normal permanent position, at an appropriate job classification. It has similar benefits to the co-op; however, as it is not in the co-op program, we are likely not to get the same interest. The short-term duration would also be a negative factor in this competitive market. Cost would likely be higher depending on the classification of the position.

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.)*

- Funding in place
- Successful recruitment with the appropriate educational institutions

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

Option 1: GIS Co-op student for summer 2026

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.)*

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.

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.)*

As per Public Service Agency hiring 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?)*

Staff would undertake a recruitment process for a co-op to being soon after April 1, 2026 for a four-month period.

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.)*

- 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
- Director, Legislative and Information Services – Estimated 2-5 hours for set-up and meetings

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*?)

- Discussion with GIS / Information Technology staff on integrating the co-op
- Discussion with department Directors on appropriate priorities for the co-op student.

Requested by Legislative and Information Services

Prepared by Kendra Hopper, GIS Coordinator, August 26, 2025

Reviewed by Director, Legislative and Information Services

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)**:***

Planning Services

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):*

$26,697 (16 weeks salary and benefits)

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**
- **X** **Temporary**

Temp Duration: _**Co-op (4 months)**_____

☐ **Other – please describe:**
_____

Date of Submission to Finance:

October 17, 2025

Funding Required for (date range):

Sixteen-week Co-op work period likely starting in May 2026 (Fiscal Year 2026/27).

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 Executive Committee on October 29, 2025

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 Northern Office and was instrumental in assisting with major projects as well as providing an assessment of the organizations First Nation Referral process.

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 Senior Policy Advisor Jason Youmans who now leads the Policy Statement amendment project – arguably 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.

RISK ASSESSMENT:

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.

ALTERNATIVES CONSIDERED:

Option 1: Co-op
As described above. A four-month temporary position that works with and supports university co-op programs. A benefit is we get fresh thinking and skills and ideas injected into the organisation, exposes the organisation to the students, and have the benefit of the work done by that person during their work term with us.

Option 2: Temporary position
A temporary position would be recruited as a normal permanent position, at an appropriate job classification. It has similar benefits to the co-op; however, as it is not in the co-op program, we are likely not to get the same interest. The short-term duration would also be a negative factor in this competitive market. Cost would likely be higher depending on the classification of the position.

CRITICAL SUCCESS FACTORS:

- Funding in place
- Successful recruitment with the appropriate educational institutions

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

Option 1: Planning Services Co-op student for summer 2026

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.)*

Our experience with co-op program is that 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.

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.)*

As per Public Service Agency hiring 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?)*

Staff would notify universities in January 2026 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: (*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.)*

- 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: (*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*?)

- Discussion with Planning Services staff on integrating the co-op
- Discussion with department Directors on appropriate priorities for the co-op student.

Requested by Planning Services
Prepared by Stefan Cermak, Director Planning Services

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	**March 11, 2026**
From:	**Islands Trust Conservancy Board**	**Date Prepared:**	**February 13, 2026**

SUBJECT: **Islands Trust Conservancy Board proposed 2026/27 budget (revised)**

PURPOSE: To communicate to Trust Council the response from the Islands Trust Conservancy Board regarding the January 21, 2026 resolution to the Conservancy Board to reconsider a reduction of its 2026-27 budget request.

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 Program operations.

See Attachment 1 for the Board's revised budget request for its January 30, 2026 meeting. Items of note and explanation of changes:

- **Professional services:** In FY2026 ITC had an approved budget for professional services of $19,000. The Board reduced it for the draft 2026-27 budget to $10,000 and subsequently reduced it in January to $7,000. The impact is the $3000 reduction of this budget line limits the opportunity for staff to contract out for services outside our expertise. The remaining budget will go towards a bookkeeper for ITC.
- **Board meeting expenses** (for in-person meetings): Typically, ITC Board has three in-person meetings per year, the Board's original budget submission reduced this to two, given the election year costs, and in January 2026 the Board reduced it to one meeting which brings down the requested budget by $2,200. The impact is that the ITC/EC meeting in July 2027 will be not be in person, and therefore removes the benefits that occur when meeting in-person.
- **Protected Area Management operations:** Reflects new program delivery model as a cost savings measure. The new model includes contract delivery of a significant percent of protected area monitoring which reduces travel costs and will support Protected Area Management staff with work on active management priorities, addressing violations, and improving management planning and outreach objectives. The budget assumes species at

risk surveying and monitoring will be limited and that the Species at Risk Coordinator and Conservation Technician (co-op) positions will not be filled in 2026/27.

    - In January 2026, staff secured a grant from Tree Canada for $26,000, in partnership with the Coastal Douglas-fir Conservation Partnership and the British Columbia Conservation Foundation, to be allocated to species at risk activities in fiscal year 2026-27. $9,500 of the grant are allocated to previously planned activities, resulting in $9,500 less needed in funds from taxation, while $16,500 is for new activities resulting a proposed budget increase in this budget line from $150,000 to $166,500.

- **Protected Area Management planning:** Reflects additional costs for conducting archeological assessments, engagement with First Nations about all new properties acquired, and costs associated with developing new, and updating existing, management plans.

- **Travel**: Reduced due to new program delivery model for protected area management operations

- **Five-year Plan development**: Includes $100,000 in capacity funding for First Nations, and $10,000 for costs associated with engagement such as site rentals, food, accommodations, travel, and honoraria.

- **Land securement:** Reflects anticipated costs for the initiation, progression, and/or completion of three to five new land securement projects in 2026/27.

- **Two Staffing requests:**
    - New staff position: Permanent ITC Indigenous Relations Advisor (0.5)
    - Extension of temporary position: one-month extension for current Species at Risk Coordinator to complete Environment and Climate Change Canada Priority Places Final Report, due at the end of April 2026.

- **One Project:** Protected Area Data Management Software (GIS) Project

- **Reduced external funding:** No contribution agreement with Environment and Climate Change Canada in 2026/27 ($220,000 in 2025/26)

Attachments:

- Attachment 1: 2026-27 Revised Proposed ITC Budget

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

Prepared By: Wendy Tyrrell, Manager, Islands Trust Conservancy

Reviewed By/Date: Clare Frater, Director, Trust Area Services / February 13, 2026

2026-27 ITC Proposed Budget - REVISED JAN 30, 2026

Description		2025/26				2026/27					Budget to budget change	
		Islands Trust contribution: Taxes	Grant Contribution: FN Engagement	Grant Contribution: SAR	Total Approved Budget	Islands Trust contribution: Taxes	Property Management Fund	Tree Canada Grant	Total Draft Budget	Business case?	*$ Change*	*% Change*
	Salaries and Benefits *	799,771		102,418	**902,189**	840,670			**840,670**		*(61,519)*	*-6.8%*
NEW	Salaries and Benefits - Indigenous Relations Advisor (part-time) and SAR Coordinator (1 month)				***0***	63,895			**63,895**	Yes * 2	*63,895*	*100.0%*
54500-210	Communications	4,500		5,500	**10,000**	8,000			**8,000**		*(2,000)*	*-20.0%*
56100-210	Professional Services**	6,000		13,000	**19,000**	7,000			**7,000**		*(12,000)*	*-63.2%*
56500-210	Contracted Temporary Staffing	15,000			**15,000**	15,000			**15,000**		-	*0.0%*
61100-210	Board Honoraria	7,000			**7,000**	7,000			**7,000**		-	*0.0%*
61200-210	Board Meeting Expense	2,850			**2,850**	2,300			**2,300**		*(550)*	*-19.3%*
61210-210	Board Training and Conferences	500			**500**	1,500			**1,500**		*1,000*	*200.0%*
NEW	Protected Areas Management Operations***	56,918		76,582	**133,500**	119,152	21,348	26,000	**166,500**		*33,000*	*24.7%*
NEW	Protected Areas Management Planning***	35,000			**35,000**	54,000			**54,000**	Yes	*19,000*	*54.3%*
NEW	Conservation Planning***	4,000			**4,000**	4,000			**4,000**		-	*0.0%*
NEW	Land Securement***	11,000		12,000	**23,000**	34,000			**34,000**	Yes	*11,000*	*47.8%*
61600-210	Ecosystem Mapping	5,200		4,000	**9,200**	5,000			**5,000**		*(4,200)*	*-45.7%*
63000-210	Legal	30,000			**30,000**	20,000			**20,000**		*(10,000)*	*-33.3%*
67500-210	Memberships	1,800			**1,800**	1,800			**1,800**		-	*0.0%*
74900-210	Safety****	3,300			**3,300**	3,300			**3,300**		-	*0.0%*
79500-210	Subscriptions	400			**400**	550			**550**		*150*	*37.5%*
80300-210	Mobile Devices	356			**356**	356			**356**		-	*0.0%*
81300-210	Training and Conferences	6,400			**6,400**	6,600			**6,600**		*200*	*3.1%*
81305-210	Travel for Training	4,500			**4,500**	5,000			**5,000**		*500*	*11.1%*
82300-210	Travel	19,500		6,500	**26,000**	15,000			**15,000**		*(11,000)*	*-42.3%*
73001-210-8062	First Nations Plan Engagement	10,000	10,000		**20,000**	110,000			**110,000**	Yes	*90,000*	*450.0%*
NEW	Protected Areas Data Management Software	0			0	30,000			**30,000**	Yes	*30,000*	*100.0%*
	TOTAL Direct ITC Costs	**1,023,995**	**10,000**	**220,000**	**1,253,995**	**1,354,123**	**21,348**	**26,000**	**1,401,471**		***(147,476)***	*11.8%*
	Admin Allocation - 14% (2025/26) estimated 15% (2026/27)	417,669		-		TBA			TBA			
	TOTAL	**1,441,664**	**10,000**	**220,000**	**1,671,664**	**TBA**			**TBA**			

* Assumes 3% salary increase. Excludes costs for preivously grant-funded positions - Species at Risk Coordinator and Conservation Tech (Co-op)

** Professional Services includes $4,000 for bookkeeper and consultant services for property management and FN knowledgeholder(s)

*** The 2025/26 property management and land securement/conservation planning budget lines have been broken out with allocated amounts provided as estimates for comparison

**** Safety budget supports monthly fee for BIVY Emergency Safety Devices used by field staff.

NOTE: Budget amounts listed for prior year is as per the approved budget.

New Requests

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	October 22, 2025
From:	**Executive Committee**	**Date Prepared:**	October 16, 2025
SUBJECT:	**Executive Committee 2026/27 Budget Submission**		

PURPOSE:

To provide background to Financial Planning Committee on the 2026/27 budget requests from Executive Committee

BACKGROUND:

At its September 2025 and October 2025 meetings, the Executive Committee considered its budget needs for the 2026/27 fiscal year and has requested the following:

EC-2025-118
that Executive Committee forward its 2026/27 budget requests to Financial Planning Committee for inclusion in the draft 2026/27 budget:
1. $135,000 for Trust Council Meetings
2. $20,000 for Trust Council Training and Conferences
3. $6,000 for Trust Council Travel for Training
4. $1,000 for Trust Council Chair Travel
5. $6,500 for Executive Committee Meeting Expense
6. [$31,000] for Executive Committee on local trust committee costs
7. $1,500 for Executive Committee Training and Conferences
8. $1,000 for Executive Committee Travel for Training
9. $15,000 for UBCM/AVICC Conventions
10. $6,000 for History and Heritage Conservation Grants in Aid
11. $15,000 for Planning Application Sponsorship
12. $1,000 for NAPTEP Application Sponsorship
13. $47,600 for Public Communications
14. $50,000 for Reconciliation Action Plan Implementation
15. [$37,000] Policy Statement Amendment Project

Amounts above in [parenthesis] amended from original resolution based on subsequent EC resolutions.

EC-2025-127
that Executive Committee amend its 2026/27 budget request for Executive Committee on local trust committee costs to $31,000.

EC-2025-128

that Executive Committee forward the following 2026/27 budget request for $125,950 for an auxiliary (temporary) Senior Policy Advisor staff position in Trust Area Services to Financial Planning Committee for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025.

EC-2025-129
that Executive Committee forward the following 2026/27 budget request for $37,000 for the Policy Statement Amendment Project to Financial Planning Committee for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025.

EC-2025-130
that Executive Committee forward the following 2026/27 budget request of $122,270 for a permanent Biologist within Planning Services, as amended, to Financial Planning Committee for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025.

Support for EC's budget requests are as follows:

OPERATING BUDGETS			
Funding request	**Approved 2025/26 Budget**	**Proposed 2026/27 Budget**	**Notes**
1. Trust Council Meetings	$135,000	$135,000	Assumes four in-person Trust Council meetings, two in the gulf islands and two on Vancouver Island, adjusted for inflation to account for the rising costs of hosting Trust Council meetings and one electronic. In election years there are typically five Trust Council meetings to account for trustee onboarding. Therefore, to work within the proposed budget amount it is assumed either the June or September 2026 meeting would be held virtually. If all five meetings are to be held in-person, this amount should be increased by at least $30,000. Prior year actual spending: FY2024: $ 127,245 FY2025: $ 127,906
2. Trust Council Training and Conferences	$19,000 (included amounts related to responsible conduct training paid for by grant)	$20,000 *see related business case for TC Onboard Training	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 2026/27 budget contemplates potential investment in training for newly elected trustees, such as committee chair and conduct training. It also includes allowance for potential

			trustee attendance at the 2026 Local Government Leadership Academy. Prior year actual spending: FY2024: $10,757 FY2025: $ 569
3. Trust Council Travel for Training	$4,000	$6,000 *see related business case for TC Onboard Training	This program is guided by Trust Council Policy 7.2.3 Trustee Travel. The proposed 2026/27 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
4. Trust Council Chair Travel **new budget line for 2026/27*	N/A	$1,000 *see related justification form	The current Chair requested addition of a new budget line specifically 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	$6,200	$6,500	Assumes 4 in-person meetings. It is recommended that priority be given to an in-person meeting in early 2026 between EC and Bowen Island Municipality Council. Based on recent in-person meetings costs plus 2% increase to account for inflation. Prior year actual spending: FY2024: $4,096 FY2025: $7,300
6. EC on LTC (Travel Cost for LTC Chairs to attend in person meetings)	$30,600	$31,000	Draft 2026/27 budget is estimated based on current year (2025/26) amounts incurred in the first quarter, which is the best representation of current activity and cost levels associated with LTC Chair travel to LTC meetings. For fiscal year 2026/27, we will likely see a change in EC composition post-election, which may impact costs. Prior year actual spending: FY2024: $ 25,965 FY2025: $ 27,334

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 2026/27 budget is reduced from previous years as a dedicated budget line for AVICC/UBCM Conventions has been created and as such amounts for these activities are reflected in the new line. Prior year actual spending: FY2024: $ 8,404 (includes AVICC/UBCM) FY2025: $ 5,681 (includes AVICC/UBCM)
8. Executive Committee Travel for Training	$1,000	$1,000	Reduced to reflect AVICC/UBCM in dedicated line (see below). Prior year actual spending: FY2024: $ 9,776 (includes AVICC/UBCM) FY2025: $ 11,398 (includes AVICC/UBCM)
9. UBCM/AVICC Conventions	$10,600	$29,200 *see related justification form	Attendance at UBCM and AVICC is guided by Trust Council Policy 6.12.2 UBCM/AVICC Membership and Resolutions FY2026 budget was based on known convention locations and assumed the following: two EC members attending, early bird registration rates, no extras such as banquet dinners or luncheons, no Islands Trust-sponsored breakfast at UBCM. The proposed amount for FY2027 is based on known locations and assumes attendance by all four EC members and two staff. It does not include funding for an Islands Trust-sponsored breakfast at UBCM.
TRUST COUNCIL PROGRAMS			
Potential funding request	**Approved 2025/26 Budget**	**Proposed 2026/27 Budget**	**Notes**
10. History and Heritage Conservation Grants-in-Aid	$6,000	$6,000	This program is guided by Trust Council Policy 2.1.14 (History And Heritage Conservation Grants-In-Aid) This program was not funded in FY2024 and FY2025 as such no spending on these prior years.

11. Planning Application Sponsorship	$15,000	$15,000	Sponsorship of Land Use applications is guided by Trust Council Policy 4.1.13 (Guidelines for Executive Committee Sponsored or Local Trust Committee Initiated Development Applications 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
12. NAPTEP Application Sponsorship	$1,000	$1,000	In 2022 Trust Council approved Policy 2.1.16 Guidelines For Executive Committee Sponsored Or Islands Trust Conservancy Initiated NAPTEP Applications regarding sponsorship of NAPTEP applications. This budget supports implementation of that policy. Prior year actual spending: FY2024: $275 FY2025: $450
13. IT Public Communications	$45,000	$47,600 *see related justification form	This budget request supports implementation of the Islands Trust Communications Strategy, approved by Executive Committee in February 2024. In addition to supporting routine corporate communication functions (graphic design, signage, publication re-printing etc.) this budget request supports: • $3,000 - Trust Area-wide promotion of budget engagement • $4,300 - Annual report design, printing and mailing • $13,000 for graphic design support in producing communication materials • $10,000 - contractor support for work towards developing a public engagement strategy and supporting framework. Including templates • $5,000- continued website improvements • $6,000 for the Living in the Trust Area printing and mailing to new home purchasers

			The budget requests also includes $4,000 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
TRUST COUNCIL PROJECTS			
Potential funding request	**Approved 2025/26 Budget**	**Proposed 2026/27 Budget**	**Notes**
14. Reconciliation Action Plan Implementation	$50,000	$50,000	A new Reconciliation Action Plan is still in development. The proposed fiscal 2026/27 budget is based on a preliminary assessment of funds to support contract advisors; legal review of agreements and signing ceremony costs; trustee and staff travel, food, legal costs, venues and speaker honoraria/contract trainers for the Reconciliation Learning Group; and costs associated with working groups initiated under protocol agreements. The proposed budget is subject to finalization of the action plan and approval by Trust Council. Any substantive new direction or priorities set by Trust Council regarding reconciliation will require reconsideration of this amount before final budget approval. Prior year actual spending: FY2023: $ 7,219 FY2024: $17,925 FY2025: $20,758
15. Policy Statement Amendment Project	$53,500	$37,000 *see related business case	Business case will be provided at Executive Committee's October 1 meeting. Prior year actual spending: FY2022: $129,819 FY2023: $ 67,430 FY2024: $12,213 FY2025: $ 33,350

PERSONNEL REQUESTS

Potential funding request	Approved 2025/26 Budget	Proposed 2026/27 Budget	Notes
1. Auxiliary (temporary) Senior Policy Advisor, Trust Area Services	$128,048	$125,950 *see related business case	See business case for rationale.
2. Permanent Biologist within Planning Services	$134,390 (grant funded)	$122,270 *see related business case	See business case for rationale.

ATTACHMENT(S): None

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

Prepared By: **Executive Administrative Assistant**

Reviewed By/Date: Director, Financial and Employee Services/October 17, 2025

Trust Council
Operating Budget Increase Justification Form

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

Business Cases:
- New personnel requests
- Project funding requests
- New program funding requests

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1. Department Information

Department Name: Trust Council (Chair Travel)
Current Fiscal Year Budget: $0 – New budget item
Requested Budget for Next Fiscal Year: $1,000
Dollar Increase Requested: $1,000
Percentage Increase Requested: New budget item

2. Executive Summary

At the request of the current Chair, Executive Committee is requesting the creation of a new budget line specifically to fund travel by the Chair of Trust Council. As a new budget item, staff recommended a modest $1,000 amount.

3. Historical Context

Description	FY23 actuals*	FY24 actuals	FY25 actuals	FY26 Approved Budget	**FY27 Draft Budget**	*$ Increase over Prior year*	*% Increase over Prior Year*
Travel – Trust Council (Chair)	-	-	-	-	**$1,000**	*$1,000*	*100%*

(denotes election year)*

Travel for the Chair to attend Trust Council and Executive Committee meetings is covered under the budget lines for Trust Council Meeting expenses and Executive Committee meeting expenses respectively. In addition, there is a separate budget for Executive Committee member travel to fulfil their roles as local trust committee chairs ($31,000 requested for fiscal 2026/27).

4. Justification for Increases

Currently there is no dedicated travel budget for the Chair to travel unrelated to their role representing any of these governing bodies. The current Chair has therefore suggested it would be appropriate to have a small

travel budget for the Chair to, for example, attend the Victoria office to meet with the CAO and staff on matters related to their responsibilities as Chair. This may be particularly valuable for a new Chair post-election.

6. Alignment with Strategic Goals

N/A.

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7. Efficiency & Cost Control Measures

The proposed $1,000 budget is modest and would be closely monitored by the CAO to ensure all funded travel is appropriate and relevant to Islands Trust business in alignment with Trust Council Policy 7.2.3 Trustee Travel.

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8. Supporting Documents (Optional)

N/A

Prepared by: Rueben Bronee, CAO, October 15, 2025

Executive Committee
Operating Budget Increase Justification Form

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

Business Cases:
- New personnel requests
- Project funding requests
- New program funding requests

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1. Department Information

Department Name: Executive Committee (Operating Budget Lines)
Current Fiscal Year Budget: $19,300
Requested Budget for Next Fiscal Year: $24,000
Dollar Increase Requested: $4,700
Percentage Increase Requested: 24.4%

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 2026/27 is due solely to a modest increase in the budget for in-person Executive Committee meetings and a 42% increase in the budget for Executive Committee member attendance at the Association of Vancouver Island and Coastal Communities (AVICC) and the Union of BC Municipalities (UBCM) annual conferences.

3. Historical Context

Description	FY23* ACTUALS	FY24 ACTUALS	FY25 ACTUALS	FY26 APPROVED BUDGET	**FY27 BUDGET REQUEST**	*Increase $ over FY26*	*Increase % over FY26*
Professional Consultant Fees	-	-	1,150	-	**-**	-	*0%*
Meeting Expense	7,213	4,096	7,300	6,200	**6,500**	*300*	*5%*
Training & Conferences	6,706	8,404	5,681	1,500	**1,500**	-	*0%*
Travel for Training	6,716	9,776	11,398	1,000	**1,000**	-	*0%*
UBCM/AVICC Convention	-	-	-	10,600	**15,000**	*4,400*	*42%*

(denotes election year)*

The proposed budgets for training and conferences and for related travel remain unchanged from fiscal 2025/26. Note that the higher amounts in previous 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 its own 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 six in-person meetings throughout the year at a cost of approximately $930 per meeting.

Meeting expenses can fluctuate depending on the composition of Executive Committee. If all or most members are able to travel to and from Victoria for in-person meetings without requiring overnight accommodation, it reduces costs. Similarly, to help manage within its budget this year, only two members of Executive Committee attended the Bowen Island meeting in-person.

4. Justification for Increases

The proposed $300 increase in the meeting expenses budget is based on recent meeting costs and 2% to accommodate inflation. This includes the potential for one additional in-person meeting for preparation for the orientation of an incoming Council post-election. Because in-person meetings are not mandatory, Executive Committee has the flexibility to manage within the available budget by, if needed, making some in-person meetings virtual and/or reducing the number of attendees for the annual Bowen Island meeting.

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.”

The proposed $4,400 increase for UBCM/AVICC attendance is primarily driven by the UBCM convention being in Vancouver in 2026, which typically incurs higher costs for travel and accommodation. The AVICC conference will be in Victoria for 2026. Preliminary estimates concluded that for all four members of Executive Committee and two staff to attend both 2026 conferences would cost up to $29,200. As a result, Executive Committee reduced the requested budget to $15,000. This will allow all four members and two staff would attend AVICC ($8,000) and the Chair and one staff member would attend UBCM ($7,000).

6. 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.

7. Efficiency & Cost Control Measures

As noted above, Executive Committee reduced the potential budget request for UBCM and AVICC attendance by opting to send only the Chair and one support staff to UBCM. Where possible, additional savings will be sought by seeking the affordable travel and accommodation options for both events. AVICC being in Victoria in 2026 also means supporting staff will incur no travel costs.

The meeting expenses increase is modest, despite the potential for an additional meeting following the 2026 election. Executive Committee will reduce the number of in-person meetings and/or in-person attendance at the Bowen Island meeting as needed to keep expenses within budget.

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8. Supporting Documents (Optional)

N/A

Prepared by: Rueben Bronee, CAO, October 15, 2025

Trust Area Services Operating Budget Increase Justification Form

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: $63,800
Requested Budget for Next Fiscal Year: $67,150
Dollar Increase Requested: $3,350
Percentage Increase Requested: 5.25%

2. Executive Summary

The Trust Area Services department is seeking a $2,600 increase to support routine corporate communication functions (graphic design, signage, publication re-printing, etc.). These changes include:

- $3,000 - Trust Area-wide promotion of budget engagement
- $4,300 - Annual report design, printing and mailing
- $13,000 for graphic design support in producing communication materials
- $10,000 - contractor support for work towards developing an organizational public engagement strategy and toolkit with checklists and templates to ensure the application of guiding principles, a consistent engagement planning process, and metrics for engagement evaluation
- $5,000- continued website improvements
- $6,000 for the Living in the Trust Area printing and mailing to new home purchasers

The communications budget requests also include $4,000 as contingency communication funds available to be responsive to emerging issues.

There is also an addition of $750 for purchase of branded clothing for eligible staff and trustees per Trust Council's Communication Policy which will be reported in its own budget line in 2026/27.

No other operating budgets have been increased in Trust Area Services, as depicted in section 2 of this form.

2. Historical Context

Account	Location	Description	FY23* ACTUALS	FY24 ACTUALS	FY25 ACTUALS	FY26 APPROVED BUDGET	FY27 BUDGET REQUEST	*Increase $ over FY26*	*Increase % over FY26*
54500-150	150	**Communications**	29,931	50,852	19,043	45,000	47,600	*2,600*	*6%*
56500-150	150	**Contracted Temporary Staffing**	-	-	10,925	-	-	-	*0%*
63000-150	150	**Legal "General"**	-	-	10,820	4,000	4,000	-	*0%*
67000-150	150	**Meeting Expense**	158	-	-	-	-	-	*0%*
67500-150	150	**Memberships**	445	416	267	800	800	-	*0%*
79500-150	150	**Subscriptions**	949	1,178	1,143	2,000	2,000	-	*0%*
81300-150	150	**Training & Conferences**	1,204	4,054	3,005	5,000	5,000	-	*0%*
81305-150	150	**Travel for Training**	-	1,232	907	2,000	2,000	-	*0%*
82300-150	150	**Travel**	1,066	2,147	969	5,000	5,000	-	*0%*
			33,753	59,879	47,079	63,800	66,400	2,600	

There is no historical spending for branded clothing as it is a new program, approved by Trust Council in September 2025.

4. Justification for Increases

The increase is driven primarily by increase to the communications budget:

- the desire to include $4,000 in contingency communication funds available to be responsive to emerging issues,
- a proposed $900 increase to the annual report graphic design/printing costs ($3,400 to $4,300),
- a $1,000 increase to website improvements budget ($4,000 to $5,000),
- a $10,000 planned contract to support work towards an organizational engagement strategy and toolkit, and
- general increases for inflation.

It is also driven by a new budget of $750 for branded clothing to support a new program.

These increases are offset somewhat by:

- reductions to budgets for the Living in the Trust Area mailing program ($7,500 to $6,000),
- elimination of a budget for advertising the option to subscribe to notification e-mails ($1,000 to $0),
- reduction in budget for contractor support for graphic design and general support, and
- reduction in budget for other miscellaneous communication activities.

5. Alignment with Strategic Goals

The communications and branded clothing budget supports implementation of the Islands Trust Communications Strategy, approved by Executive Committee in February 2024.

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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.

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7. Supporting Documents (Optional)

None.

Financial & Employee Services
Operating Budget Increase Justification Form

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

Business Cases:
- New personnel requests
- Project funding requests
- New program requests

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1. Department Information

Department Name: Financial and Employee Services (FES)
Current Fiscal Year Budget: $ 104,285
Requested Budget for Next Fiscal Year: $ 125,010
Dollar Increase Requested: $ 20,725
Percentage Increase Requested: 20%

2. Executive Summary

The requested increase supports the following:
a) A 2-3% inflationary increase for non-discretionary operating costs ($770 of total increase)
b) Budget enhancements that support delivery of legislated obligations ($11,600)
c) Budget increases to enhance organizational effectiveness in select areas ($11,030 of total increase)
d) New budgets for new required activities ($750 of total increase)

3. Historical Context

Three years of historical spending, plus the FY2026 approved budget for the relevant budget areas are as follows:

DESCRIPTION	FY23* ACTUALS	FY24 ACTUALS	FY25 ACTUALS	FY26 APPROVED BUDGET	**FY27 BUDGET REQUEST**	*Increase $ over FY26*	*Increase % over FY26*
Bank Charges & Interest	2,376	5,078	4,278	3,600	**3,700**	*100*	*3%*
Moneris Fees	-	264	3,611	6,000	**6,100**	*100*	*2%*
Memberships	1,900	2,065	2,282	3,880	**4,000**	*120*	*3%*
Payroll Processing	-	20,864	21,552	22,200	**22,600**	*400*	*2%*
Safety	95	1,621	2,556	2,050	**2,100**	*50*	*2%*
Audit	20,660	29,173	29,215	26,900	**29,800**	*2,900*	*11%*
Professional Consultant Fees	-	-	8,500	-	**8,700**	*8,700*	*100%*
Training "Organization Wide"	3,006	3,130	2,419	2,500	-	*(2,500)*	*-100%*
Staff Meetings & Recognition	10,305	9,413	17,520	9,640	**16,700**	*7,060*	*73%*
Training & Conferences	675	1,811	1,480	2,725	**2,500**	*(225)*	*-8%*
Travel for Training	-	-	1,288	2,200	**1,500**	*(700)*	*-32%*
Travel	1,371	446	486	1,060	**1,060**	-	*0%*
Carbon Offset Purchases	-	-	-	-	**750**	*750*	*100%*
Recruitment & Labour Relations	16,820	22,059	25,004	21,530	**25,500**	*3,970*	*18%*
TOTAL	57,208	95,924	120,192	104,285	**125,010**	*20,725*	*20%*

** denotes election year.*

4. Justification for Increases

a) A 2-3% inflationary increase for non-discretionary operating costs ($770 of total increase) on the following budget lines has been requested:
- Bank charges and interest
- Moneris fees (credit card processing costs for application fees received)
- FES staff membership costs
- Payroll Processing
- Safety

b) Budget enhancements that support delivery of legislated obligations are as follows ($11,600 of total increase):

- Audit fees for Islands Trust and the Islands Trust Conservancy ($2,900 increase)
  Audit fees have steadily increased in recent years, driven in part by the introduction of new "technology fees" added to the standard audit charges beginning in FY2024. Fees also tend to rise in years when new accounting standards are implemented, reflecting the additional work required for auditors to assess the organization's adoption and compliance with those standards.

  Two new accounting standards will take effect in FY2027, and the audit fees budget has been adjusted accordingly to account for the anticipated increase in audit effort and cost. The budgeted amount is based on FY2025 actual audit fees, with an added inflationary adjustment.

- Professional Consultant fees ($8,700 increase)
  Since FY2025, these costs have been incurred to fund a contractor responsible for preparing the Islands Trust Conservancy (ITC) year-end financial statements. The associated budget has been reallocated from other departmental lines and therefore does not represent a net increase to the overall Islands Trust budget.

  The historical cost of $8,500 has been increased by $200 to reflect inflation. This contracted support ensures timely completion of the ITC financial statements following year-end, enabling the finance team to focus more fully on the broader Islands Trust financial statement package.

  In years when new accounting standards take effect, this additional support becomes particularly valuable. With two new standards coming into force next fiscal year, this amount has been clearly identified as a separate line item in the budget.

c) Budget increases to enhance organizational effectiveness in select areas are as follows: ($11,030 of total increase)

- Staff Meetings and Recognition:

  Recognition:
  The Islands Trust Staff Recognition Program provides funding to acknowledge employees for their valuable contributions to the organization. The program includes informal thank-you cards, long-service awards with cash, quarterly recognition awards with cash, and annual awards with cash.

  The monetary amounts for each award category have remained unchanged since 2013, diminishing their real and perceived value over time due to inflation. The recognition policy has now been updated to allow for increased award amounts, which will require a corresponding increase in the program's budget.

  Staff Meetings:
  All Staff Meetings serve as a vital platform for management to communicate current and emerging issues, share organizational updates, and strengthen teamwork across departments and office locations. These meetings also play an important role in fostering collaboration and maintaining positive staff morale.

  Meetings are held quarterly, with two virtual sessions and two in-person gatherings. The June meeting traditionally includes a visit to one of the islands in the Trust Area, providing staff with opportunities to learn about the island's unique characteristics—through guided tours, presentations by planners or conservancy staff, and discussions on Indigenous connections to the land. To date, these excursions have primarily focused on the southern islands for reasons of time and cost efficiency.

  For the upcoming fiscal year, a trip to a northern island is being considered, which will involve higher travel and logistical costs. Staff have also noted growing difficulty in staying within existing meeting budgets, as costs in this area have risen faster than the rate of inflation.

- Recruitment and Labour Relations ($3,970 increase)
  This increase reflects an inflationary adjustment based on FY2025 actual spending, which provides a more accurate reflection of current recruitment activity than the approved FY2026 budget.

  Islands Trust continues to experience regular staff turnover and position changes, making sufficient funding for job postings a top priority to effectively market employment opportunities and attract qualified candidates.

d) New budgets for required activities ($750 of total increase):

- Carbon Offset Purchases ($750 increase)
  Islands Trust will need to purchase carbon offsets in future years to maintain carbon neutrality, as committed to under the Climate Action Charter and outlined in Trust Council's policy on Carbon Neutral Operations. In previous years, carbon neutrality was achieved using carbon credits carried forward from the Capital Regional District's Organic Waste Project. However, these credits have now been fully utilized, requiring the purchase of new offsets moving forward.

5. Alignment with Strategic Goals

The proposed budget increases are not geared towards any specific strategic plan initiatives, however they support the overarching Strategic Plan focus areas of Governance and Organizational Excellence, and Climate Change.

6. Efficiency & Cost Control Measures

Audit:
Islands Trust staff research, interpret, and implement new accounting standards internally. All related procedures, processes, and outcomes are thoroughly documented and provided to the auditors during the audit process. This proactive approach minimizes the additional audit hours required, helping to contain audit fee increases.

Professional Consultant Fees:
Islands Trust staff maintain detailed internal tracking of Islands Trust Conservancy (ITC) transactions throughout the year, ensuring each transaction is properly documented, categorized, and reconciled with bank statements. At year-end, ITC staff compile supporting documentation for non-bank transactions—such as land acquisitions and investment activities—to provide the consultant with complete financial information. This comprehensive preparation streamlines the consultant's work, reducing complexity and associated fees.

Staff Recognition:
Informal thank-you cards are subject to annual limits per staff member, ensuring prudent management of the program and adherence to budget parameters. Quarterly and annual awards are administered through a formal nomination process that promotes fairness and appropriateness. All award payments are reviewed and approved prior to disbursement to ensure compliance with policy and fiscal controls.

Staff Meetings:
Prior to FY2021, all four annual staff meetings were held in person. To help manage rising costs, the organization now holds two meetings virtually and two in person each year. Staff are encouraged to carpool to meetings to reduce mileage reimbursement costs. For meetings held on northern islands, a bus is typically chartered to maximize the value of travel time through team-building opportunities while minimizing total mileage and ferry expenses. The annual field trip meeting is generally scheduled in June, taking advantage of favorable weather to conduct sessions outdoors and avoid the cost of renting meeting facilities.

Recruitment and Labour Relations:
Job postings are purchased in bulk to reduce the cost per posting and provide flexibility to advertise positions as needed throughout the year. When budget constraints occur, other related budget lines may be reviewed to identify opportunities to support essential recruitment activities within the organization.

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7. Summary of Request
Total Requested Increase: $20,725
Top 3 Drivers of Change: Inflation, new accounting standards for FY2027, enhanced staff meetings budgets for travel to a northern island.
Expected Outcomes if Funded: Smooth operations :)

8. Supporting Documents (Optional)
None.

Operating Budget Increase Justification Form

Updated: February 13, 2026

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 Services**
Current Fiscal Year Budget: **$487,030**
Requested Budget for Next Fiscal Year: **$576,830**
Dollar Increase Requested: **$89,800**
Percentage Increase Requested: **18%**

2. Executive Summary

Increases in the Information Services budget are driven mainly by laptops for new term of trustees starting in October 2026, expiring Windows server software that must be renewed, and many smaller increases in costs from vendors and suppliers.

2. Historical Context

Description	FY2023 Actual*	FY2024 Actual	FY2025 Actual	FY2026 Approved Budget	2027 Budget Request	*$ Change*	*% Change*
Hardware - Expense	-	-	-	-	**-**	-	
Hardware - Capital	85,924	105,054	201,968	156,100	**106,300**	*(49,800)*	*(32%)*
Hardware for New Trustees	7,500	-	-	-	**32,400**		
S/W support & licensing	96,861	154,455	170,009	206,700	**251,900**	*45,200*	*22%*
Software - Capital	-	-	-	-	**50,000**	*50,000*	*100%*
Technical Support	79,029	56,356	110,883	92,500	**78,000**	*(14,500)*	*(16%)*
Meeting Streaming Services	17,172	14,627	13,932	15,000	**15,000**	-	*0%*
Contracted Temporary Staffing	-	8,127	9,609	-	**-**	-	*0%*
Memberships	274	405	667	480	**480**	-	*0%*
Tech Supplies	14,221	12,965	10,099	10,000	**11,500**	*1,500*	*15%*
Training & Conferences	862	899	1,536	4,000	**4,000**	-	*0%*

Description	FY2023 Actual*	FY2024 Actual	FY2025 Actual	FY2026 Approved Budget	2027 Budget Request	*$ Change*	*% Change*
Travel for Training		-	1,762	1,500	**1,500**	-	*0%*
Travel	1,093	731	2,792	750	**750**	-	*0%*
Otherthophotos					**$25,000**		*100%*
TOTAL	302,935	353,619	523,258	487,030	**576,830**	89,800	18%
*denotes election year							

4. Justification for Increases

The information Services budget has increased from Fiscal year (FY) 2026 **$487,0300** to FY2027 **$576,830**, an increase of **$89,830**. The table below will provide the specific changes, and the rationale for those changes:

Description	FY26	DRAFT FY27	*Change*	Rationale	Discre-tionary	Business Case
Trustee Hardware and Software						
New laptops and software for trustees	$-	$32,400	*$32,400*	Provide up to 15 laptops and software for in-coming trustees after election.	**Yes**	**Yes**
SUB TOTAL	**$-**	**$32,400**	***$32,400***			
Hardware						
UPS Batteries	$3,000	$13,000	*$10,000*	Uninterrupted Power Supplies life expire – replacements required.	No	No
Sonic Wall routers	$-	$4,500	*$4,500*	Firewall – life expired – require replacement	No	No
Other	$123,785	$48.025	*($75,760)*	Staff laptops and computer rotational replacement and unplanned hardware replacement budget same as last year; projects undertaken last year and not required this year.	No	No
SUB TOTAL	**$126,785**	**$65,525**	***($61,260)***			
Software One-time License Purchases						
Windows Server 2025 Licenses	$-	$50,000	*$50,000*	Licenses required for all servers that have software coming to end of life; this is to replace multiple server software with the newer version.	No	No
SUB TOTAL	**$-**	**$50,000**	***$50,000***			
Software Support and Licensing – on-going						
Sonic Wall	$-	$8000	*$8000*	Firewall and antivirus and malware protection – five-year support	No	No
Cityview and Bluebeam	$51,382	$56,500	*$5,118*	Increase in annual costs and addition of bylaw enforcement module	No	No
Software: Canva Pro, Adobe, Foxit, communications software	$13,400	$15,800	*$2,400*	Productivity software for staff. Foxit is used by all staff, Canva and Adobe for communication and graphic design. Increase is inflation and, in case of Foxit a change in, how the licensing is being provided. Increase is from licensing fee increases.	**Yes***	No
Zoom meeting and phone licenses	$15,000	$43,340	*$28,340*	In 2027 the phone portion of the Zoom licenses has been included in this budget, accounting for about $17,000 of the increase. Zoom unlimited free licenses will end in 2026 resulting in an expected	No	No

Description	FY26	DRAFT FY27	*Change*	Rationale	Discre-tionary	Business Case
				significant increase. In 2026 staff will explore options to meet operation needs given this increase.		
File Cloud	$2,500	$4,000	*$1,500*	Secure document sharing software that will replace FTP server and WebDAV. Currently deployed for ITC field staff, deployment to rest of organization this fiscal (FY2026).	No	No
SolarWinds	$4200	$6,500	*$2,300*	Helpdesk ticketing system. This is crucial to Information Services for managing help requests. Expanded by one license to Fresh Water Specialist to manage requests.	**Yes****	No
ESRI	$20,000	$28,000	*$8,000*	Software MapIT ad GIS runs on. Increase in annual costs and upgrade required for our GIS services.	No	No
Departmental applications	$21,880	$26,400	*$4,520*	Time Tracking, Customer relationship management (CRM), Freshwater data management	**Yes**	No***
Other	$78,310	$63,335	*($14,975)*	Information and GIS services support, support for on-going departmental work, finance and meeting software	No	No
SUB TOTAL	**$206,672**	**$251,875**	***$45,203***			
Tech Support						
BASS	n/a	$10,000	*$10,000*	Required upgrade to SAGE – our accounting system	No	No
CAORDA	n/a	$8,000	*$8,000*	Website support- required to maintain the website throughout the year	No	No
SAN Server	$4,200	$3,800	*$400*	Replace servers coming to the end of their life.	No	No
MFA Implementation	$7,000	$2,800	*($4,200)*	Sonic wall upgrades in Victoria	No	No
CityView module implementation	$5,000	$2,200	*($2,800)*	Contractor support for implementation of CityView bylaw enforcement module.	No	No
Exchange server life cycle update	$5,000	$26,000	*$21,000*	Exchange (email) server end of life upgrade	No	No
UPS - EOL	$700	$4000	*$3,300*	Uninterrupted power supplies that protect servers are end of life and need replacing.	No	No
Servers upgrades	$7,400	$2,000	*($5,400)*	On-going server maintenance	No	No
Contract support	$58,000	$60,000	*$2,000*	Tech support for other projects		
SUB TOTAL	**$96,800**	**$118,800**	***$22,000***			
Meeting and tech supplies	$25,000	$26,500	*$1,500*	Technical support for meetings, and tech supplies	No	No
Training, Travel and memberships	$6,730	$6,730	*$0*			
GRAND TOTAL	**$487,030**	**$576,830**	***$89,800***			

******** *Some of the software is optional; however, other options are just as expensive or more so. Foxit is required for redacting FOI requests.*

**** Not in the current year – business case was provided for original request in previous years.*

The following are the Information technology component of departmental budgets requests for FY 2026/27.

EDM Software – File Hold	$-	$46,500	*$46,500*	Electronic Document Management Software – business case provided.	**Yes**	**Yes**
EDM Software - Support	$-	$8,500	*$8,500*	Annual support for File Hold Electronic Document Management system	**Yes**	**Yes**
ITC Management Software	$5,000	$15,000	*$10,000*	Management software annual costs higher than originally planning in FY2026 business case.	**Yes**	**Yes**

6. Alignment with Strategic Goals

The Information Services budget provides the technical foundation on which all work of the Islands Trust is undertaken. There is no specific strategic goal that the technology supports.

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7. Efficiency & Cost Control Measures

Information Services staff constantly watch the market and adjust our procurement, and technology providers to ensure we remain in budget or reduce costs. The most recent example is our VMware provider has been bought out, and the new owner is significantly raising annual subscription prices. To mitigate this, we have switched to older perpetual license keys for the short-term, and exploring a migration option to a different vendor that should result in lower costs, albeit with a more hand-on requirement by our Information Services staff. This is a stop-gap until the market settles and a longer-term affordable solution is available.

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8. Supporting Documents (Optional)

None.

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

Reviewed By: Chief Administrative Officer/February 13, 2026

Planning Services
Operating Budget Increase Justification Form

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: Planning Services
Current Fiscal Year Budget: 25/26
Requested Budget for Next Fiscal Year: 26/27
Dollar Increase Requested: $5,250 (Victoria staff); $2,325 (Salt Spring staff)
Percentage Increase Requested: 21.6% (Victoria staff); 14.4% (Salt Spring staff)

2. Executive Summary

The Planning Services department is requesting a modest $7,575 increase to the training and travel for training budget lines for both the Victoria and Salt Spring Island offices. This increase supports enhanced professional development needs identified through staff surveys, operational reviews, and succession planning efforts.

In recent years, more planners have pursued or achieved professional accreditation, which requires ongoing professional learning. Similarly, administrative staff have expressed interest in expanding their skillsets and preparing for advancement within the organization. Training budgets were minimized during the COVID-19 period; while online options remain valuable, in-person opportunities have resumed and continue to offer significant benefits for professional development, relationship-building, and cross-organizational learning. This modest adjustment ensures that Islands Trust can continue to invest in staff development and maintain a resilient, professional, and high-performing workforce.

3. Historical Context

For over a decade, Planning Services has based its training budgets on a standard cost-per-staff approach: approximately $1,500 per planner to attend one annual conference (including travel), and $500 per administrative staff member for relevant skill development.

Since COVID-19, training dynamics have shifted significantly. The rise of online learning has increased accessibility, while inflation has driven up travel and registration costs. Professional associations such as PIBC, CIP, ARDPM, and LGMA have expanded their training offerings but also increased membership and accreditation requirements and fees.

While online learning remains important, staff and management continue to recognize the value of in-person training for collaboration, knowledge exchange, and problem-solving — key aspects of maintaining a healthy and connected organization.

Location Code: 510/515
Victoria Office, Planners and Administration Staff

Description	FY23*	FY24	FY25	FY26	Budget Requested	*$ Change*	*% Change*
Memberships	2,062	3,408	4,177	2,650	4,100	*1,450*	*55%*
Staff Meetings & Recognition	165	-	-	200	-	*(200)*	*-100%*
Training & Conferences	2,559	1,821	856	3,500	6,500	*3,000*	*86%*
Training & Conferences	-	-	1,221	1,000	3,000	*2,000*	*200%*
Travel	8,707	9,331	5,928	9,000	8,000	*(1,000)*	*-11%*
						5,250	*21.6%*

Location Code: 520/525
Salt Spring Office, Planners and Administration Staff

Description	FY23*	FY24	FY25	FY26	Budget Requested	*$ Change*	*% Change*
Staff Meetings & Recognition	567	81	115	200	-	*(200)*	*-100%*
Training & Conferences	261	466	749	3,000	6,000	*3,000*	*100%*
Training & Conferences	1,156	1,500	1,090	1,125	1,200	*75*	*7%*
Travel for Training	375	980	1,205	1,500	1,500	*-*	*0%*
Travel for Training	532	175	1,659	450	400	*(50)*	*-11%*
Travel	4,999	1,615	2,546	3,000	2,500	*(500)*	*-17%*
						2,325	*14.4%*

denotes election year

4. Justification for Increases

Over the past two years, a greater number of planners in both the southern and Salt Spring offices have pursued professional accreditation, while administrative staff have sought targeted training to diversify skills and prepare for progression. Team-based training sessions tailored to Islands Trust needs have also increased in frequency and impact.
These activities directly benefit the organization by enhancing staff competence, retention, and readiness to assume new responsibilities. The proposed increases reflect these evolving professional development needs and the organization's commitment to supporting continuous learning.

5. Alignment with Strategic Goals

This modest budget increase aligns directly with the Islands Trust Council Strategic Plan 2025–2028, which emphasizes organizational excellence, accountability, and capacity building.
It supports the Plan's focus on:

- Building organizational capacity and resilience by investing in the development and retention of skilled, motivated staff;

- Supporting clear, accountable, and transparent decision-making through ongoing professional training that strengthens policy development and planning processes;
- Ensuring staff have the professional skills necessary to deliver on strategic initiatives related to growth management, ecosystem health, climate action, and reconciliation; 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.

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6. Efficiency & Cost Control Measures

The proposed increases are modest and carefully targeted. They account for the growing number of accredited professionals, rising travel costs, and the organization's renewed emphasis on in-person collaboration.

Planning Services continues to balance cost-effectiveness with staff development by combining online learning with selective conference attendance. This approach ensures that every training dollar contributes directly to the organization's strategic priorities and operational excellence.

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7. Supporting Documents (Optional)
None.

Prepared by: Stefan Cermak, Director Planning Services
Reviewed By: Rueben Bronee, CAO

Planning Services
Operating Budget Increase Justification Form

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: Planning Services
Current Fiscal Year Budget: 25/26
Requested Budget for Next Fiscal Year: 26/27
Dollar Increase Requested: $15,500
Percentage Increase Requested: 67.2%

2. Executive Summary

The Planning Services department is requesting a $15,500 increase to support continuity of leadership and operational stability during a key staffing transition.

The request includes a $15,000 increase to the Contract Services budget line to retain critical expertise during the planned retirement of a long-serving Regional Planning Manager, and a $500 increase to Meeting Expenses to accommodate rising costs associated with venue bookings for departmental training sessions.

Our most senior Regional Planning Manager will retire in late FY 2026 or early FY 2027 after more than two decades of dedicated service. This individual holds extensive institutional knowledge, advanced project management skills, and deep familiarity with the unique governance and policy frameworks of the Islands Trust. To ensure a smooth transition, minimize onboarding time for new leadership, and maintain uninterrupted service delivery, the department proposes to engage this individual on a short-term, part-time contract basis following retirement.

This proactive measure will safeguard organizational continuity and ensure that key planning projects and strategic initiatives remain on track.

3. Historical Context

In recent fiscal years, Planning Services has not utilized the Contracted Temporary Staffing budget line. However, this line has been used effectively in the past for time-limited expertise, including preparing orientation materials for newly elected officials and addressing short-term staffing needs during election cycles.

Budget History
Location Code: 590
Planning Services

Description	*FY23**	*FY24*	*FY25*	*FY26*	*FY 27 Budget Request*	*Increase $ over FY26*	*Increase % over FY26*
Contracted Temporary Staffing	*35,594*	*9,900*	-	-	*15,000*	*15,000*	
Meeting Expense	3,806	4,782	5,523	6,000	6,500	*500*	*8%*
						15,500	

** denotes election year.*

4. Justification for Increases

This request represents a proactive and cost-effective approach to maintaining leadership continuity during a major staffing transition.

The proposed contract arrangement will:

- Preserve institutional and procedural knowledge essential to complex planning files;
- Maintain momentum on key organizational priorities and strategic initiatives; and
- Ensure service quality, accountability, and efficiency during the onboarding of a new Regional Planning Manager.

This modest and time-limited investment will mitigate the operational risks often associated with leadership turnover—such as delays in project delivery, reduced staff support, and the loss of historical context that informs consistent decision-making.

5. Alignment with Strategic Goals

This increase directly supports the Islands Trust Council Strategic Plan 2025–2028, particularly under the Governance & Organizational Excellence focus area, which seeks to strengthen decision-making, ensure workflow efficiency, and enhance employee satisfaction.
The request aligns with:

- Goal 1.2 – Strengthen governance, decision-making, and workflow processes
  Retaining senior expertise during transition ensures continuity in management, project oversight, and process efficiency, supporting better decision-making and consistent service delivery.

- Goal 1.1 – Update and adopt a new Policy Statement
  Maintaining experienced planning leadership helps ensure the ongoing Policy Statement implementation and related planning initiatives are well-supported during this period of change.

- Goal 1.3 – Advocate to the Province for legislative changes to the Islands Trust Act
  Sustaining institutional expertise contributes to the Trust's ability to advocate effectively and engage with external partners during times of transition.

In effect, this modest increase strengthens the organization's ability to:

- Maintain continuity of service;
- Retain critical institutional knowledge;
- Support effective governance and decision-making; and
- Manage transitions responsibly while upholding operational excellence.

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6. Efficiency & Cost Control Measures

Engaging the retiring manager on a short-term contract provides targeted access to senior-level expertise without the long-term financial commitment of a full-time position. This approach ensures operational stability and continuity while maintaining prudent fiscal management.

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7. Supporting Documents (Optional)

None.

Prepared by: Stefan Cermak, Director Planning Services
Reviewed By: Rueben Bronee, CAO

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):*

Islands Trust Conservancy Board

Department:

Trust Area Services

Name of Request:

Land Securement and Conservation Planning Increase

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

$34,000 for Land Securement budget line

$11,000 increase from the previous budget of $23,000.

(estimated allocation from the 2025/26 land securement and conservation planning budget lines)

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:** Operational budget

Date of Submission to Finance: October 16, 2025

Funding Required for (date range):

April 1, 2026-March 31, 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.*

The Islands Trust Conservancy is currently operating without a Ministerially-approved Five-Year Plan; however, the Minister has authorized the Conservancy to continue holding and managing its land. Any new land acquisitions or dispositions need ministerial approval.

The Board has developed a number of its own plans 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.*

Assessing Conservation Proposals Policy 3.2.2 which sets out that

- *A2: All conservation proposals will be referred to First Nations who have treaty or established rights, or identified geographic areas for consultation purposes, relevant to the conservation proposal area, as determined using the BC Consultative Areas Database. First Nations will be provided with a 90-day referral period.*
- *A3. The Board will consider responses from First Nations during negotiation of a land transfer or conservation covenant agreement.*

Reconciliation Declaration (2019)

Islands Trust Council budget guidelines for 2026/27 budget development include:

- That Trust Council establish a 2026/27 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.
- That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan. (not yet finalized)

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.)*

Issues

In the past, the Islands Trust Conservancy has not consistently assessed the potential cultural features on lands proposed for nature reserves or conservation/NAPTEP covenants nor specifically considered cultural features during securement negotiations. Conservancy staff have learned that it is critical to provide a cultural features assessment for First Nations to be able to provide informed comment, and that there is often interest from Nations in a site visit prior to responding to the referral. The Conservancy has also not previously budgeted to support site visits or for capacity funding for Indigenous Governing Bodies to provide informed comment on conservation proposals. Records of engagement and comments received from Indigenous Governing Bodies is provided to the minister with the request for approval to take on new nature reserves or covenants.

Opportunities

The Board amended its Assessing Conservation Proposals Policy in 2024 to require conservation proposals to be referred to First Nations; this engagement is part of living up to the Reconciliation Declaration and the commitments of UNDRIP.

A cultural features assessment is an assessment of significant cultural heritage resources on a property, such as potential or confirmed archaeological sites, sacred places, and culturally important plants or wildlife, to determine potential impacts and inform protected area management activities/limitations. A cultural features assessment can also indicate that a full archaeological assessment is needed, informing future budget requirements, more in-depth engagement with First Nations and Indigenous Knowledge Holders, in addition to restoration / stewardship considerations. ITC intends to ensure we have budget funds moving forward for archaeological assessments on new nature reserves.

Note: The Board does not support any land securement costs for land transfers or covenants associated with a development application.

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.*)

Increasing the land securement budget for 2026-27 will support:

- Completion of cultural features assessments for an in-stream land donation that is adjacent to an existing ITC Nature Reserve, two new land securement projects, two in-stream NAPTEP covenants (Salt Spring) and a third securement in early negotiations (Saturna)
- Increased capacity to engage meaningfully with Indigenous Governing Bodies and Indigenous Knowledge Holders in stewardship and management planning and management activities regarding cultural features and spaces, aligning with ITC's Reconciliation Declaration.

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.)*

There are no risks associated with increasing the land securement budget.

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: Increase ITC Land Securement budget by $11,000 from $23,000 (FY25/26) to $34,000 (Recommended)

Benefits – Securement applications are able to proceed through First Nations referrals effectively and with good relationship-building and increased knowledge of culturally important areas in ITC protected areas. Cultural features assessments and Longer-term benefits include informing land management decisions, staff time savings, staff stress reduction, and better long-term financial planning, as well as more effective and trusting relations with Indigenous Governing Bodies.

Risks – None

Financial implications – increase land securement budget by $11,000.

Resource requirements – 3 hours of ITC Manager and 15 hours of Ecosystem Protection Specialist time to procure and manage contracts, with support from Finance staff, and a further 3 hours of support from the Senior Indigenous Relations Advisor.

Other implications- Aligns with strategic objectives and Regional Conservation Plan, as well as Reconciliation Declaration, to address current ITC protected area securement challenges and future management needs planning.

Option 2: No budget increase for ITC land securement budget.

Benefits – None.

Risks – Without increases to the core budget for land securement to support cultural features assessments, the Conservancy risks:

- being unable to engage meaningfully with Indigenous Governing Bodies in referral processes
- identify and protect culturally important areas;
- budget for future nature reserve management needs; and
- plan for informed and appropriate protection of cultural values during covenant monitoring and stewardship.

Without increased budget for Land Securement, the ITC Board may be faced with difficult decisions regarding securement of additional conservation lands, and may need to cease in-stream securements until it has sufficient resources to complete them.

Financial implications – No direct financial costs, but significant increase to staff time dedicated to ineffective referrals process.
Resource requirements – Increased staff time trying to conduct effective referrals and build relationships with Indigenous Governing Bodies, with inadequate information to support intended efforts.
Other implications- Efforts to engage positively with Indigenous Governing Bodies would continue to be hampered by a lack of necessary information for referrals; continued strain on resources as existing budgets try to accommodate unanticipated needs for cultural features assessments; securement applications require extended time to complete; securement agreements do not appropriately consider culturally important areas, delaying and constraining management planning and operations. Compromised achievement of strategic conservation objectives. Continued challenges in sustaining staff morale due to inability to live up to commitments of Reconciliation Declaration.

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.)*

Critical success factors include:

- Sufficient staff time to administer and deliver the land securement program. If there is a critical staff vacancy, program delivery may be impacted.
- Willing donors who wish to donate land or conservation covenants.
- Available contractors to undertake contracted work such as ecological baseline studies, surveys and cultural features assessments.
- Improved engagement and cooperative support from Indigenous Governing Bodies during the land securement process.

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

Option 1: Increase ITC Land Securement budget by $11,000 from $23,000 (FY25/26) to $34,000
Benefits of this option include:

- **Sufficient funds to undertake cultural features assessments on three in-stream proposed protected areas:** Providing funding for cultural features assessments assists the Board with completing these securement projects and fulfilling the ITC mandate
- **Improved job satisfaction and staff retention:** Providing the ITC team with resources needed to secure protected areas in a fully informed way that includes knowledge of cultural features and includes capacity funding to support site visits from Indigenous Governing Bodies 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.
- **Enhanced relations with Indigenous Governing Bodies and Indigenous Knowledge Holders:** Providing increased funding for cultural features assessment and capacity funding for site visits will support trust building and the development of closer cooperative working relationships with First Nations.

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.)*

<u>Quantitative:</u>
$34,000 Land Securement

- $11,000 increase from the previous budget of $23,000 (estimated allocation from the 2025/26 land securement and conservation planning line).

<u>Qualitative:</u>
Increasing the land securement budget will support:

- More informed decision making by the Islands Trust Conservancy Board

- More informed engagement of Indigenous Governing Bodies and Indigenous Knowledge Holders in referral responses
- Improved job satisfaction

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. 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 (ie: external competition, government-restricted internal competition, etc.)*

Procurement for services related to land securement will take place in 2026/27, and will be undertaken in accordance with the Procurement Policy which provides for Direct Awards, Invitations to Quote and Requests for Proposals depending on the estimated value of the services and the specific nature of the services required.

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?)*

Staff will implement the changes to the land securement program as follows:

- Consult with Indigenous Governing Bodies, the Senior Indigenous Policy Advisor (if approved for 26/27) and Indigenous Relations Advisor (if approved for 26/27) to develop procurement procedure.
- Engaging cultural Knowledge Holders for cultural features assessments as part of securement application process.
- Updating securement procedures, referrals templates, staff report templates, and Board information packages to include and consider results of cultural features assessments, and site visits.

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.)*

Land securement is the responsibility of the full-time Ecosystem Protection Specialist and takes up approximately 800 hours a year.

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*?)

Changes to the Land Securement Program will be communicated regularly to staff and the Islands Trust Conservancy Board, and the success of the changes will be monitored to inform the 2027/28 budget and will form the basis of department workplans for future years.

The Land Securement Program will continue to be delivered in a collaborative manner in partnership with island conservancy partners and staff will focus on improving collaboration with Indigenous Governing Bodies and Indigenous Knowledge Holders in 2026/27. Conservancy staff will work closely with GIS staff regarding improvements to GIS systems for storing information about protected areas.

The Islands Trust Conservancy Communications Specialist will continue to feature new protected areas in social media and the Heron newsletter, and as needed, significant program activities or accomplishments will be supported by a communications plan(s). It is common to hold a celebration event with donors following transfer of lands or registration of a covenant. The opportunity to include members of interested First Nations to these celebrations in the future, would be a step in the right direction to fulfil our Reconciliation Declaration.

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

Prepared by (name, title)/date: Clare Frater, Director, Trust Area Services and Kathryn Martell, Land Protection Specialist/September 29, 2025. (updated Oct 15, 2025)

Reviewed by (name, title)/date: Wendy Tyrrell, Conservancy Manager/September 29, 2025. (updated Oct 15, 2025)

Budget Funding Request
Short-Form Business Case – Updated

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):*

Islands Trust Conservancy Board

Department:

Trust Area Services

Name of Request:

Protected Areas Management Operations and Protected Areas Management Planning

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

$166,500 Protected Area Management Operations

$54,000 Protected Area Management Planning
Total combined: $220,500.

$52,000 increase from the 2025-26 combined budget of $168,500 (31%)

Offset by Tree Canada Grant ($16,500) and decreases to other budget lines, including travel and salaries/benefits (two less positions that were funded by the Priority Places ECCC grant).

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:** Base budget

Date of Submission to Finance: October 16, 2025
Date of Update: January 30, 2026

Funding Required for (date range):
April 1, 2026-March 31, 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.*

The Islands Trust Conservancy is currently operating without a Ministerially-approved Five-year Plan; however 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

have a total of three new NATEP Covenants (84 total) and two new Nature Reserves (36 total) by the end of fiscal year 2026-27.

The Board has developed a number of its own plans 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*

Property Management Strategy

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.*

ITC Reconciliation Declaration (2019)

There are currently 81 ITC Board conservation covenant agreements, 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, as well as policies which require annual compliance monitoring and related communication with landowners and covenant co-holders.

Islands Trust Council budget guidelines for 2026/27 budget development include:

- That Trust Council establish a 2026/27 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.
- That funding for Geographical Information Systems be prioritized for initiatives in the 2025-28 Strategic Plan
- That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan. (not yet finalized)

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.)*

In summary:
The issue is that the Protected Areas Management Team has been operating over capacity for some time and is unable to effectively manage the 115 protected properties under the ITC Board's responsibility while conducting compliance monitoring for all protected lands. This challenge stems from historical capacity constraints as well as ongoing operational and budgetary limitations. Budget increases are needed to meet a higher, more efficient and strategic management standard in our land protection program.

One solution is a hybrid monitoring delivery model which is proposed for the 2026/27 monitoring season. Under this model, the majority of protected areas would be monitored by a qualified external contractor and local island conservancy partners. This approach would allow the Protected Areas Management Team to focus its efforts on a select number of high-priority sites that require direct ITC involvement, due to management issues and covenant violations/issues. The onboarding of the new Team Lead position further enhances capacity and strengthens the future of the Protected Areas Management Program.

Background:

The core Protected Area Management Operations budget must support the ITC Board in complying with policy and external standards/requirements. In keeping with Canadian Land Trust Standards and Practices, it is the ITC Board's policy to monitor its conservation covenants annually to ensure compliance and to monitor its nature reserves annually for ecological change, public safety and trespass concerns. The ITC Board also has responsibilities to Environment and Climate Change Canada where it is the recipient of a conservation property that is an Ecological Gift under the *Income Tax Act*. ITC currently cares for 27 ecological gifts; 18 as covenants and nine as nature reserves. ITC is also required under the Occupiers Liability Act to mitigate against serious risks such as a hazard tree or disintegrating staircase, such that a person or their property will be reasonably safe in using the protected area. Any evidence of breach or trespass must be documented thoroughly and be addressed promptly.

The ITC Board has a commitment to managing its lands in such a way that ecological integrity is maintained or improved over time. The Protected Areas Management Operations budget must also support the Protected Areas Management Team (Team Lead, Property Management Specialist and Covenant Management and Specialist) actively engaging in ecological integrity evaluation and monitoring and ongoing management activities such as restoration of degraded habitat, planting to enhance habitat, and post-restoration monitoring.

The Protected Area Management Program is comprised of two main functions:

1. Protected area habitat assessment and management: generally, includes the following types of activities:
    - Assessing and mitigating risk in nature reserves (ie: danger trees assessments);
    - Assessing habitat for ecological functioning and identifying threats, mapping invasive species;
    - Prioritising identified management needs on protected areas;
    - Implementing identified habitat enhancement needs (ie: invasive species management, plant installation);
    - habitat restoration, exclosure fence installation and maintenance (e.g. to protect new plantings from over-browsing impacts);
    - coordinating surveys and ongoing monitoring of species at risk;
    - procuring biologists and other contractors, writing service contract requests and budgeting for management needs
    - assessing, maintaining and replacing infrastructure, such as trail construction and maintenance, signage construction and maintenance, habitat enhancement structures (e.g. bat and bird box) installation and maintenance;
    - manage recreational impacts, such as human and dog waste;
    - conduct or coordinate safety hazard assessments;
    - as necessary and guided by policy, mitigation of observed or imminent hazards and risks;
    - Preventing trespass concerns or mitigating trespass incidents, such as unauthorized tree cutting, trail building and dumping;
    - addressing breaches, including damage from recreational or unauthorized activities;
    - assess and respond to referrals from Islands Trust Planning Services department;
    - communicate and respond to management requests from active and prospective conservation partners; and
    - communicate, assess and respond to covenant landholder requests, concerns and potential violations
    - addressing historic disturbances of the land, etc.

2. Annual compliance monitoring: generally, involves the following types of activities:
    - contacting more than 100 landholder/partners to coordinate monitoring visits;
    - walking the land along established monitoring routes, including along accessible property boundaries and any trails;
    - documenting observations of ecological, compliance, and trespass concerns on a GPS device;

- completing site monitoring forms that takes into account the standard land use restrictions under a conservation covenant;
- taking repeat photos at established monitoring stations;
- entering data into a geographic information system (GIS) system to support documentation and tracking of management needs*; and
- writing a final report with management recommendations

* Note: ITC does not have a data management software system, so there is a backlog of data to deal with that is inefficiently kept in unwieldy Excel and Word documents that are not easily connected to spatial (map) locations to effectively use for management planning and budget forecasting for management needs. (See business case for new GIS data management software to support property management).

Historically, the property management budget has not adequately supported protected area management needs, and increases are needed to meet a higher, more efficient and strategic management standard in our land protection program.

In recent years, through the federally-supported Species at Risk (SAR) Program, there has been targeted efforts to monitor and restore species at risk and their habitat and this funding has helped to increase understanding of conservation values on ITC protected lands. In its finally year, this grant funding will end in March 2026.

At this time, the ITC's core Protected Area Management Program, through annual compliance monitoring, ensures that major issues are identified. However, due to the significant amount of time that Protected Areas Management Team have to dedicate to coordinating/traveling and conducting annual monitoring of 115 properties, the core program has not had the capacity to:

- effectively mitigate identified major issues and violations in a timely manner
- develop and implement a systematic ecological monitoring program to determine if the ecological values protected are being sustained
- comprehensive monitoring and assessment of habitat for species at risk (identified through SAR surveys)
- conduct advanced trail maintenance for more than serious hazards
- facilitate archaeological assessments, capacity funding for review of management plans and for site visits – due to lack of funding and time
- Critical habitat management, such as invasive species management, at a pace and scale adequate for this growing ecological threat
- systematic tracking, mapping and mitigation of management concerns (including climate change impacts such as wildfire risk) to support proactive or long-range management planning, and pro-active, informed decision-making.

Staff efforts to review Islands Trust Conservancy's operations have confirmed that the Protected Areas Management Program is critically under-resourced. The addition of the recently-filled Protected Areas Team Lead position is adding to staff capacity to support overdue program improvements such as:

- sourcing a data management software solution;
- implementation of a GIS data system and data management best practices;
- developing a wildfire risk assessment and mitigation strategy;
- development of new/updated policies and procedures for ITC protected lands, etc.

There is an increasingly critical need to address the gaps in meeting management objectives and policy requirements for ITC protected areas – this will require an increase in the core operating budget to bring it up to working capacity, and ongoing annual increases to address the successful growth of the Islands Trust Conservancy's protected lands program.

The need to increase the Protected Area Management budgets is driven by:

- anticipated acquisition of new protected areas – anticipating between three to five new protected areas by 2026/27 end – historically, there are about three new lands added to the Protected Areas Management Program per year;
- management of protected areas is becoming increasingly complex due to impacts of climate change; increased issues associated with invasive species, degraded ecosystems, wildfire risks - need for species at risk stewardship; increases in the number of new landholders and new neighbours and landowner turnover on covenants (increase in trespass concerns and needs for outreach); and increasing recreation in nature reserves, among others;
- new program activity: archeological assessments are now required to inform management planning and management operations, so that ITC protected areas can be properly managed for their cultural heritage features. Two archeological assessments are budgeted for 2026/27, and planning will be undertaken to assess need for archaeological assessments for existing protected area for future budget years. Each archeological assessment is estimated to cost an average of $20,000, which represents a significant proportion of the management planning budget;
- desire to engage Indigenous Governing Bodies and Indigenous Knowledge Holders in management planning and operational activities and to provide capacity funding to support their involvement;
- need for honoraria to support site visits by Indigenous Knowledge Holders and cultural monitors for both management planning and management operations;
- the implementation of a new GIS-based protected areas data management software system, including addressing standardization of a backlog of contractor data; and
- analysis of operations resulting in recognition that a significant proportion of staff time is spent on routine annual monitoring administration, coordinating, travel, and fieldwork, with limited time left in the year to plan to address and prioritise management gaps, liaise with Indigenous Governing Bodies or assess, plan, and implement management responses to monitoring reports.

Opportunities

The proposed solution is a new, hybrid delivery model for the 2026/27 monitoring season, in which the majority of protected areas would be monitored by a qualified external contractor and local island conservancy partners, with select, prioritized protected areas being monitored and managed by ITC staff.

This solution allows for the Protected Areas Management Team to focus the delivery of their highest and best values to the program. Standard compliance monitoring being conducted externally has been successful in the past, but did not allow for a cohesive understanding of the protected lands, as staff were not getting out on the lands to track management needs. This new model allows for a hybrid approach, that sees ITC staff conducting ecological monitoring – identifying management needs, major threats and having the capacity to initiate mitigation of management concerns identified during site visits, and from compliance monitoring observations. In addition, this allows ITC staff to maintain important relationships with landholders and conservation partners.

Compliance monitoring conducted by external contractor/partners would involve a day of walking the site, completing the site monitoring form, mapping their route and any identified threats/concerns and documenting with photographs. These site forms would then be submitted to the Protected Areas Team, who would then complete final reports to submit to the ITC Board.

Other Relevant Information:

Resulting from a review of operations, and reflecting a desire for more transparency, the Board has requested that the former property management budget be split into two - Protected Areas Management Planning and Protected Areas Management Operations. In 2025/26 Trust Council budget included $168,460 for protected area management which covered both management planning and operations.

The Board recently received an anonymous donation in 2025 of $157,300 to its Property Management Fund bringing the fund balance to $173,300. Staff have recommended that the Board pause any major expenditures from this fund until they have met with Indigenous Governing Bodies throughout the Trust Area as part of the Five-Year Plan engagement process so there is an opportunity to seek their views on management priorities.

This budget request reflects a reduction in the number of species at risk projects that ITC has been conducting over the last six years with the Priority Places funding grant, ending March 2026. Without a dedicated coordinator in place, the functioning of the SAR Program will be significantly limited. This will also impact the growing collaboration between the Planning Biologist and the SAR Program Coordinator, which has significantly benefited both the ITC and Planning Services.

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.*)

Increasing the Protected Areas Management planning and operations budgets will support:

- improved decision making for management of protected areas habitat and species at risk;
- archaeological assessments to inform management planning for new protected areas;
- increased capacity to engage meaningfully with Indigenous Governing Bodies and Indigenous Knowledge Holders;
- more cooperatively in management planning and management activities; and
- increased capacity to focus on management planning and prioritized management activities.

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.)*

There are no risks associated with increasing the resources available for management of protected areas. Increases to workload associated with administering a higher budget will be mitigated by contracting out a majority of the compliance monitoring, ensuring that staff time goes to the higher-level work of planning and implementation of management operations and development/updating of management plans.

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: Increase the Protected Area Management Operations and Planning budget lines by $52,000 (31%).
(Approved by ITC Board)
$166,500 (~ $133,500 FY25/26) Protected Area Management Operations
$54,000 (~ $35,000 FY25/26) Protected Area Management Planning

Benefits – The Protected Areas Management Team will be better equipped to effectively address the declining ecological health of its protected areas (due to climate change, invasive species, recreational use pressures, etc.), deal with the backlog of issues and violations on covenants, identify and protect cultural heritage areas, engage with Indigenous Governing Bodies and Indigenous Knowledge Holders, and mitigate risks of litigation associated with delayed management actions (e.g. maintaining safety of trails, stairs, boardwalks, handrails, and updating signage).
This option provides the minimal and sufficient resources for the team to monitor and manage ITC's protected areas, relieving the pressure for the Board to contemplate putting a moratorium on in-stream securement projects for new nature reserves and covenants.

Risks – None.

Financial implications – an increase Protected Areas Management Operations and Planning budgets lines by $52,000 and reduction of Conservancy travel budget for 2026/27 by $11,000 due to less anticipated staff travel for compliance monitoring. In addition, the ITC's 2026/27 proposed salaries budget did not include salaries for a Species at Risk Program Coordinator, a co-op student or other seasonal employee(s). This is a minimal increase, considering the ending of ECCC grant contributions.

Resource Requirements – Team Lead to procure an external contractor for compliance monitoring, Property Management Specialist to do change orders to conservation partner contracts (three-year contracts), work with contractors on compliance monitoring processes for nature reserve lands, review monitoring site visit forms and complete the annual Nature Reserve Monitoring Report. Covenant Management Specialist to work with contractor and covenant landholders on compliance monitoring processes for covenanted lands, review monitoring site visit forms and complete the annual Covenant Monitoring Reports. Manager to support Protected Areas Management Team. Other ITC staff support provided as needed.

Other implications – Aligns with policies, strategic objectives and Regional Conservation Plan, as well as Reconciliation Declaration.

Option 2: No budget increase for Protected Areas Management planning and operations.
Benefits – None.
Risks – Without increases to the core budget for protected area management, the ITC Board will be challenged to address the declining ecological health of its protected areas (due to climate change, invasive species, recreational use pressures, etc.), address covenant issues and violations, identify and protect cultural heritage areas, engage with Indigenous Governing Bodies and Indigenous Knowledge Holders, and mitigate risks of litigation associated with delayed management actions (e.g. maintaining safety of trails, stairs, boardwalks, handrails, and updating signage). Finally, as resources are spread increasingly thin across a growing number of protected areas, the ITC Board will likely be faced with a difficult decision regarding securement of additional conservation lands and may need to cease its in-stream nature reserve and covenant securements until it has sufficient resources to manage them.
Financial implications – The proposed Conservancy travel budget for 2026/27 would need to be increased by $11,000 to accommodate additional staff travel for compliance monitoring and the salaries budget would need to be increased by $22,300 for a co-op student or other seasonal employee as staff compliance monitoring requires two staff for each visit for safety.
Resource requirements – Staff time to coordinate monitoring events, hire and train a coop student or other seasonal employee to assist with monitoring (approximately 50 hours).
Other implications- Continued strain on resources; efforts to engage positively with Indigenous Governing Bodies and address other management needs would continue to be hampered due to increased demands on staff time for routine monitoring; archaeological assessments are implemented more slowly or not at all, delaying and constraining management planning and operations and meaningful engagement with Indigenous Governing Bodies.

Option 3: Increase Protected Area Management operations budget to continue Species at Risk Program at current levels
Benefits – Species at Risk Coordinator remains on staff, and the Species at Risk Program remains active. Species at risk surveys and monitoring continue to inform management planning and understanding of habitat management needs for species at risk. Increased knowledge of species at risk, critical habitat, habitat suitability in ITC protected areas as inventories continue. Increased understanding of population health and habitat enhancement needs as species at risk monitoring programs continue. Demands on Protected Areas Program Team are reduced, if SAR Program Coordinator position is continued.

Risks – Continued demands on staff time to support this project, lessened if the amount includes a salary for a SAR Program coordinator position.

Financial implications – To implement this option, two budgets would need to be increased – requiring an additional $168,566 to the budget request.

1. The proposed Conservancy salaries and benefits budget for 2026/27 would need to be increased by approximately $96,566 for staff position (SAR Coordinator); and
2. Approximately $72,000 to continue prioritized SAR and critical habitat-related activities, including Western Painted Turtle surveys on SSI protected areas, Little Brown Myotis habitat assessment, roost surveys and collection of guano for monitoring white-nose syndrome, multi-SAR surveys on Lasqueti, Continued monitoring for two endangered plant populations in the Mt. Tuam Protected Area, and amphibian/wetland surveys on select protected areas.

Resource requirements – Staff time to hire and train a new/continuing employee (approximately 50 hours).
Other implications- Would support continued recovery actions for federally and provincially listed Species at Risk in the Islands Trust Area.

Option 4: Increase Protected Areas Management planning budget to support 5 archaeological assessments
Benefits – More knowledge of archaeological features within protected areas and enhanced ability to protect them with knowledge from Indigenous Governing Bodies and Knowledge Holders.
Risks – None.
Financial implications – ~$160,000: ~$100,000 for the assessments and ~$60,000 for a part-time staff person
Resource requirements – Even with the addition of a part-time ITC Indigenous Relations Advisor (see business case) there would be insufficient staff resources to undertake this additional work without compromising already strained a Protected Area Management team. Another part-time position would be needed to procure and manage the contracts and engage with Indigenous Governing Bodies.
Other implications: With proposed changes to the delivery of the protected area management program delivery model and with both the ITC Protected Area Management Team Lead and Covenant Management and Outreach Specialist being in temporary assignments this option might be best considered in future years. It may be that some funds from the Property Management fund could be allocated.

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.)*

Critical success factors include:

- Sufficient staff time to administer and deliver the Protected Area Management program. If there is a critical staff vacancy, program delivery may be impacted.
- As appropriate, availability of contractor(s) to undertake compliance monitoring. If contractors become unavailable staff will step back in, resulting in delays to management planning or management operations.

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

Option 1: Increase the Protected Areas Management Operations and Planning Budgets by $52,000.
Benefits of this option include:

- **Enhanced Protected Areas Management (PAM) Program capabilities:** Contracting out the work of routine annual compliance monitoring will enable the PAM team to focus on tackling ongoing management concerns in both nature reserves and covenants, proactively addressing complex projects, and delivering high-quality services to support the Islands Trust mandate.
- **Improved 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.
- **Enhanced relations with Indigenous Governing Bodies and Indigenous Knowledge Holders:** Providing increased funding for archaeological assessments, capacity funding for review of management plans

and for site visits, and freeing up staff time for meetings and site visits will support development of cooperative working relationships.

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.)*

Quantitative:

-
- $166,500 (~ $133,500 FY25/26) Protected Area Management Operations
- $54,000 (~ $35,000 FY25/26) Protected Area Management Planning
- 31% increase to budget line, offset by decreases to other Conservancy budget lines and elimination of two grant-funded staff positions

Qualitative:

Increasing the Protected Area Management Operations and Planning budgets will support:

- improved decision making and management of protected areas and species at risk
- Improved response and resolution of covenant issues/violations
- Improved engagement opportunities with Indigenous Governing Bodies and Indigenous Knowledge Holders in cooperative management activities
- Improved job satisfaction for ITC staff

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. 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 (ie: external competition, government-restricted internal competition, etc.)*

A competitive Request for Proposal process for a compliance monitoring contractor will be conducted in accordance with the Procurement Policy. This process will begin in fiscal year 2025/26 and will make clear that the contract is subject to Trust Council budget approval.

Other procurement for services related to protected area management will take place in 2026/27, and will be undertaken in accordance with the Procurement Policy which provides for Direct Awards, Invitations to Quote and Request for Proposals depending on the estimated value of the services and the specific nature of the services required.

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?)*

Staff will implement the changes to the Protected Areas Management Program as follows:

Jan-March 2026: Procure compliance monitoring contractors, develop annual management operations plan and schedule, procurement planning for management operations
April -June 2026: Support protected area compliance monitoring contractors, conduct in-house monitoring of select priority protected areas, procure management resources and services, begin implementation of management operations
July-September 2026: Receive and assess contractor monitoring reports, support management operations
October -December 2026: Analyse management needs in light of results from monitoring reports, share monitoring reports and resulting management recommendations with the ITC Board, implement actions to address any issues identified by contractor during compliance monitoring
January -March 2027: Adapt management operations plan and schedule as needed in preparation for FY 2027/28, procurement planning for management operations.

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.)*

Under the current delivery model, the Property Management Specialist (PMS) and Covenant Management and Outreach Specialist (CMOS) visit and monitor annually each of ITC's 34 nature reserves and 81 conservation covenants, respectively. For both positions, a significant amount of time is required for coordination and delivery of this annual compliance monitoring program. For the PMS, more than 150 hours were required for fieldwork and related travel in 2025, drawing, for example, 57% of their time in May and 43% of their time in June. This is in addition to a conservative estimate of one hour per nature reserve (34 hours) for coordination of the site visit with partner organizations, arranging travel and accommodation, and preparation of monitoring materials. The time devoted to the annual monitoring program is even more significant for the CMOS, for whom 310 hours were required for fieldwork and related travel in 2025, plus a conservative estimate of one hour per conservation covenant (81 hours) for coordination of the site visit with landholders and partner organizations, arranging travel and accommodation, and preparation of monitoring materials. For the CMOS, fieldwork and travel alone demanded 36% of their time in April, 64% of their time in both May and June, and 21% of their time in both July and August.
In addition to the time commitment, there are multiple competing priorities for the PMS and CMOS at the optimal time for monitoring. Preparations for the annual monitoring program in the early spring draws valuable time away from contract development for management activities, and progress on contract negotiations slows significantly once monitoring fieldwork starts. Monitoring fieldwork also draws staff time away from potential ecological monitoring and species inventories (e.g. wildflower, pollinator, amphibian, and migratory bird surveys are all best accomplished in spring), invasive species management (e.g. shiny geranium must be pulled before it goes to seed in May, yellow-flag iris is best spotted in spring when in flower, Scotch broom is best removed when in bloom in May/June, etc.). Monitoring time commitments have the potential to slow or even negatively impact progress on relationship building with Indigenous Governing Bodies.

This funding will be used to support a shift in the delivery model. In 2026/27 the anticipated Protected Area Management team approach is:

- contract out a ~60% of routine annual compliance monitoring to nature reserve management partners and an independent contractor, with select priority protected areas monitored by staff. Staff time will be required to modify contracts with management partners and procure an independent monitoring contractor, but this will free up an estimated 150 hours (approx. one month of work time) for the Property Management Specialist and 310 hours (approx. two months of work time) for the Covenant Management and Outreach Specialist.
- Protected Areas Management Team Lead to lead procurement of contract monitor, and review, develop, and oversee implementation of Protected Area Management programs, policies, procedures, strategies, and plans. This work will inform future development of department workplans and budgets.
- Property Management Specialist to develop annual management operations work plans, lead procurement for nature reserve management, implement management plans for nature reserves, undertake monitoring of a small number of protected areas as needed, respond to issues identified during nature reserve monitoring, and develop/update management plans (including coordinating with interested First Nations and the referral process, and administering contracts for archaeological assessments)
- Covenant Management Specialist to develop annual management operations work plans, lead procurement for conservation covenant management, implement prioritized management initiatives for conservation covenants, undertake monitoring of a small number of protected areas as needed, and respond to issues identified during compliance monitoring, adapting management operations work plans as needed.
- All positions above would also have time freed up in the work plan, to focus on the onboarding of a new Protected Area Management database system, and training.

The co-op student and Species at Risk Program Coordinator positions previously funded by ECCC will be vacant in 2026/27 (with the exception of the SAR Coordinator staying on an additional month (April 2026) to complete ECCC grant reporting, see associated Business Case).

The estimated total staff hours needed annually for the Protected Area Management Program, including ITC Manager's time is 21,000 hours.

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*?)

Changes to the Protected Area Management Program will be communicated regularly to staff and the Islands Trust Conservancy Board, and the success of the changes will be monitored to inform the 2027/28 budget and will form the basis of department workplans for future years.

The **Protected Areas Management Program** will continue to be delivered in a collaborative manner in partnership with island conservancy partners and staff will focus on better collaboration with Indigenous Governing Bodies and Indigenous Knowledge Holders in 2026/27. Conservancy staff will work closely with GIS staff regarding improvements to GIS systems for storing information about protected areas.

The Islands Trust **Conservancy Communications Specialist** will continue to feature protected area management activities in social media and the Heron newsletter, and as needed, significant program activities or accomplishments will be supported by a communications plan(s).

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

Prepared by (name, title)/date: and Wendy Tyrrell, A/Islands Trust Conservancy Manager/September 29, 2025 (updated Oct 15, 2025)

Reviewed by (name, title)/date: Clare Frater, Director, Trust Area Services/September 29, 2025 (updated Oct 15, 2025)

Updated by Wendy Tyrrell, Islands Trust Conservancy Manager/February 9, 2026

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 6.3.1).

TO BE COMPLETED BY INITIATOR

Requested by
Trust Programs Committee

Department:
Trust Area Services

Name of Request:

Secretariat Services Program

$ Value of Request:

$17,000

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: October 6, 2025

Funding Required for (date range): Fiscal Year 2026/27

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

The Islands Trust Policy Statement provides that: "To achieve its object, the Islands Trust must be an educator, coordinator, and initiator, guiding individuals, organizations and other agencies in support of the object. While the Islands Trust can provide the necessary leadership, responsibility for stewardship of the Trust Area rests with many. Individuals, other government agencies, organizations, and the Province itself all have important roles to play. Cooperative actions are required of other agencies, organizations and individuals to ensure that activities are carried out in a manner that is sensitive to the needs of Trust Area ecosystems and island communities."

In the Islands Trust Council's Secretariat Services policy sets out the policy for providing secretariat services which is defined as "the provision of administrative support including, but not limited to, meeting organization,

meeting administration, public notices, recording and distribution of meeting notes or minutes, and website hosting and updating.

ISSUE/OPPORTUNITY:

There are a number of coordinating bodies operating in the Trust Area, largely supported by volunteer or in-kind staff effort. These bodies bring together different levels of government, First Nations, and community members on a regular basis to discuss matters of mutual interest/concern.

Over the years, coordinating bodies and trustees have raised concern regarding the lack of funding for the administrative needs (e.g. meeting logistics, agenda preparation, minutes, facilitation, website hosting/posting, shared document drive) for some coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators. In 2021, Trust Programs Committee sought the feedback of coordination groups receiving secretariat services on the impact/benefits of those services, and heard that the funding was helpful and promoted better coordination, among other benefits.

The details of previous support provided via Trust Programs Committee since 2018 is available on the Support for Coordination Groups webpage.

Previous amounts budgeted by Trust Council for secretariat services in the last four years:

25/26 $17,000 (TPC has allocated $14,300 to date)
24/25 $15,000 (actual spent was $11,198)
23/24 $12,000 (actual spent was $11,985)
22/23 $15,000 (actual spent was $12,513)
21/22 $12,000 (actual spent was $12,976)

PROJECTED RESULTS/DELIVERABLES:

Through offering support for administration, the Secretariat Services Program supports the continued operation of coordination groups in the Trust Area. Regular meetings of coordination groups can support more informed decision-making by trustees and partner agencies and First Nations that participate in the coordination groups. Coordination groups, at times, also discuss coordinated advocacy messages, leading to more impactful campaigns. This initiative will help the Trust fulfil the vision set out by the Islands Trust Act that the Trust "preserve and protect in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia."

RISK ASSESSMENT:

No risks identified.

ALTERNATIVES CONSIDERED:

Option 1: That $17,000 be budgeted for the Secretariat Services Program.

Benefits: Continuation of the Secretariat Services program as in recent years.
Risks: None.
Financial implications: $17,000 to be spent via contracted services.
Resource requirements: At a minimum, staff hours needed are expected to be: program coordinator 75 hours, communications specialist 1 hour, and Director of Trust Area Services 20 hours, with additional time for administrative services staff to manage financial elements.
Other implications: None.

Option 2: Do not offer the program

Benefits: Additional Trust Area Services staff time for another initiatives.
Risks: Loss of coordination groups in the Islands Trust Area.
Financial implications: No funding required.
Resource requirements: Staff time available for other work.
Other implications: None.

Option 3: A larger budget for the Secretariat Services Program

Benefits: Increased support available to coordination groups.
Risks: None.
Financial implications: Larger budget required.
Resource requirements: Would depend on the implementation selected by Trust Programs Committee. Depending on the how many coordination groups are supported and what support is offered, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications: None.

Option 4: A smaller budget for the Secretariat Services Program.

Benefits: Would depend on the implementation selected by Trust Programs Committee.
Risks: Uncertain. It could result in a coordination group facing administrative capacity issues.
Financial implications: Smaller budget required.
Resource requirements: Would depend on the implementation selected by Trust Programs Committee. Depending on how many coordination groups are supported and what support is offered, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications: None.

CRITICAL SUCCESS FACTORS:

Critical success factors include:

- Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery would be impacted. Also, the program depends on program staff time not being allocated to other initiatives by other Trust bodies.
- Availability of contractor to offer administrative support to coordination group. If contractors are unavailable, program delivery may be impacted.
- Continued operation of coordination groups and continued Islands Trust participation in those coordination groups. Trust Programs Committee, via policy, has the discretion to allocate the budget provided.

RECOMMENDED OPTION:

Option 1: That $17,000 be budgeted for the Secretariat Services Program.

COST/BENEFIT ANALYSIS:

Quantitative:

- $17,000 to fund requests from coordination groups in FY 2026/27. See also staff resourcing section below.

Qualitative:

- Continued Islands Trust support for administration of coordination groups comprised of First Nations, organizations and/or interested and affected parties (stakeholders).
- Regular meetings of coordination groups can support more informed decision-making by trustees and partner agencies, and First Nations that participate in the coordination groups. Coordination groups, at times, also discuss coordinated advocacy messages, leading to more impactful campaigns.

PURCHASING PROCEDURE:

Any purchases will comply with the Procurement Policy. Service contracts are typically offered via direct award. The Secretariat Services policy states that: *When Trust Programs Committee allocates funding from the Secretariat Services budget for Secretariat Services for a Coordination Group, the amount may not exceed the direct award commitment spending level in Trust Council's Procurement Policy 6.5.3.*

PROPOSED IMPLEMENTATION STRATEGY:

The Secretariat Services policy states that: *Trust Programs Committee will assess opportunities to provide Secretariat Services at its first meeting of the fiscal year. If staff resources or funding remain unallocated after this meeting, the Trust Programs Committee may consider additional opportunities at future meetings.*

Typically, Trust Programs Committee decides which groups to support in April, with contracts issued in May and final reports from coordination groups provided in March the following year.

STAFF RESOURCING:

The staff resources required will depend on the number of coordination groups supported by Trust Programs Committee in 26/27 and the nature of support offered. The program coordinator offers support to the Secretariat Services Program as a core duty of the position. At a minimum, staff hours needed are expected to be: program coordinator 75 hours, communications specialist 1 hour, and Director of Trust Area Services 20 hours, with additional time for administrative services staff to manage financial elements. 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 26/27 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Information about how funding is allocated is posted to the Secretariat Services Program webpage and staff may promote the Islands Trust's contributions, as appropriate.

In April 2022, the Executive Committee requested staff to develop policy regarding s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act. This work has not begun as the Senior Policy Advisor position is dedicated to the Policy Statement Amendment project, and has not been backfilled for other work. If Trust Council did adopt new policy relating to s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act, staff will provide recommendations about budget implications and options. Staff would ensure that all interested and affected parties were kept informed.

Requested by: Trust Programs Committee

Prepared by: Director, Trust Area Services, July 15, 2025

Reviewed by: Trust Programs Committee, July 30, 2025 (with October 12, 2025 edits by Director to add recommended option to alternatives section)

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 6.3.1).

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

$10,000

($5,000 for consultant support with climate action plan development, and $5,000 for climate action education activities)

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:** speaker fees, communication expenses, honoraria,

Date of Submission to Finance: October 6, 2026

Funding Required for (date range): Fiscal 2026-27

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, Trust Programs Committee has carried out a Stewardship Education Program on behalf of Islands Trust Council which 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 stakeholders. Government, property owners, residents and visitors share responsibility for the preservation and protection of the Trust Area ecosystems."

PROJECTED RESULTS/DELIVERABLES:

The development of a climate action education plan by staff with modest support from contractors.

Development and provision of educational programming and materials on climate action topics to be determined by Trust Program Committee in FY 2026/27 is expected to assist community members to be more informed stewards. Audiences may include *the public, industry, and interested and affected parties (interest holders) in the Trust Area.*

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

RISK ASSESSMENT:

The risk exists that incorrect information will be inadvertently provided in the course of stewardship education programming. Staff will mitigate this risk by engaging expert speakers where possible, and requesting expert review of staff-produced publications (where applicable).

ALTERNATIVES CONSIDERED:

Option 1: That $10,000 be budgeted for the Climate Action Education Plan Development and Implementation.

Benefits: Supports advancement of Trust Council's Strategic Plan item
Risks: Difficulty in procuring consultant.
Financial implications: $10,000
Resource requirements: At a minimum, staff hours are expected to be: program coordinator 150 hours, communications specialist 20 hours, and Director of Trust Area Services 30 hours, with additional time for administrative services staff to manage financial elements.
Other implications: None.

For the Stewardship Education Program, each fiscal year, Trust Programs Committee considered the financial support it wished to request from Trust Council and, once the budget is approved, the Committee considered the methods by which it would deliver the Stewardship Education Program. It is anticipated that a similar approach will be taken to the climate action education activities – they will be scoped to available funding.

Climate Action Education Plan Development

Option 2: Do not develop a climate education plan
Benefits: Additional Trust Area Services staff time for other initiatives.
Risks: Does not advance Strategic Plan Key Initiative 4.2.1: Design and implement a climate action education plan.
Financial implications: No funding required.
Resource requirements: Staff time available for other work.
Other implications: None.

Option 3: Consultant-developed climate action education plan
Benefits: Additional Trust Area Services staff time for other initiatives.
Risks: Difficulty in procuring consultant.
Financial implications: Estimated costs could be in $10-20,000 range.
Resource requirements: Staff anticipate that development of a consultant-led plan could require approximately 20 hours of Trust Area Services time with additional time required from Finance staff for procurement and contracting processes.
Other implications: None.

Option 4: Staff-only developed climate action education plan
Benefits: Reduced cost.
Risks: Resulting plan may not address the full spectrum of education topics/options that a consultant with subject matter expertise may be familiar with.
Financial implications: None. No impact on budget.
Resource requirements: Reduced staff time for other work. Staff anticipate that development of an in-house plan could require approximately 60 hours of Trust Area Services time.
Other implications: None

Climate Action Education Activities

Option 5: Do not offer climate action educational activities.
Benefits: Additional Trust Area Services staff time for other initiatives.
Risks: Does not advance Strategic Plan Key Initiative 4.2.1: Design and implement a climate action education plan.
Financial implications: No funding required.
Resource requirements: Staff time available for other work.
Other implications: None.

Option 6: A larger budget for the Climate Action Education Program

Benefits: Would depend on the implementation selected by Trust Programs Committee.
Risks: Would depend on the implementation selected by Trust Programs Committee.
Financial implications: Larger budget required.
Resource requirements: Would depend on the implementation selected by Trust Programs Committee. Depending on the activities selected, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications: None.

Option 7: A smaller budget for the Climate Action Education Program

Benefits: Would depend on the implementation selected by Trust Programs Committee.
Risks: Would depend on the implementation selected by Trust Programs Committee.
Financial implications: Smaller budget required.
Resource requirements: Would depend on the implementation selected by Trust Programs Committee. Depending on the activities selected, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications: None.

CRITICAL SUCCESS FACTORS:

Critical success factors include:

- Sufficient staff time to develop and implement a climate action education plan. If there is a critical staff vacancy, program delivery may be impacted.
- As appropriate, availability of contractor to support webinars or other educational programming. If contractors are unavailable, program delivery may be impacted.
- Public interest in participating in climate action education events. If there is low public interest, project objectives won't be met.

RECOMMENDED OPTION:

Option 1: That $10,000 be budgeted for the Climate Action Education Plan Development and Implementation.

COST/BENEFIT ANALYSIS:

Quantitative:

- $10,000 for the Climate Action Education Plan development and implementation for FY 2026/27, with potential associated funding requests in future years. See also staff resourcing section below.

Qualitative:

- A climate action education program will assist community members 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 mitigation measures.
- May result in reduced greenhouse gas emissions.

PURCHASING PROCEDURE:

Any purchases will comply with the Procurement Policy. The services/goods to be procured will depend on the activities selected by Trust Programs Committee.

PROPOSED IMPLEMENTATION STRATEGY:

Once the requested budget is approved, Trust Programs Committee will, in 2026/27, request staff to provide a project charter for climate action education plan development. Once a climate action education plan is approved by Trust Council, Trust Programs Committee can approve project charters for selected activities as required. Once the project charters are approved, staff will implement the project(s) as directed.

STAFF RESOURCING:

Staff resources required will depend on the activities selected by Trust Programs Committee in 26/27 with on-island events (if selected) requiring significantly more time commitment. At a minimum, staff hours are expected to be: program coordinator 150 hours, communications specialist 20 hours, and Director of Trust Area Services 30 hours, with additional time for administrative services staff to manage financial elements. The program coordinator would offer support to the climate education program as a core duty of the position. 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 26/27 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management, communication, and collaboration will be addressed via the strategies outlined in the project charter(s) and as directed by Trust Programs Committee during consideration of next steps.

Implementation of a climate action education plan would be supported by a communications plan(s). Ideally, components of the program would be delivered in collaboration with local agencies and/or First Nations.

Requested by: Strategic Plan

Prepared by: Director, Trust Area Services, July 21, 2025

Reviewed by: Trust Programs Committee, July 30, 2025 (with October 12, 2025 edits by Director to add recommended option to alternatives section)

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):*
Salt Spring Island Local Trust Committee

Department:

Planning Services

Name of Request:

Salt Spring Island Watershed Protection Plan 2022-2032 Coordination (SSIWPA)

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

$55,000
** to be funded through unspent special property tax requisition funds from previous fiscal years*

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:**
Meeting Costs; advertising

Date of Submission to Finance:
September 12, 2025

Amendments made by staff in blue to address Trust Council Bylaw 154. Requires approval by SS LTC.

Funding Required for (date range):
April 1, 2026-March 31, 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.*

Trust Council Bylaw No. 154
In 2013, Islands Trust Council adopted Bylaw No. 154 that delegated authority to the Salt Spring Island Local Trust Committee (LTC), for the purpose of preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area, the power to:

- Coordinate and assist in the determination of regional, improvement district and government

- of British Columbia policies;
- Coordinate the implementation of regional, improvement district and government of British Columbia policies; and

- Coordinate the carrying out of regional, improvement district and government of British Columbia policies

Under Bylaw No. 154 SS LTC may continue to coordinate watershed protection work on Salt Spring Island if it so chooses.

Salt Spring Island Official Community Plan Bylaw No. 434

The Salt Spring Island OCP generally supports SS LTC involvement in watershed protection initiatives as per the following community objective:

A.4.3.2 To provide direction for the conservation and stewardship of natural resources, especially our surface and groundwater supply.

Salt Spring Island Watershed Protection Plan 2023-2032

Endorsed by SS LTC in July 2023, the Salt Spring Island Watershed Protection Plan recognizes the importance of coordinated implementation of the plan and that watershed protection requires cooperation among multiple agencies and stakeholders.

Action 19. Continue to convene a multi-organization forum for communication and coordination about watershed protection activities.

Multiple players have roles in watershed stewardship and protection on Salt Spring Island. Since 2013, coordination has been driven by the Salt Spring Island Watershed Protection Alliance under the leadership of Islands Trust. Partner agencies are committed to continuing an interagency forum to advise on regional, local, and provincial government policies. The way that coordination is currently structured will be re-evaluated as part of implementation of the governance review in order to ensure that this effort is efficient, effective, and satisfying for the organizations and individuals involved.

Watershed Protection Governance and Coordination: Priority Projects

- Complete review of current governance arrangements for watershed protection coordination building on work commenced in 2022 including review of funding arrangements and interagency coordination mechanisms.
- Work with interested First Nations to identify their priority projects and interests related to watershed protection on Salt Spring Island.

Figure 1(Excerpt from Salt Spring Island Watershed Protection Plan 2022-2032)

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.)*

The objective of this initiative is to confirm a preferred governance model that allows for the coordinated, cost efficient implementation of the Salt Spring Island Watershed Protection Plan 2023-2032.

See staff report of December 14, 2023 on page 121 here for fulsome discussion and project charter for this project.

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.*)

Since 2013 SS LTC has funded the coordination of watershed protection work on Salt Spring Island through the Salt Spring Island Watershed Protection Alliance (SSIWPA). In July 2023 SS LTC signalled a desire to see coordination of SSIWPA transfer to the Capital Regional District (CRD). However, CRD will not be in a position in the 2025/26, or 2026/27 fiscal year to administer a SSIWPA-like entity. Despite SS LTC retaining responsibility for coordination of the Salt Spring Island Watershed Protection Plan 2023-2032, staffing shortages have led to an ongoing in ability to significantly advance this project. If it can be advanced in the medium term, results/deliverables of this funding request will be as follows:

- Multi-agency agreement on the best way to coordinate and advance implementation of the Salt Spring Island Watershed Protection Plan 2023-2032;
- ~~Assist the Capital Regional District to develop a Drinking Water and Watershed Protection Service if requested;~~
- Engage First Nations on priority watershed protection actions; and
- A public meeting to share progress on implementation of the WPP and solicit input.

Proposed project spending is as follows:
$5,000 – "Big tent" meeting of agencies, NGOs and water-interested individuals
$10,000 – First Nations engagement
$40,000 – ~~Consulting~~ Contracted services to ~~either: a) develop a terms of reference for a Drinking Water and Watershed Protection Service; or b)~~ Support watershed governance decision-making process.

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 principal risk to the success of this project is the ability of each agency to resource meaningful investment at the staff and political levels in the exploration and advancement of watershed governance alternatives.

A core risk in the 2025-2026 Fiscal Year has been limited staff availability to undertake this work.

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: Maintain SSIWPA to coordinate the Watershed Protection Plan (WPP) implementation using unspent special property tax requisition funds
Benefits – SSIWPA membership and structure is already in place.
Risks – (1) Maintaining SSIWPA would require successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA's success in coordinating watershed protection action has been limited.
Financial implications – None, provided that work is contained to the available budget.
Resource requirements – This would be a net reduction in staff resource requirements, but would still require resources not available at this time, given the OCP-LUB Project and ongoing staff shortages.
Other implications – N/A

Option 2: Maintain SSIWPA to coordinate Watershed Protection Plan (WPP) implementation using a new special property tax requisition
Benefits – (1) SSIWPA membership and structure is already in place. (2) May ensure delivery of the project in a sooner timeline.
Risks – (1) Maintaining SSIWPA requires successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA's success in coordinating watershed protection action has been limited; (3) Special property tax requisition for Salt Spring Local Trust Area may be politically unpopular. (4) *Financial implications* – New special property tax requisition required

Resource requirements – This would increase staff resource requirements, as staff would have to both manage the SSIWPA coordinator in addition to driving the exploration of watershed governance options.
Other implications – N/A

Option 3: Do not coordinate WPP implementation
Benefits – Staff time can be re-allocated to other priority projects.
Risks – multi-agency implementation of SSI WPP will be compromised.
Financial implications – If SS LTC does not fund WPP implementation initiatives related to governance, it could, with confirmed completion of SSIWPA coordination and the purpose for which special property taxes were received, use unspent special property tax requisition funds to support action items with the WPP.
Resource requirements – Unclear, as if SS LTC does not coordinate WPP implementation, the project would likely refocus to implementing LTC-assigned actions under the WPP.
Other implications – N/A

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.)*

(1) LTC clarity of purpose; an
(2) Multi-agency commitment

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

That the SS LTC requests Islands Trust Council to ~~FPC~~ include a draw of $55,000 from unspent special property tax requisition funds in fiscal ~~2025/2026~~ 2026/27 to continue to support ~~Watershed Protection Plan 2023-2032 Coordination.~~

- Coordinating and assisting in the determination of regional, improvement district and government
- of British Columbia policies;
- Coordinating the implementation of regional, improvement district and government of British Columbia policies; and
- Coordinating the carrying out of regional, improvement district and government of British Columbia policies;
- As per Trust Council Bylaw 154.

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.)*

In 2022 SS LTC funded the development of the Salt Spring Island Watershed Protection Plan 2023-2032, a multiagency plan to better protect the Island's freshwater resources. The plan was created with the active participation of the CRD, North Salt Spring Waterworks District, and the Province. The final report was received by SS LTC in 2022. This plan now needs a collaborative mechanism to advance its implementation. SSIWPA could provide such a vehicle, however there are sufficient uncertainties at each signatory agency around plan implementation that staff-to-staff meetings are more appropriate than public meetings at the present time to work through these issues together.

Proposed SS LTC spending on this initiative in fiscal 2026/27 does not require new taxation as it will be drawn from **unspent special property tax requisition funds**.

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.)*

Project spending will be undertaken in accordance with Islands Trust 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?)*

Should staffing availability improve, Completion of the proposed results and deliverables would be undertaken by staff in coordination with LTC. Staff will advise LTC prior to restarting this work.

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.)*

This project will require at least 100 staff hours at the Island Planner level, although the actual amount will depend largely on whether progress is made during early inter-agency meetings.

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 project entails an exploration and potential creation of new governance options for watershed protection on Salt Spring Island in coordination with the Capital Regional District, North Salt Spring Waterworks District and the Government of British Columbia. Engagement is likely to bring change, but any change to deliverables, timeline, or budget would be reported to LTC for consideration and subsequent notification undertaken as necessitated by Islands Trust Council Policy.

Requested by: Salt Spring Island Local Trust Committee

Prepared by: Chris Hutton, Regional Planning Manager/September 27, 2024

Amended by: Stefan Cermak, Director Planning Services / November 7, 2025

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).

Updated information provided in blue font – November 2025.

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Salt Spring Island Local Trust Committee

Department:

Planning Services

Name of Request:

Salt Spring Island Groundwater Sustainability (Well-Monitoring)

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

$16,500

Amendments made by staff in blue to address Trust Council Bylaw 154. Requires approval by SS LTC.

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:**
Communications and education materials; meeting costs; specialized skills and equipment to remove well monitors

Date of Submission to Finance:
September 12, 2025

Funding Required for (date range):
April 1, 2026 to March 31, 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.*

Salt Spring Island Watershed Protection Plan, 2023-2032, dated March 2023 – identifies continuing groundwater wells and lake level monitoring program.

Islands Trust Freshwater Sustainability Strategy. Dated December 2021. Monitoring wells part of groundwater sustainability science program and watershed sustainability science program. Well data collected informs state of freshwater report.

Trust Council Strategic Plan, 2025-2028. Key Initiative 2.1.3 – Update and Implement Freshwater Sustainability Strategy.

Islands Trust Council Bylaw No. 154 – bylaw delegating certain powers of the Islands Trust Council to the Salt Spring Island Local Trust Committee related to preservation and protection of water resources in the Salt Spring Island Local Trust Area. ***Not applicable to this project.***

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.)*

The Salt Spring Island Local Trust Committee, via SSIWPA, partnered with land owners in 2018 to install ground water and surface water monitoring stations. Further data retrieval is required as is planning for data loggers end of life and their retrieval. This business case is brought forward as a strategy to mitigate financial risk of excess cost to retrieve well loggers.

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.*)

Results/deliverables of this funding request are:

- Removal of ground water and surface water monitoring stations at Islands Trust's cost (as needed) with available funds
- Routine maintenance of data loggers

Public presentation of Ground Water and Surface Water Monitoring Pilot Project Results

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.)*

This business case is brought forward as a strategy to mitigate financial risk of excess cost to retrieve well loggers.

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: Not set aside funding for data logger removal
Benefits – May find ways to allocate funds to other freshwater projects, but this would require other work that is not planned at this time. Funds cannot go back into general revenue.
Risks – When data loggers are to be removed, other funding will be required. This is a liability as funds would not be set aside for this purpose and would inevitably be an unplanned expense.
Financial implications – Unplanned expense at some time in the future
Resource requirements – Most loggers can be removed by the freshwater specialist, but some loggers will require specialized equipment and skills of a pump installer.

Option 2: Remove data loggers now
Benefits – Money would be spent and liability managed
Risks – Owners are under the impression that the removal is at the time of their choosing and may not appreciate the turn-around on policy.
Financial implications – Would use funds, but may involve a need for additional funds to
Resource requirements – Staff time required to engage property owners, remove monitors, and hire professional services where necessary.
Other implications – Compression and contracting out of other major projects was intended to provide additional capacity to SS LTC, and this would use up some of that time. Staffing availability may continue to be limited to achieve this.

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.)*

Whether following the recommended option or not, the primary success factor at this stage is to minimize financial liability caused be removal of a specialized well monitor.

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

Provide same funding as the 2024-2025 fiscal year to support the ongoing collection of well monitoring data.**

Estimated expenses associated with conclusion of the pilot project are:
$1,500 – to host a Community Information Meeting to share data and analysis derived from the monitoring pilot project; and
$15,000 – to remove any groundwater data loggers that require the assistance of a licensed pump installer.

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.)*

Removal of the data loggers at the request of land owners is non-negotiable.

*** Note that special property tax funding requisitioned for the coordination of water management on Salt Spring Island is not available for this project. Trust Council Policy 6.3.2 Special Property Tax Requisition, Section 6.3 is clear that the special property tax funds may only be used for the program they were requisitioned for, unless that program has concluded, and the funds are therefore no longer required for that program. The water management coordination program has not concluded.*

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. 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 (ie: external competition, government-restricted internal competition, etc.)*

Spending on the Salt Spring Island Groundwater Sustainability Strategy will be done in accordance with Islands Trust 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?)*

Under the recommended option, there is no anticipated timeline for the removal of data loggers.

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.)*

Participation of the Freshwater Specialist and a Salt Spring Planner is required to bring this information forward.

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*?)

Upon request to remove the data loggers, a final report would be prepared the data would be documented as attached to various data sets for future planning information and reference. A privacy impact assessment or review would be conducted to ensure that this data is handled in accordance with legislative and policy requirements.

Requested by: Salt Spring Island Local Trust Committee

Prepared by: Chris Hutton, Regional Planning Manager/September 8 2025

Amended by: David Marlor, Director of Legislative and Information Services / November 7, 2025

Amended by: Stefan Cermak, Director of Planning Services / November 7, 2025

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	October 22, 2025
From:	**Trust Programs Committee/Regional Planning Committee**	**Date Prepared:**	October 10, 2025

SUBJECT: Trust Area Resilience Assessment Initiative

Note: January 16, 2026 updates entered in blue font in follow-up section**.**

PURPOSE: To advise Financial Planning Committee of resolutions of Trust Programs Committee and Regional Planning Committee regarding a request for $150,000 in funding for projects related to Trust Area data acquisition and ecosystem health and community resiliency indicators that are assigned through the Strategic Plan for which business cases have not yet been drafted.

BACKGROUND:

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.

These activities are crucial to informed decision-making and to understand effective implementation of the preserve and protect mandate. Relevant key initiatives from the 2025-2028 Strategic Plan are below.

FOCUS AREA	GOALS & DESIRED OUTCOMES	STRATEGIC DIRECTIONS	KEY INITIATIVES Top priority for current council term; Priority for current council term; To be initiated 2026-2027; Initiation timeline TBD	LEAD
Growth Management & Community Resiliency	Defined capacity constraints and indicators inform decision making	2.1 Support proactive land use planning and establish limits to growth using evidence-based data	2.1.1 Work with other agencies to facilitate data gathering / share in the development of environmental indicators	TPC
			2.1.2 Develop a growth management planning framework that includes data on growth trends and projections, geological and hydrological capacities, infrastructure, and development rates	RPC
			2.1.3 Update and implement Freshwater Sustainability Strategy (2022-2032)	RPC
Ecosystem Health & Integrity	Diverse community members/groups are invested in revitalizing ecosystems and expanding protected areas	3.2 Improve understanding and monitoring of ecosystem health	3.2.1 Identify indicators of ecosystem health and integrity	TPC
			3.2.2 Update the State of the Islands Report	TPC
			3.2.3 Develop a shared inter-agency ecosystem health indicator toolkit for citizen groups, conservancies, and other agencies	TPC
			3.2.4 Monitor progress of protection of ecosystem health in all land use planning decisions	RPC/LTCs
	Marine and foreshore ecosystems are healthy	3.3 Strengthen marine and foreshore protection practices	3.3.1 Map eelgrass and kelp forests	RPC
Climate Change	Land use decisions are informed by data and ongoing monitoring to manage and adapt to climate risks	4.1 Identify the Trust's mandate and role related to climate change	4.1.1 Develop a climate action strategy, set baseline data and targets	TPC
			4.1.2 Partner with agencies and others to share climate data	TPC

In June 2025, Trust Council confirmed that key initiatives in blue required business cases for the upcoming 2026/27 budget development cycle.

At its meeting on July 18, 2025, Regional Planning Committee (RPC) considered a business case about Key Intiative: **2.1.2 development of a growth management planning framework**. RPC passed the following motion:

> **That Regional Planning Committee request that the business case for the Development of a Growth Management Planning Framework be revised as a multi-year strategy, and that staff assess how the biologist's work on ecosystem indicators, and build out maps and suitable land analysis tools be incorporated in that framework, before the next stages are envisioned.**

Staff discussed internally and acknowledged the need for:

- a comprehensive approach based on a collaborative, multi-department review of available internal and external data and mapping layers,
- scan of best practices in comparable organizations, and
- assessment of desired needs in the context of a possible new Policy Statement, review of the Freshwater Sustainability Strategy, and upcoming work to develop a new Islands Trust Conservancy Regional Conservation Plan (extended to December 2029) and Securement Strategy.

At its meeting on July 30, 2025, Trust Programs Committee (TPC) received information from RPC's July 18, 2025 meeting and a staff briefing about the opportunity to plan the related Strategic Plan projects as a multi-year, cross-department approach to growth management/land protection planning and associated indicator development, monitoring and reporting, in a manner that considers the mapping and information resources required to fully implement the draft Policy Statement. Trust Programs Committee then passed the following motion:

That Trust Programs Committee recommend that Financial Planning Committee add $150,000 to the draft 2026/27 budget to support advancement of the 2025-2028 Strategic Plan, as of July 2025, key initiatives 2.1.1, 2.1.2, 2.1.3, 3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.3.1, 4.1.1 and 4.1.2, in cooperation with First Nations and in a manner that considers the Islands Trust Conservancy's plans for ecosystem mapping and analysis, through development of a business plan for a multi-year, joint Trust Programs Committee/Regional Planning Committee-led project to fund a:

1. **Consultant (selected via Request for Proposal) to:**
   - **conduct needs assessment and**
   - **develop strategy for:**
     - **data/mapping layer acquisition,**
     - **partnership development,**
     - **data analysis,**
     - **indicator development, monitoring and reporting.**

2. **Capacity funding to support involvement of First Nations' staff in development and implementation of the project.**

3. **Strategy development for long-term funding, investigation of the use of reserve funds, and potential grants.**

At its meeting on September 9, 2025, Regional Planning Committee (RPC) passed the following motions:

That Regional Planning Committee indicate support for Trust Programs Committee resolution *TPC-2025-063* and requests staff to develop a business case with appropriate budget for Phase 1 (initial development) of a multi year project related to ecosystem health and community resiliency indicators, scoping in relevant agencies, academics, First Nations partners, that will co-develop the project framework and methodology.

That Regional Planning Committee request staff to develop a strategy for long term funding, investigation of the use of reserve funds, including funding partnerships and potential grants, as indicated in resolution *TPC-2025-063*.

ATTACHMENT(S): None.

FOLLOW-UP: January 16, 2026 update: Due to a lack of available time for existing staff, and because the person hired into the researcher position was unable to start in the position, the planned follow-up actions set out have not occurred. Staff intend to consider the topics raised in this briefing as part of Policy Statement implementation discussions. Trust Area Services intends to create a temporary researcher position to research needs, available data, best practices, potential partnerships, potential grant funds, etc and develop a business case and project charter for Trust Council consideration in December 2025 (at time of writing strike action is impacting hiring processes).

The business case will address a multi-year, cross-department approach to growth management/land protection planning and associated indicator development, monitoring and reporting. This will necessarily consider the mapping and information resources required to fully implement the draft Policy Statement.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: David Marlor, Director, Legislative and Information Systems/October 15, 2025

Stefan Cermal, Director, Planning Services/October 16, 2025

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): **Information Services**	**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:** _____
Department: **Information Services**	
Name of Request: **Electronic Document Management Solution**	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* **$55,000 =** $46,500 software one-time purchase $8,500 annual service	
Date of Submission to Finance: **09/19/24**	**Funding Required for (date range): 2026-2027**

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.*

Approval by Executive Committee on October 29, 2025

Islands Trust Records Management System Bylaw – this bylaw sets out the requirements for management of records at the Islands Trust, and requires that the Records Management System must maintain the integrity and authenticity of records made or kept in the usual and ordinary course of business.

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.)*

Our current document management system lacks advanced electronic monitoring and security features, leading to several challenges:

- Regulatory Compliance Risks: Difficulty in meeting industry standards and regulatory requirements.
- Security Vulnerabilities: Insufficient protection for sensitive documents, and no controls on folder creation, where documents are stored.
- No version control resulting in multiple copies of documents and multiple versions being kept on the system.
- Inefficient Document Retrieval: Time-consuming and error-prone document search and retrieval processes.
- High Administrative Overhead: Increased manual effort and potential for human error in document handling.
- Prone to accidental moving or deleting of records and folders.

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.*)

Projected Results (Objectives):

The migration to an off-the-shelf electronic document management system, including contracting their data migration services, aims to achieve:

- Enhanced Document Security: Advanced security features to safeguard sensitive information.
- Improved Compliance: Support for regulatory compliance and industry standards.
- Efficient Document Retrieval: Advanced search and indexing capabilities for quicker document access.
- Streamlined Workflows: Automation of document workflows to increase productivity.

Deliverables (Proposed Solution)

- Advanced Security Features: Role-based access controls, audit trails, and encryption.
- Compliance Tools: Features that facilitate adherence to regulations such as GDPR, HIPAA, and ISO.
- Efficient Retrieval: Full-text search, metadata tagging, and custom indexing.
- Workflow Automation: Tools for automating approval processes and task management.

To ensure a smooth transition, we propose contracting the vendor to handle the data migration. This will:

- Ensure Data Integrity: Professional management of the migration process to prevent data loss or corruption.
- Minimize Disruption: Reduce the impact on daily operations by leveraging FileHold's expertise.

The project will involve the following steps:

1. Review and update of the record retention policy – this would be undertaken by legislative services staff be completed Spring/Summer 2026
2. Creation of a document folder system in the new file management software that largely mirrors the Microsoft Windows file folder system we have currently. This work would be completed after purchase and installation of the software by Information Services staff.
3. Creation of permission groups for the various documents, and application of those permissions. For the first time, this will allow read-access for trustees to certain documents and folders.

4. Training for staff will be undertaken by department, and timed to allow them to use it right away. This will likely involve staff using the system to store new files, with the old EDM still available to access files not yet migrated.
5. Migration will likely take two forms. The first is those folders that are "clean", such as final repository for documents, will be migrated in bulk with assistance from the vendor. Other folders will be migrated once they have been cleaned up, but will remain available to staff in the old system until then.
6. A project plan will be developed for the training, migration and on-going staff support during the transition. The work if started in 2026 would likely take a year to completion to allow for the clean up of files on our current system, and time for staff to adopt the new system.
7. Files on the existing LAN will be reviewed by records management staff and relevant directors/managers; many of the files are working files that are transitory and these would not be migrated to the new system and instead would be destroyed.

The end result will be all Islands Trust electronic documents will be stored in a secure electronic library. This system will allow people with permissions to check out items, and then put them back once done with them. The system will track versions, enforce naming conventions, ensure appropriate metadata is attached to the file, track who accesses the file, and assign permissions for access to the file. The system will provide for easy reporting on file retention, identifying those ready for destruction; at present this is done manually.

Once in place, our records management system will meet Provincial standards for security and robustness. This will then allow us to begin retaining legal documents, such as signed bylaws, and other documents we currently keep in fire proof filing cabinets. It will also allow us to scan into the system those documents kept in the warehouse that we must permanently keep, reducing our need to store files off-site. The warehouse storage is costing us about $23,000 per year.

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.)*

A. Potential Risks:

- Data Migration Issues: Risk of data loss or corruption during migration.
- User Resistance: Possible resistance to adopting the new system.
- Implementation Delays: Potential delays due to unforeseen issues.

B. Mitigation Strategies:

- Thorough Testing: Ensure comprehensive testing to safeguard data integrity.
- Change Management: Implement a change management plan to address user concerns and facilitate adaptation.
- Contingency Planning: Develop plans to address potential delays and issues.

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 (recommended). A off-the shelf software solution, that has a perpetual license (one time fee) and robust and on-going support structure.

Option 2: build a system in-house. This would be a bespoke system and require a lot of time for coding and development. The work would be beyond staff capacity. This option would require internal support and updates.

Option 3: Third party subscription-based cloud service. This could offer a robust file management system, and in some instances hosted on local servers, it would be more expensive and subject to the annual licensing fees.

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.)*

The following are critical success factors in the implementation of a new electronic document management system:

- Assessment: Evaluate current needs and plan the migration strategy with the vendor.
- Configuration: Vendor configures the system according to our requirements.
- Data Migration: Vendor handles the migration of existing documents and data.
- Training: Provide training for staff on the new system.
- Go-Live: Transition to Vendor, with ongoing support during the initial phase.

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

Option 1 Off the shelf software with perpetual license.

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.)*

Migrating to an off the shelf soft ware solution, with the inclusion of contracted data migration services, presents a strategic investment in our document management capabilities. The advanced security, compliance, and operational efficiencies offered will significantly benefit our organization. Despite the initial costs and resource requirements, the long-term gains in productivity, security, and compliance justify the investment.

Further, implementation of a robust solution for records management will allow is to reduce the storage of paper files in the warehouse. This is cost the Islands Trust $23,000 per year. Files that need to be kept can be digitised (a separate project) and those that can do not need to be kept can be destroyed.

A records management solution will also allow us to share specific files with trustees, addressing a request by Trust Council to provide more access to trustees in an organised way to routine documents. Security features in the software will make this a possibility without the need to duplicate documents and place in a separate folder.

Finally, the solution will allow Islands Trust to be compliant with the Provincial guidelines for records management and consistent with Trust Council bylaw on records management.

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.)*

As per the Islands Trust procurement 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?)*

- Assessment: Evaluate current needs and plan the migration strategy with FileHold.
- Configuration: FileHold configures the system according to our requirements.
- Data Migration: FileHold handles the migration of existing documents and data.
- Training: Provide training for staff on the new system.
- Go-Live: Transition to FileHold, with ongoing support during the initial phase.

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.)*

IS Management / Coordinator ~ 40-60 hours to supervise the implementation and setup training sessions for staff.
Training of – 3-5 hours per staff member
File migration consults – IS - ~50 hours
Stakeholders from each group (1 per group) - ~5-8 hours each.

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 concerns – coordination of this project will be carried out by IS Project Management

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Requested by (Committee or Business unit): David Marlor, Director of Legislative Services and Information Services

Prepared by (name, title)/date: Jeffrey Lloyd, Senior Technical Analyst / 09/06/2024

Reviewed by (name, title)/date: Dave Beeston, IS Coordinator / 09/06/2024

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit)*:
Galiano Island Local Trust Committee

Department:
Planning Services

Name of Request:
Galiano Island Targeted OCP Review Project

$ Value of Request:

Fiscal Year 2026-27 - $15,000
Fiscal year 2027-28 - $10,000

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:** _____
For fiscal year 2026-27:
- Community consultation, First Nations consultation and capacity funding, and legal contingency

Date of Submission to Finance:
LTC resolution: July 8, 2025

Funding Required for (date range):
April 1, 2026 – March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS
Islands Trust Council *Strategic Plan 2025-2028* includes the following key initiative:

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)

ISSUE/OPPORTUNITY:
The Galiano Island OCP has not been substantially updated since 2012. The review will substantially update the OCP to address a number of Local Trust Area issues and Islands Trust Strategic objectives.

The proposed OCP review will address:

- First Nations Reconciliation - the project will involve engagement with First Nations, including providing capacity funding if requested.
- Islands Trust Policy Statement implementation: an updated Policy Statement is anticipated to be adopted this term and all subsequently adopted bylaws, including a new or amended OCP, must not be contrary or at variance with the Policy Statement.
- Housing: reviewing and updating policies to support housing diversity, based on options in the Islands Trust Housing Toolkit.
- Review and update development permit areas: review effectiveness, particularly DPA for protection of the natural environment, and consider amendments based on model DPAs.
- Forest Policies: review, specifically based on recent applications for F1 rezonings involving land transfers.
- Transportation: review policies generally and road network plan policies specifically.
- Other areas, generally of a technical nature.

PROJECTED RESULTS/DELIVERABLES: the project would result in targeted amendments to the OCP.

RISK ASSESSMENT: There are several contingencies that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages. Extensive support is anticipated to be provided by the Island Planner.
2. First Nations' capacity and timing may not align with project timelines.
3. The LTC may choose to not proceed with amendments.
4. Costs may exceed the budget due to consultation, capacity funding requests, or other factors.

ALTERNATIVES CONSIDERED:

If the project is not funded for Fiscal 2026-27:

Option 1: Proceed with the initiative as a Minor LTC Project – this would limit the project budget to a maximum of $5,000 for the fiscal year.

Option 2: Defer: the completion of project could be deferred to a future fiscal year.

CRITICAL SUCCESS FACTORS: The project would be considered successfully completed if relevant amendments to the OCP are adopted. Ultimate success would be measured over the longer term through implementation of OCP policies through Land Use Bylaw amendments and other initiative.

RECOMMENDED OPTION: The recommended option is to fund the initiative at the requested amount of $15,000 for the coming fiscal year. This provides sufficient funding to complete the project.

COST/BENEFIT ANALYSIS:
Quantitative Analysis: $15,000 for fiscal 2026-27 for:

- Community consultation, including special APC(s) - $5,000

- First Nations consultation and capacity funding - $5,000
- Legal contingency - $5,000

Qualitative Analysis: project would benefit from efficiencies associated with similar projects in other LTA and build on those experiences, in particular completion of the Gabriola OCP Review.

PURCHASING PROCEDURE: N/A

PROPOSED IMPLEMENTATION STRATEGY: The project is proposed to be completed over two fiscal years, with final year consisting of on-going consultation, drafting and review of bylaws, legislative process, and implementation. An update of the LUB to implement OCP policy amendments would be recommended to follow.

STAFF RESOURCING: The project would be managed by a planner assigned from the Regional Planning Team, estimated at 0.25 FTE, with support from the Island Planner (0.25 FTE), RPM (up to 0.10 FTE), admin support (0.10 FTE) and support from the Senior Indigenous Relations Advisor, the Senior Freshwater Specialist, mapping and communications staff as needed.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: N/A

Requested by (Committee or Business unit): Galiano Island Local Trust Committee

Prepared by (name, title)/date: Robert Kojima, June 30, 2025

Reviewed by (name, title)/date:

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

Initiated by:
Director, Planning Services

Business Area:
Planning Services

Name of Request:

Permanent Biologist - Planning Services (1.0 FTE)

Value of Request, 2023/24:
$115,288* – base salaries & benefits
$ 5,075 Travel, Training, Professional Fees

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, Full-time**
- ☐ **Temporary, FT/PT**
  Temp Duration: _____

☐ **Other – please describe:**
_____

Date of Funding Request Submission:
September 3, 2025
Amended Oct. 1, 2025 as per Executive Committee

Funding Required for (date range):
April 1, 2026 – March 31, 2027
+ annual ongoing

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.

A permanent Biologist directly advances these directives and ensures they are implemented consistently in planning work.

ISSUE/OPPORTUNITY:

The Trust currently relies on a temporary biologist (funded by ECCC until March 2026). This position has proven essential in:

- Supporting planners with ecological review outside their expertise.
- Ensuring consistent, science-based advice across the Trust Area.
- Providing professional biologist input and review of key initiatives including Suitable Land Analysis, implementing biology into land use decisions, researching indicators and related data for Strategic Plan.
- Reducing delays and confusion for applicants by clarifying ecological requirements.
- Strengthening relationships with First Nations, NGOs, community groups, and partner governments.

A permanent biologist within Planning Services will:

- Deliver on Trust Council's legislated preserve-and-protect mandate.
- Overcome critical capacity issues to directly implement Strategic Plan priorities (ecosystem health indicators, cumulative impacts, climate resilience, First Nations stewardship).
- Provide scientifically grounded advice on applications and bylaws, reducing reliance on costly consultants.
- Improve organizational efficiency, reduce risk, and increase public confidence.
- Improve organizational integration between Trust Area Services, Islands Trust Conservancy, and Planning Services

Without a permanent biologist, planners will again shoulder ecological assessments without specialized training, applicants will face higher costs for private consultants, and the Trust risks weaker planning decisions, slower approvals, and diminished credibility. Without a permanent biologist, Planning Services will not have the professional expertise or capacity to deliver on some of Trust Council's strategic plan priorities.

PROJECTED RESULTS/DELIVERABLES:

Adding a permanent Biologist to the planning services team will result in the following benefits:

- Overcome critical capacity to implement Trust Council Strategic Plan 2025-28– specifically:
  - *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.
- Improved decision-making for LTCs and Trust Council.
- Stronger alignment with First Nations and intergovernmental partners.
- Consistent ecological review of planning applications, bylaws, and projects.
- Increased efficiency for planners (~150 hours/year saved).
- More equitable, predictable review of environmental reports for applicants.
- Enhanced public trust in the Trust's ability to deliver on its legislated mandate.

RISK ASSESSMENT:

- In-house ecological expertise reduces the risk of legal challenges, ensures regulatory compliance (e.g., species at risk, riparian areas, marine habitats), and mitigates reputational risk.

ALTERNATIVES CONSIDERED:

Option 1: Hire permanent 1.0 FTE Biologist (Recommended)

- *Benefits:* Strategic alignment; institutional knowledge; consistent, equitable, science-based ecological expertise; efficiency gains (e.g. planner time saving)
- *Risks*: Increased operating budget in constrained year.
- *Financial implications*: $122,270 annually,
- *Resource requirements:* Hiring and onboarding process (feasible to reduce resource requirements if competition successfully held internally).
- *Other*: Strong recruitment pool exists for this role; Improves applicant experience and public trust

Option 2: Part-time (0.5–0.6 FTE)

- *Benefits*: Reduced cost (~$65,000–$75,000/year).
- *Risks:* Recruitment challenges; reduced capacity; inability to meet demand
- *Financial implications:* ~50% of full cost, but less than 50% of impact
- *Resource requirements*: Similar hiring effort.
- *Other:* May create bottlenecks due to limited availability

Option 3: Hire auxiliary (one year - temporary) 1.0 FTE

- *Benefits:* Strategic alignment; institutional knowledge; consistent, equitable, science-based ecological expertise; efficiency gains (e.g. planner time saving)
- *Risks*: Increased operating budget in constrained year; limited ability to implement Trust Council strategic initiatives; recruitment challenges; inability to meet long term demand; limited integration into long term decision making.
- *Financial implications*: $115,288 for one fiscal period,
- *Resource requirements:* Hiring and onboarding process (feasible to reduce resource requirements if competition successfully held internally).
- *Other*: Strong recruitment pool exists for this role; Improves applicant experience and public trust

Option 4: Do Nothing (no hire)

- *Benefits:* No new budget allocation.
- *Risks*: Planners continue ecological review outside expertise; slower processes; applicants face higher costs for private consultants; increased risk of weak or challenged decisions; reduced strategic alignment.
- *Financial implications*: $0 direct cost, but hidden costs borne by applicants and staff capacity.
- *Resource requirements*: None.
- *Other:* Weakens credibility in delivering preserve and protect mandate.

CRITICAL SUCCESS FACTORS:

- Dedicated budget allocation for the FTE.
- Timely recruitment and onboarding.
- Ongoing integration of the biologist into planning workflows.
- Support from management and Trust Council for embedding ecological expertise as core capacity.
- If unmet, risks include weaker ecological review, reduced planner efficiency, and greater reputational/financial exposure.

RECOMMENDED OPTION:

Option 1: Hire a permanent 1.0 FTE Biologist in Planning Services.
This option provides consistent, science-based ecological expertise, improves efficiency, reduces risks, and supports both the Islands Trust Act mandate and Trust Council's 2025–28 Strategic Plan.

COST/BENEFIT ANALYSIS:

Quantitative Discussion:

- *Annual cost: $155,288*
- *Planner efficiency: Biologist reviews reports ~2x faster than planners, saving ($8,000 value).*
- *Risk avoidance: Reduces likelihood of legal, reputational, or regulatory challenges ($25,000–$50,000+/case avoided).*
- *Applicant costs**:** Lower private consultant reliance (indirect public savings).*

Qualitative Discussion:

- *Advances the legislated preserve and protect mandate.*
- *Builds trust with First Nations, partner governments, and the public.*
- *Provides consistent and equitable ecological expertise across the Trust Area.*
- *Strengthens the reputation of Islands Trust as a science-based planning authority.*
- *Retains institutional knowledge and continuity.*

Net Cost/Benefit: When avoided consultant fees and planner time are factored in, the effective "net new" cost of a permanent biologist could be closer to $10,000–$20,000/year — essentially budget neutral.

PURCHASING PROCEDURE:

No procurement process as this is not a procurement of goods or services, but a hiring of staff. A hiring process will be undertaken in accordance with standard PSA hiring practices, including: posting of job to external sources, collection and review of resumes, skill testing, interviews, reference and criminal record checks, offer letters, on boarding and training of new staff.

PROPOSED IMPLEMENTATION STRATEGY:

Hiring process initiated mid-March 2026 upon budget approval, screening and interviews in April 2026 with anticipated new hire start date in May 2026 – unless successful applicant is an in-house candidate.

STAFF RESOURCING:

Pre-hiring activities:

- Director, Planning Services – draft job description for new staff (completed), 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 (DPS + likely 2 others) – conduct interviews and post-interview discussions, 1.5 hours/interviewee per panellist.

Post-hiring activities:

- Director, Planning Services – training/orientation with new staff, 2-3 months
- Employee Services Coordinator – process new hire paperwork, schedule/deliver basic new hire orientation and on boarding sessions – total 15 hours
- Others across organisation – orientation to other departments and relevant processes – 1 week

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Internal communication to staff upon approval.
- Position posted to BC PSA and external sites.
- Coordination with Islands Trust Conservancy to maximize cross-departmental value.
- Collaboration with First Nations to integrate ecological expertise in stewardship work.

Attachment:

- Job Profile, Biologist
- Organizational Chart

Director, Planning Services	September 3, 2025 Updated October 1, 2025
Initiator Title	Date
Reviewed by Department Lead: Title	Date

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)**:***
Legislative and Information Services

Department:

Legislative and Information Services

Name of Request:

GIS Analyst position (1.0 FTE)

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

FY 2026/27: $73,722
Subsequent years: $98,296 plus automatic step increases, and negotiated increases per BCGEU

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)
- X **Permanent**
- ☐ **Temporary**
  Temp Duration: _____

☐ **Other – please describe:**
_____

Date of Submission to Finance:
October 15, 2025

Funding Required for (date range):
July 1, 2026-March 31, 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.*

Approved by Executive Committee on October 29, 2025

Adding a GIS Analyst position in 2026 will support the GIS/IS team to complete existing work that is currently done by contractors, and provide capacity to implement new projects as part of the larger focus on GIS by Trust Council, ITC, Executive Committee and council committees. While the rest of the Islands Trust staff has grown, the GIS team has not and the additional staff (planning, conservancy and bylaw) all rely on the mapping products, analysis, tools and online web mapping applications that the GIS team oversees. This is a lot of day-to-day work as well as special projects for the two current resources in GIS.

At its September 2025 meeting Trust Council received the information below and passed the following resolution:

> **That Trust Council establish 2026/27 budget guideline that funding for Geographical Information Systems be prioritized for initiatives in the 2025-28 strategic plan.**

At the July 22, 2025 joint meeting between the Islands Trust Conservancy Board and the Executive Committee there was a robust discussion about the need for a strategic, long-term approach to updating and acquiring new ecosystem information, and for indicator monitoring that considered both financial planning and staffing resources.

The Islands Trust Conservancy Board subsequently passed the following motion:

> **That the Islands Trust Conservancy Board indicate its strong support for robust geographic information systems, supported with long-term sustained funding and strategic direction by Islands Trust Council, to assist analysis of trends and development of indicators of ecosystem health, to support sound decision making in planning, conservation, and climate change mitigation and adaptation.** (**ITC-EC-2025-001)**

On July 23, 2025 Executive Committee subsequently passed the following motion:

> **That Executive Committee** endorses resolution ITC-EC-2025-001 and recommends it be forwarded to Trust Council for consideration as part of the budget discussion.

On September 8, 2025, Regional Planning Committee subsequently passed the following motion:

> **That Regional Planning Committee indicate support for Islands Trust Conservancy Board, Executive Committee, and Financial Planning Committee resolutions (*ITC-EC-2025-001, EC-2025-094, and FPC-2025-041*) prioritizing resources for a more robust geographic information system in order to advance Trust Council's Strategic Plan.**

If this position is not approved, then the additional GIS work required to support the above resolutions will not happen.

The current staff resources in GIS at the Islands Trust includes:

- One GIS coordinator
- One GIS Technician
- One "as and when" who is brought in on an as needed basis, mainly to fill in for vacation or absences of the two full-tie staff. Funding is not in place for this position to provide additional services.

Islands Trust has had two staff in GIS over the past 30 years, and in that time the number of staff in the organisation and the complexity of GIS work has increased significantly. Examples of the work not being completed in a timely manner, or not being done at all due to lack of staff resources include:

- Suitable Land Analysis Modelling was started by the GIS team but due to workload demands and an urgency to finish the project, it was handed off to William Shulba (Freshwater Specialist). William assisted in managing the project, who contracted a consultant to help complete the work over a few months with a cost of $7000.
- The ITC hired an expert to help assess our spatial data to recommend a database management system earlier in 2025 and are looking to hire someone again as that consultant didn't provide a solid recommendation. The GIS team should be able to help with the creation of this system but due to daily tasks and current project workloads, they don't have the capacity.

- The planning team for Salt Spring Island has contracted McElhanney to assist with an OCP update. Typically (in other municipalities), this type of update could be handled by the planners and the internal GIS team if team members had availability in their respective work plans.
- MapIT (the public facing web mapping application) has been offline for almost a year. This is due to the mapping software being upgraded and a contract completion with our web map interface company. This upgrade resulted in automated processes being disrupted so the data would not be updated on consistent basis (i.e. Property boundaries and landowner information was being updated weekly but is now a manual update). The web mapping software needs to be upgraded as well and the GIS Coordinator is the only staff with this knowledge but has a full workload. This could have been resolved quicker with some tasks being taken off the GIS Coordinator's plate and having another staff member with confident skills (and interest) in web mapping applications.

The Trust Council 2025-26 Budget Guideline Assessment includes this guideline:

> *Resource requests for new tax-funded personnel 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.*

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.)*

The Islands Trust GIS team is committed to delivering high-quality spatial analysis and mapping products to staff, trustees, and the public. To further enhance service delivery and accessibility, the team aims to develop and maintain efficient, user-friendly online web mapping applications that meet the evolving needs of both internal stakeholders and the wider community.

Recruiting a GIS analyst with specialized expertise in web mapping applications will directly support these objectives. This role will accelerate the development of advanced online tools, improve workflow efficiency, and ensure the department continues to operate effectively—delivering timely, relevant geospatial information to decision-makers and the public alike.

Insufficient resourcing of the GIS team not only risks staff burnout, diminished morale, and unmet requests from Trust bodies for TAS, LPS, and ITC support—it also drives up costs unnecessarily by forcing the organization to rely on external consultancy for routine analyses and data management tasks.

In previous years, the Trust has spent significant sums hiring outside consultants for projects well within the expertise of the GIS team, from the Suitable Land Analysis Modelling assigned to Cedar Shore Consulting, to repeated ITC data management projects. These activities, if conducted in-house, would greatly reduce spending: internal consultants or staff typically cost two to three times less than their external counterparts, who often charge anywhere from $150/hour up to $1000 per day.

Beyond direct cost savings, resourcing the GIS team ensures better knowledge retention, faster response times, and alignment with organizational goals—delivering greater return on investment and enabling the Trust to efficiently address upcoming needs without expensive recurrent contracts.

Investing in adequate GIS resourcing would not only reduce reliance on costly external consultants but also strengthen internal capabilities, build institutional knowledge, and deliver more responsive support to Trust priorities.

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 creation of a Full-time GIS Analyst (Provincial job description attached, this will be modified to fit Islands Trust specific language, but this is the essence of the position) will create additional staff capacity for the GIS Team to respond to current requests and to support projects expected to emerge from the Strategic Plan.

Other projected results are as follows:

- Time for the GIS Coordinator to streamline data updates procedures, strengthen partnerships with other municipal organizations, oversee the GIS data management, document procedures and workflows, and strategically plan for the future.
- Reduced timelines addressing mapping and analysis requests from staff and trustees across the organisation as well as the public
- Reduced timelines for initiatives and special projects from other groups (planning, conservancy).
- Reduced risk of staff burnout: This will greatly benefit the personal health of individual staff members, supporting increased engagement of staff with their work

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.)*

Hiring a new staff resource to support the Information Services team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those associated with the hiring of any position, such as the inability to find or retain suitable candidates. The risk of not supporting this new position is greater than the risks of supporting it, as described in the Issue/Opportunity section of this report.

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 2: Hire a Permanent 1.0 FTE
Benefits: As stated above in projected results/deliverables section
Risks: As stated above in risk assessment section
Financial implications: $73.,722 first year (nine months July 1 to March 31).
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision

Option 2: Hire a Temporary 1.0 FTE

Benefits: As stated above in projected results/deliverables section
Risks: – risk nobody would be interested, or would leave before the end of the term to a more permanent position. i.e. risk that this will not be competitive.

Financial implications: $73.,722 (for nine months July 1 to March 31)
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision

Option 3: Hire a temporary 0.5 FTE

Benefits: As above with reduced impact
Risks: Hiring a new staff resource to support the GIS team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE 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
Financial implications: $36,861
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision.

Option 3: Status Quo - No new staff resources

Benefits: No increase in costs
Risks: The organisation will not be properly supported to undertake many of the GIS requests that are constantly on the GIS team's plate, with no time to improve current workflows, documentation, tools, and web mapping applications.
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 the GIS team with the resources available.

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.)*

- A thorough and well-conducted hiring process needs to be undertaken to ensure quality staff are secured in the new role
- Thorough orientation for any new hire to properly perform their duties to achieve the greatest benefit to the organisation
- Support from Islands Trust elected officials and management to fund this new key position and dedicate resources to it

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

Option 1: Hire a 1.0 FTE to the position of GIS Analyst. This option addresses critical capacity issues in GIS and supports continuation of regular duties with additional staff time remaining to support some Strategic Plan project implementation.

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.)*

Quantitative Discussion: Savings may be realised by helping prevent potential future staff leaves and the need for paid leave and paid backfill. Savings may also be realised via reduced staff turnover due to reduced critical capacity issues in the IS (GIS) team, which affect the team as a whole. The organization would also see benefits in not using outside consultants for GIS work that could be completed and managed in-house.

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, plus utilizing outside consultants.

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.)*

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. This process includes drafting a 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: *(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?)*

A GIS Analyst job would need to be posted, the IT Manager and GIS Coordinator would screen candidates and run interviews. Comprehensive training for the new staff member will be conducted over a period of 2-3 months, ensuring they are fully equipped to fulfil their role.

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.)*

Pre-hiring activities**:**

- IT Manager: 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 (IT Manager, GIS Coordinator plus one more): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

Post-hiring activities:

- IT Manager: Oversee and conduct training and orientation with new staff for a period of 2-3 months.
- GIS Coordinator: Provide training and support for new staff for a period of 2-3 months, with continued support over the course of their time in the role.
- Employee Services Coordinator: Process new hire paperwork, schedule and deliver basic new hire orientation and on-boarding sessions. Total time: 15 hours.

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*?)

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: Legislative and Information Services

Prepared by: Kendra Hopper, GIS Coordinator, August 26, 2025

Reviewed by: David Marlor, Director, Legislative and Information Services

BRITISH COLUMBIA
BC Public Service
Where ideas work

[TO BE CONVERTED TO ISLANDS TRUST TEMPLATE]

JOB PROFILE
JOB STORE _____

TITLE: GIS ANALYST **CLASSIFICATION: SCIENTIFIC/TECHNICAL OFF R21**

JOB OVERVIEW

The GIS Analyst conducts advanced spatial data analysis in support of program and management decision making on resource planning, land management and other program issues.

ACCOUNTABILITIES

- Manages technical projects (GIS or spatial), including planning, testing, implementation and follow up. Prepares detailed project plans including setting terms of reference, time and cost estimates, project methodology, specifying deliverables and participating in strategic and operational planning.
- Reviews progress of projects for consistency with project management plans, compliance with Islands Trust policy and standards, and prepares reports for clients.
- Designs and generates reports from Islands Trust and provincial databases to meet business needs of area staff, specialist and management team.
- Provides expert advice to clients, business area staff, contractors and business area specialists in the initiation, design, and specifications of projects, types of source data required and available, data base structure, limitations and related specialized applications.
- Defines technical requirements, evaluates resource data, develops databases and technical strategies, and provides detailed summaries, statistics, and spatial presentations to clients; ensures the provision of technical products that meet the needs of clients and users.
- Data Management – develops, maintains, and manages data and metadata; acts as a data resource manager, steward, or point of contact. Contributes to the development and implementation of data management plans and data standards for local, corporate, or other business area data. Ensures integrity of data is maintained and protected.
- Develops spatial analysis procedures and techniques for customized applications, queries and models.
- Performs integrated/advanced spatial and statistical analysis from multiple combinations of spatial and attribute data from a diverse range of sources that provide decision support for program, management, strategic or legislative decision makers.
- Designs, develops, and implements programming languages or other GIS tools to create custom program code, databases, customized geospatial tools, or applications that are used by government and/or public clients and stakeholders. Custom applications/tools may also facilitate collection, management, analysis and reporting of spatial and attribute data.
- Develops or contributes to the development and implementation of quality assurance processes, consistent with provincial standards for the business area, including identifying inefficiencies and problems associated with provincial standards, procedures and policies; makes recommendations for improvements to corporate data integrity working groups.
- Researches and applies subject matter knowledge of scientific/technical area in the design of specific GIS/spatial analysis applications.

DRAFT

- Manages or supports contract development, establishes standards and specifications and adapts contract language as required; interacts with contractors to resolve problems, provide technical guidance, monitor progress, conduct quality assurance checks and ensure contract deliverables meet specifications.
- Build Indigenous cultural awareness including completion of any required training.
- Adhere to data standards by understanding how to collect, enter and manage data to ensure it is accurate, complete and timely.
- Conduct work activities in accordance with sound health and safety practices set out by the BCTS safety program and applicable legislation and promote these practices with co-workers.
- Ensure all job-related documentation, legal or otherwise, is complete and recorded.
- Maintains awareness of and/or researches emerging issues, technologies and approaches related to spatial data and analysis methodologies, applications and GIS software. Maintains technical skills and knowledge of corporate data systems.
- Identifies training needs, develops training material, and/or provides training and support to business area staff, clients, contractors, or external users on the use of a variety of custom or out of the box data applications, tools, or GIS technology/software.
- Participates in the investigation, selection, testing, evaluation and implementation of spatial analysis platforms, platform components and applications.
- Provides expert advice and guidance on multi-stakeholder, intra-ministry committees and working groups and participates or presents in conferences and workshops.
- Mentors staff or officially supervises staff.

JOB REQUIREMENTS

Education and Experience

- Bachelor's Degree in geographic information systems, or in relate field, such as natural resources or geography and two (2) years of related experience year of related experience; OR
- Diploma in geographic information systems, or in relate field, such as natural resources or geography and three (3) years of related experience; OR
- An equivalent combination of education and experience may be considered.

Related Experience may include

- Experience designing and developing customized spatial tools.
- Experience delivering complex spatial analysis projects in support of client's business needs.

Preferences

- Project management and administration experience including overseeing contracts.
- Experience in ESRI (ArcGIS) software.
- GIS experience supporting operational forestry.
- Experience in Python, Model Builder or R programming language.

Knowledge, Skills and Abilities

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- Knowledge of provincial government natural resource sector procedures and standards relevant to data, mapping and design.
- Basic knowledge of the structures and mandates of the Islands Trust
- Knowledge of general theories, principles and standards of cartography.
- Ability to produce quality analytical products while maintaining quality assurance using ESRI (ArcGIS).
- Ability to incorporate multiple inputs such as spatial, remote sensing, databases, reporting tools, spreadsheets, etc.
- Ability to create queries and reports in Microsoft Access Software.
- Ability to use a broad variety of mapping and design hardware, software and other equipment to create themes, colour thematic maps, terrain models and develop reports.
- Ability to integrate data/information from a variety of sources to produce maps and other graphic materials.
- Ability to identity information/issues, analyze, and develop options, solutions or recommendations.
- Ability to communicate clearly and effectively both verbally and in writing.
- Ability to organize multiple and concurrent projects and manage a diverse and variable workload.

Security Screenings

- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position).

INDIGENOUS RELATIONS AND BEHAVIOURAL COMPETENCIES

- **Business acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.
- **Results orientation** is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement), an objective measure (achievement orientation), challenging goals that one has set, or even improving or surpassing what has already been done (continuous improvement). Thus, a unique accomplishment also indicates a results orientation.
- **Service orientation** implies a desire to identify and serve customers/clients, who may include the public, coworkers, other branches/divisions, other ministries/agencies, other government organizations and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Cultural Agility** is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's own culture and worldview and the culture of the BC Public Service, and to notice their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 11, 2026
From:	Regional Planning Committee	**Date Prepared:**	February 13, 2026
SUBJECT:	Bylaw Compliance & Enforcement Policy Review – Draft Policy 5.5.1 and Manual		

RECOMMENDATION:

1. **THAT Trust Council approve the:**
   a. **Revised Bylaw Compliance and Enforcement Policy 5.5.1;**
   b. **Revised Bylaw Compliance and Enforcement Best Practices Manual; and**
   a. **The Bylaw Compliance & Enforcement Policy Review and Portal Implementation Plan,**
   As attached to the Request for Decision dated February 13, 2026.

CAO COMMENTS: The Bylaw Compliance and Enforcement Policy and Best Practices Manual have undergone several rounds of review and revision and are recommended for adoption. The Implementation Plan provides for early staff training and communications, and establishes a process for regular reporting to Trust Council to support ongoing monitoring, adaptation, and continuous improvement.

1. PURPOSE

To present the draft Trust Council Bylaw Compliance and Enforcement Policy (Policy 5.5.1) and the draft Bylaw Compliance and Enforcement Best Practices Manual ("Manual") for final consideration and adoption in accordance with the Implementation Plan.

2. BACKGROUND

On February 6, 2026, the Regional Planning Committee carried the following resolution:

That Regional Planning Committee endorse and refer to Trust Council:
   a. The revisions to draft Bylaw Compliance and Enforcement Policy 5.5.1 as shown in the draft attached to the Request for Decision dated January 29, 2026,
   b. The draft Bylaw Compliance and Enforcement Best Practices Manual, and
   c. The Bylaw Compliance & Enforcement Policy Review and Portal Implementation Plan

The endorsed Policy, Manual, and Implementation Plan are attached to this Request for Discussion (RFD).

Additional background information and discussion are provided in the attached RFD submitted to the Regional Planning Committee, dated January 29, 2026 (Attachment 1).

3. NEXT STEPS

- September 2026: Trust Council to receive report on monitoring and evaluation.
- Semi-annual reporting on approved performance metrics.

4. ALTERNATIVES

- That Trust Council request revisions to the Policy, Manual, and/or the Implementation Plan.

5. ATTACHMENT(S):

1) Request for Decision dated January 26, 2026
    1. Draft TC Policy 5.5.1 - Bylaw Compliance and Enforcement Policy – Blacklined Version
    2. Draft Bylaw Compliance and Enforcement Best Practices Manual
    3. Project Charter v.3
    4. Implementation Plan
    5. Draft Communications Material (Project Summary; Project At A Glance; FAQ)

Prepared By: **Stefan Cermak, Director of Planning Services**

Reviewed By/Date: **CAO / February 18, 2026**

REQUEST FOR DECISION

To:	Regional Planning Committee	**For the Meeting of:**	February 6, 2026
From:	Planning Services	**Date Prepared:**	January 29, 2026

SUBJECT: Bylaw Compliance & Enforcement Policy Review – Draft Policy 5.5.1 and Manual

RECOMMENDATION:

1. **THAT Regional Planning Committee endorse and refer to Trust Council:**
   a. **The revisions to draft Bylaw Compliance and Enforcement Policy 5.5.1 as shown in the draft attached to the Request for Decision dated January 29, 2026,**
   b. **The draft Bylaw Compliance and Enforcement Best Practices Manual, and**
   c. **The Bylaw Compliance & Enforcement Policy Review and Portal Implementation Plan.**

DIRECTORS COMMENTS: The Bylaw Compliance and Enforcement Policy and Best Practices Manual have been revised several times and are recommended for forwarding to Trust Council for adoption. The Implementation Plan ensures early training and communications and develops a process of regular reporting to Trust Council allowing for future adaptations and improvement.

1. PURPOSE

To bring back draft Trust Council Bylaw Compliance and Enforcement Policy (Policy 5.5.1) and the draft Bylaw Compliance and Enforcement Best Practices Manual ('Manual') for consideration of revisions and referral to Trust Council for adoption.

To review an Implementation Plan that integrates two key initiatives: the comprehensive review and update of Islands Trust's Bylaw Compliance and Enforcement Policy and Manual, and the implementation of the Bylaw Enforcement Portal using Cityview software.

2. BACKGROUND

In September 2023, Trust Council directed that "the recommendations from the Office of Ombudsperson Report titled: 'Voluntary Consultation on Bylaw Enforcement Policies and Practices within the Islands Trust', dated August 2023, be implemented, and that staff develop an associated work plan and project charter and refer to the Regional Planning Committee."

In September 2024, Trust Council received an update regarding the project so that Council may comment on the direction that Regional Planning Committee (RPC) was taking. Trust Council approved the project charter amendments which added the LTC Bylaw Compliance and Enforcement Template, and endorsed "the continuation of drafting amendments to Trust Council Bylaw Compliance and Enforcement Policy (Policy 5.5.1) and provide Regional

Planning Committee direction to create a plain language version of the Bylaw Compliance and Enforcement Best Practices manual."

Trust Council Policy 5.5.1 (Bylaw Compliance and Enforcement) provides direction to staff on bylaw enforcement processes, procedures, and communications. The Bylaw Compliance and Enforcement Best Practices Manual is intended to be a public facing document that will describe enforcement policies and practices in plain language.

As directed, the Regional Planning Committee has been reviewing and updating both the policy and the Manual. At meetings in January, February, May, and July Regional Planning Committee worked through revisions to Policy 5.5.1 (attachment 1) and the draft Manual (attachment 2), with both referred to the Office of the Ombudsperson for comment following the May meeting.

At the July 18, 2025 meeting, RPC reviewed feedback from the Office of Ombudsperson, and made some revisions based on suggestions from the Office of the Ombudsperson. The Office of the Ombudsperson staff did raise the involvement of local trust committees in the draft policy, specifically in the policies stating that LTCs can direct the closing of investigations and the prioritization of investigations. Staff recommended that these policies could be supported based on the unique nature of the Islands Trust and that the policies establish a framework for how LTCs may be involved. RPC agreed and Draft Policy 5.5.1 was endorsed by RPC at the July meeting and forwarded to Trust Council.

At the Trust Council meeting in September 2025, Council reviewed the Policy and the Manual and endorsed both documents, along with a resolution referring the "health and safety issues" wording in Policy 5.5.1 back to the Regional Planning Committee for discussion for potential wording amendments based on the Ombudsperson's recommendations.

Staff have reviewed the policy wording and have attached a marked-up version which:

- Provides alternate wording for the policies related to health and safety (specifics discussed below)
- Adds references to the "BC Public Service Standards of Conduct" in two sections which address officers' approach to conduct and review of conduct.
- Adds a policy (6.1.6) authorizing officers to close files where a mediated solution addresses concerns.

There are six occurrences in the draft policy that reference "health and safety issues":

- 2.2.3: Commencing investigations ["appear to cause health and safety issues"]
- 3.13: Issuing a ticket immediately ["an immediate threat to health or safety or the natural environment"]
- 5.1: Other potential contraventions observed during site inspection ["an immediate risk to public health, safety, or the environment"}
- 5.2: Entry Without Notice ["address urgent concerns about health, safety, or the environment"]
- 5.3: Legal Compliance and Fairness ["issues that pose a risk to health, safety or the environment."]
- 7.1.2: Prioritizing investigations ["where there are health and safety concerns"]

All instances in the current draft use slightly different wording and relate to different stages of the investigation or enforcement process. In reviewing the current wording and implications, staff are recommending revisions to use wording based on legal and policy principles derived from legislation and case law:

- "Immediate threat" sets a higher, stricter bar for action (particularly entry without notice). This implies a high degree of urgency and imminence; harm is occurring now, or will happen very soon, and delay is likely to make the harm worse or irreversible. This term is used to justify the actions, such as no-notice entry onto a property under the legal doctrine of "exigent circumstances."

- “Significant risk" is a broader term that suggests a high potential for substantial harm, but the harm itself may not be occurring *right now*. It can encompass both immediate threats and situations where a serious potential for future harm exists if the underlying issue is not addressed in a timely manner. This term is recommended to justify initiating an investigation or requiring corrective actions more quickly than routine matters. It provides more flexibility for officers to prioritize and investigate serious matters, but they would generally still be expected to follow standard procedures, such as providing notice.

- Decisions related to these policies should be based on “reasonable grounds”; “reasonable grounds” is an objective standard, meaning a reasonable person, fully informed of the circumstances, would conclude that the action is warranted based on credible facts and information, not mere suspicion.

Based on these principles, staff are recommending the following changes (shown in track changes in the attached draft):

1. 2.2.3 - this policy provides grounds to proactively open files without a complaint. Staff are recommending that this be based on “reasonable grounds” that there is “significant risk” as there is not necessarily an immediate and urgent threat. This allows a file to be opened, but notice would still be provided for an inspection.
2. 3.13 – this policy relates to issuance of tickets without progressive enforcement. While circumstances may vary, staff recommend that issuance of a ticket without pursuing the steps of voluntary compliance should be reserved for urgent situations and thus based on “immediate threat”.
3. 5.1 – this policy relates to other contraventions observed during an unrelated site visit. As this could be more or less urgent, staff are recommending that the standard applied be “significant risk”.
4. 5.2 – as this policy relates to entry without notice, staff are recommending the higher standard of “immediate threat”. Where the threat is not immediate, notice should be provided.
5. 5.3 – this policy repeats the standard for a contravention observed during an unrelated investigation and the same wording is recommended.
6. 7.1.2 – this policy establishes grounds for prioritizing investigations. Staff are recommending that, like in policy 2.2.3, this be based on the more flexible “significant risk” grounds.

Based on common principles, the above changes would establish consistent wording, appropriate approaches, and objective standards.

Minor corrections have also been made to the Manual.

Previous versions of the policy and associated RFDs may be found on the project webpage at: https://islandstrust.bc.ca/island-planning/general-resources/bylaw-compliance-and-enforcement/bylaw-enforcement-review-project/.

Implementation Plan

Staff have drafted an Implementation Plan (attachment 4) that integrates two key initiatives: the comprehensive review and update of Islands Trust's Bylaw Compliance and Enforcement Policy and Manual, and the implementation of the Bylaw Portal using Cityview software. Together, these initiatives modernize how bylaw compliance is managed, improving consistency, transparency, efficiency, and public understanding.

The implementation will be phased across communication, training, go-live, and monitoring to ensure successful adoption.

Internal communications (all drafted, scheduled, or complete) include:

- A summary of key policy and manual changes and Bylaw Portal functions
- Brief senior leadership and managers to support staff
- Distribute internal communications (emails, memos, FAQs)
- Introduce changes at a Planning Services professional development day

Staff training (all drafted or scheduled):

- Develop and deliver updated training materials
- Provide hands-on practice using new CityView tools
- Deliver training sessions for all staff involved in enforcement
    - Note that that all Bylaw Compliance and Enforcement staff have recently completed the "Building a Respectful and Inclusive Workplace" training program which includes developing self-awareness, promoting trust, developing inclusive language and creating an intentional culture.

External Communication (mostly drafted except "cheat sheets" and standard site inspection reports):

- Prepare website updates, social media content, and public FAQs
- Coordinate timing with Trust Council adoption and CityView rollout
- Prepare trustee communication tools, including decision "cheat sheets" and standard site inspection reports

Measuring the projects effectiveness, efficiency, fairness, and communication outcomes over time includes (forms and tracking sheets drafted):

- Tracking metrics such as complaint resolution time, percentage of voluntary compliance, percent of appeals or reversals, volume of standards of conduct complaints, frequency of repeat or vexatious complaints, volume of public enquiries and web engagement, and staff workload
- Report semi-annually to Trust Council (Fall and Spring – with other enforcement updates). Adjust as needed based on lessons learned

Draft communications are attached and include a "project at a glance" to assist with social media, a project summary to assist with website content and broader communications, and a Frequently Asked Questions (FAQ).

3. NEXT STEPS

- March 2026: Trust Council consider adoption of the Policy and Manual
- September 2026: Trust Council receive report on monitoring and evaluation
- Semi-annual reporting on approved metrics

- Draft:
    - LTC specific decision making "cheat sheets"
    - Review and standardize site inspection forms for standard reporting to LTCs

4. ALTERNATIVES

1. That RPC not accept the recommended changes and refer the Draft Policy to Trust Council without changes.
2. That RPC request further revisions to the 'health and safety issues' wording and refer the Draft Policy back to staff.
3. That RPC request revisions to the policies authorizing LTCs to direct the commencing, prioritizing, or closing of investigations to remove or reduce the involvement of LTCs in bylaw enforcement.
4. That RPC request revisions to the Implementation Plan.

5. ATTACHMENT(S):

1) Draft TC Policy 5.5.1 - Bylaw Compliance and Enforcement Policy – Blacklined Version
2) Draft Bylaw Compliance and Enforcement Best Practices Manual
3) Project Charter v.3
4) Implementation Plan
5) Draft Communications Material (Project Summary; Project At A Glance; FAQ)

Prepared By: **Robert Kojima, Regional Planning Manager**

Stefan Cermak, Director of Planning Services

Policy:	5.5.1
Approved By:	Trust Council
Approval Date:	March 11, 1995
Amendment Date(s):	June 6, 1997; June 6, 1998; June 13, 2003; December 5, 2003; December 10, 2004; June 17, 2005; March 10, 2006; March 13, 2019, December 2, 2021: XXXX, 2026
Policy Holder:	Director of Planning Services

BYLAW COMPLIANCE AND ENFORCEMENT

Purpose

The purpose of the bylaw compliance and enforcement program is to support the object of the Islands Trust to preserve and protect the Trust Area and its unique amenities and environment for the benefit of residents of the Trust Area and of the province generally by ensuring compliance with local trust committee bylaws.

Guiding Principles

The following principles are intended to align with the mandate of the Islands Trust, adhere to the best practices outlined by the BC Office of the Ombudsperson, and ensure procedural fairness in all enforcement actions:

1. **Fairness and Impartiality**: Apply bylaws consistently, ensuring decisions are unbiased and equitable for diverse island communities.
2. **Transparency and Communication**: Provide clear, accessible information about enforcement policies, processes, and outcomes with understandable and meaningful reasons for the decision(s) made throughout the bylaw investigation and enforcement process to foster trust and understanding.
3. **Focus on Education and Compliance**: Emphasize public education and voluntary compliance with bylaws.
4. **Procedural Fairness**: Ensure timely notification of alleged infractions, offer opportunities to Respondents to be heard throughout the process, and guarantee unbiased decision-making.
5. **Proportionality and Discretion**: Tailor enforcement actions to the severity and context of the infraction, with a focus on voluntary compliance.
6. **Efficiency**: Prioritize significant violations that impact environmental sustainability or community safety, while streamlining processes for minor cases.
7. **Engagement and Inclusivity**: Collaborate with island communities to ensure enforcement practices reflect local values and consider marginalized populations.
8. **Accountability and Oversight**: Regularly review enforcement activities and maintain oversight to uphold public confidence and encourage local trust committees to update and align bylaws and to identify opportunities to make bylaws clear and coherent.
9. **Respect for Privacy**: Safeguard the confidentiality of Complainants and individuals involved in enforcement actions, in compliance with privacy laws.
10. **Administrative Fairness**: Ensure that standards of conduct complaints are addressed in a fair, equitable, and timely manner in accordance with the principles of administrative fairness.
11. **Cultural Safety**: Demonstrate a commitment to cultural safety for all those involved in bylaw compliance and enforcement.

Roles and Responsibilities

Islands Trust Council provides overall policy direction, approves budgets, and reviews performance through regular reporting.

Executive Committee provides oversight of enforcement across all local trust areas, and approving funding for litigation when requested by local trust committees.

Local trust committees (LTC) adopt and amend bylaws and are authorized to direct enforcement of their bylaws, ensuring that bylaws reflect community values through adoption of specific LTC enforcement policies and direction to staff on significant cases and potential litigation.

Local Trustees represent the interests and concerns of their constituents and may be asked to provide information to Complainants or Respondents, but are not directly involved in bylaw enforcement investigations.

Members of the public and Complainants are encouraged to submit accurate complaints in good faith, engage respectfully with staff, and uphold the confidentiality of enforcement processes.

Bylaw Compliance and Enforcement Officers (Officers) are responsible for investigating complaints, communicating clearly with Respondents, determining if there is a contravention, and applying progressive enforcement actions proportionally, with an emphasis on education and compliance.

The Manager of Bylaw Compliance and Enforcement (Manager) is responsible for the overall administration of the bylaw enforcement program, including supervising bylaw compliance and enforcement officers, ensuring adherence to policies and procedures, and providing expertise on complex or sensitive cases. The Manager coordinates with other departments, ensures alignment with legal and regulatory requirements, and reports on enforcement activities to senior management and elected officials.

Senior Management ensures staff have the resources and training needed for effective enforcement, facilitates communication among interested and affected parties, oversees adherence to policy, and reviews complaints regarding the conduct of Bylaw Compliance and Enforcement Officers.

Planners and **Regional Planning Managers** assist in the interpretation of bylaws and ensuring consistency with planning objectives. They support enforcement officers by providing information on the intent and application of bylaws, and contribute to resolving compliance issues by providing compliance options to Respondents and local trust committees.

Legal Counsel supports local trust committees and staff by providing legal opinions on interpretation, advice on potential litigation, and representation in cases of litigation.

A. Definitions

1. *Bylaw Notice* means a ticket, with penalty, issued under the *Local Government Bylaw Notice Enforcement Act.*
2. *Determination Letter* means written decision provided to respondents on the outcome of an investigation summarizing supporting evidence, actions to achieve voluntary compliance, consequences of non-compliance, and information on the Respondent's rights to respond or dispute the determination.
3. *Discretion in Administrative Decision-making* means the application of the power to choose between two or more possible courses of action using professional judgment and expertise
4. *Frivolous complaint* means a complaint not having any serious purpose or value, often lacking in merit.
5. *Long-form information* means a complaint sworn before a Provincial Court judge by a bylaw

compliance and enforcement officer.

6. *Notice Letter* means a written document sent to a Respondent once an investigation file is opened summarizing the potential violation and providing contact information for the assigned officer.
7. *Respondent* means those responding to allegations of bylaw contraventions.
8. *Vexatious complaint* means a complaint made for retaliatory reasons or in bad faith and intended to cause harassment, or otherwise forms part of a pattern of conduct by the Complainant that amounts to an abuse of the complaint process.

B. Policy

1. OBJECTIVE

1.1 The objective of this policy is to establish clear procedures, expectations and standards for Islands Trust's bylaw compliance and enforcement program. The goal of the bylaw compliance and enforcement program is to achieve bylaw compliance through a combination of education, mediation and enforcement techniques. Bylaw compliance is primarily sought through an attempt to achieve voluntary compliance by a commitment to corrective action as soon as reasonably possible, and the cessation of bylaw contravention.

2. COMMENCING INVESTIGATIONS

2.1 Complaint-based investigations are commenced as follows:

2.1.1 Complaints must be made in writing, by email, through an on-line complaint form or portal, by mail, or delivered in-person. Staff can assist individuals who may need assistance with writing a complaint.

2.1.2 Anonymous complaints are not accepted.

2.1.3 Complaints meeting the definition of a frivolous, repeat, or vexatious complaint are not accepted.

2.1.4 All written complaints will be acknowledged in writing by the administrative assistant within 2 to 10 business days and recorded.

2.2 ~~Where a written complaint has not been received, i~~Investigations may be commenced proactively, where a written complaint has not been received, in one or more of the following circumstances:

2.2.1 By direction of a local trust committee;

2.2.2 Bylaw contraventions appear to occur in setbacks from water bodies or in development permit areas;

2.2.3 There are reasonable grounds to consider that ~~B~~bylaw contraventions appear to cause a significant risk to health ~~and~~ or safety ~~issues~~;

2.2.4 Bylaw contraventions appear to occur as part of a building permit process or other permitting process administered by a local government or Islands Trust siting and use permit applications;

2.2.5 A referral is received from a permitting agency that identifies alleged bylaw contraventions; or

2.2.6 Advertising of unlawful uses.

3. INVESTIGATION AND PROGRESSIVE ENFORCEMENT

3.1 After receiving a complaint, it will be reviewed to determine whether or not it potentially falls within the local trust committee's jurisdiction.

3.2 A complaint that does not fall within the jurisdiction of a local trust committee may be referred to another agency with jurisdiction or the Complainant may be directed to the agency with jurisdiction.

3.3 If a complaint involves potential impacts to cultural heritage, all First Nations with rights and title in the consultative areas database will be notified.

3.4 If the Manager determines that there is no potential violation, the Complainant will be informed and given the opportunity to provide more information.

3.5 If the Manager determines that there is a potential violation, a file is opened, and the Respondent will receive a Notice Letter, providing a summary of the issue, contact details of the assigned officer, and encouraging the Respondent to contact the officer. The Complainant will be notified that a file has been opened.

3.6 The Officer will investigate the potential violation, including:

- 3.6.1 Reviewing all relevant bylaws, policies, and procedures.
- 3.6.2 Arranging a site inspection. Site inspections will be conducted in accordance with the policies in Section 4 below.
- 3.6.3 Hearing from the Respondent and potentially from the Complainant.
- 3.6.4 Reviewing evidence, including evidence gathered from a site inspection, the Respondent, relevant bylaws, or other sources.
- 3.6.5 Reviewing all relevant infraction and legal history.
- 3.6.6 Consulting with the Manager, planners, and Regional Planning Manager.
- 3.6.7 Reporting potentially problematic, inconsistent or contentious issues to the LTC.
- 3.6.8 Seeking legal advice where required.

3.7 Based on the outcome of the investigation, the officer will make a determination if there is a contravention.

3.8 Respondents will be notified in writing of the determination of an investigation. A Determination letter will include:

- 3.8.1 The purpose of the letter, referencing any relevant investigations or prior communications.
- 3.8.2 The Respondent's name, address, and the property address involved.
- 3.8.3 Specific bylaw regulation(s) violated and summarize supporting evidence, including facts and documentation.
- 3.8.4 Outline actions to achieve voluntary compliance, along with reasonable deadlines and monitoring processes.
- 3.8.5 Potential consequences of non-compliance and information on the Respondent's rights to respond or dispute the determination.
- 3.8.6 The Officer's contact details and any resources to assist with compliance.
- 3.8.7 Copies of supporting evidence.

3.9 A Respondent may request that a determination of a contravention be reviewed by the Manager.

3.10 Complainants may request a review of a file by the Manager where the investigation has determined that there is no contravention.

3.11 If either a Respondent or Complainant is not satisfied with the review of a determination by the Manager, a written complaint may be submitted to the Director of Planning Services. The Director may make a determination singly or in consultation with the relevant Regional Planning Manager and planner.

3.12 Voluntary compliance may involve a Respondent requesting time to comply; or requesting that enforcement be paused, subject to local trust committee policies, while proceeding with an application that would have a reasonable likelihood of success in legalizing the contravention.

3.13 Where a local trust committee has adopted a Bylaw Enforcement Notification Bylaw, an officer may issue a Bylaw Warning Notice or a Bylaw Violation Notice where:

~~3~~3.13.1 ~~and v~~Voluntarily compliance is not forthcoming within a reasonable time~~.~~, ~~or~~

3.13.2 There are reasonable grounds to believe there is an immediate threat to health, ~~or~~ safety, or the natural environment~~.~~,

3.13.3 ~~or a~~An LTC has adopted a relevant enforcement policy~~.~~, ~~an officer may issue a Bylaw Warning Notice or a Bylaw Violation Notice.~~

~~3.13~~3.14 Where Bylaw Enforcement Notices have proven ineffective in achieving compliance, or where a local trust committee has not adopted a Bylaw Enforcement Notification Bylaw, or where a contravention is considered sufficiently egregious, an officer may recommend that a local trust committee undertake legal action to achieve compliance.

~~3.14~~3.15 Complainants can request information about an open bylaw enforcement file at any time. The Complainant will be updated by the Bylaw Compliance and Enforcement Officer if:

~~3.14.1~~3.15.1 The file is put on hold, along with the reason for this action.

~~3.14.2~~3.15.2 The local trust committee has made a decision regarding the file.

~~3.14.3~~3.15.3 The file has moved to litigation at which time the identity of the Complainant may become public information.

~~3.14.4~~3.15.4 The file is closed.

4. INVESTIGATIVE APPROACH AND CONDUCT

4.1 Bylaw Compliance and Enforcement Officers, staff, and managers will uphold the BC Public Service Standards of Conduct~~principles of accountability, impartiality, integrity, protection, respectfulness and service~~, to complement the required skills, education, and behavioral competencies listed in job profiles and within the Oath of Employment.

4.2 Bylaw Compliance and Enforcement Officers, staff, and managers shall develop, maintain, and apply skills such as control of non-verbal communications, active listening, and building rapport with constituents.

4.3 When determining the appropriate and fair investigative approach and enforcement actions, the Officer should consider each person's unique circumstances. This includes:

4.3.1 Conducting investigations with an understanding of the specific context and circumstances of the individual or property owner involved.

4.3.2 Respecting cultural differences, demonstrate cultural humility, provide accommodations for individuals with disabilities, and ensure accessibility for those facing language barriers during the investigative process.

4.3.3 Ensuring investigations are proportionate to the nature of the complaint and violation, considering factors such as the person's ability to comply, any hardships they may face, and their willingness to cooperate.

4.3.4 Exercising discretion when determining the scope and approach to an investigation, providing flexibility such as extended timelines or alternative solutions when warranted by an individual's circumstances.

4.3.5 Ensuring investigations will be free from bias or discrimination based on race, gender, age, disability, socio-economic status, or other protected characteristics.

5. SITE INSPECTIONS

5.1 **Entry with Notice:** When entry onto private property is required to investigate a bylaw complaint, officers will provide prior written notice to the property owner or occupier, except in cases described below. Notice will include the purpose of the visit, applicable

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authority under provincial legislation, bylaws and policies, and proposed timing consistent with legislation, bylaws, and policies adopted by the local trust committee.

Entry will occur only during reasonable hours, with efforts to minimize disruption and ensure respect for the property and its occupants. Investigations will focus exclusively on the specific alleged bylaw contraventions outlined in the complaint unless ~~other~~ observations provide the officer with reasonable grounds to believe that the situation may pose a~~n immediate~~ significant risk to ~~public~~ health, safety, or the environment. Officers should answer reasonable questions related to the purpose of the visit and the bylaw complaint investigation process.

5.2 **Entry without Notice:** In exceptional circumstances, where prior notice is not feasible or where immediate entry is required as there are reasonable grounds to believe that the failure to enter may result in immediate threat to ~~to address urgent concerns about~~ health, safety, or the environment, officers may enter property as authorized under the *Local Government Act*. Officers will document the justification for entry without notice, specifying the urgency and applicable legal authority, and will notify the property owner or occupier as soon as practicable following the visit.

5.3 **Legal Compliance and Fairness:** Property entries will comply with the *Charter of Rights and Freedoms*, applicable provincial legislation, and local trust committee bylaws and policies. To ensure fairness, investigations will be limited to the specific subject matter of the complaint except where the officer has reasonable grounds to believe that the situation may ~~observes issues that~~ pose a significant risk to health, safety or the environment.

5.4 **Documentation:** Bylaw Compliance and Enforcement Officers will maintain records of all property entries, including notice provided (or reasons for its omission), observations made, and actions taken.

5.5 **Reasonableness and Accountability:** Property entry practices will aim to balance enforcement needs with respect for individual privacy and property rights. Officers will act reasonably and proportionately, prioritizing voluntary compliance and education wherever possible.

6. CLOSING INVESTIGATIONS

6.1 Bylaw investigation files will be closed in the following circumstances:

6.1.1 It is determined that no contravention exists;

6.1.2 Compliance has been achieved;

6.1.3 On direction of a local trust committee; or

6.1.4 If the Director of Planning Services concurs with the Manager that the contravention is of a minor nature, impacts are minimal, or it is not in the public interest to enforce.

6.1.5 Complainants may request that the closing of a file be reviewed by another Bylaw Compliance and Enforcement Officer or the Manager.

6.1.6 If the Officer has facilitated a mediated solution between the parties that satisfactorily addresses the concerns, even if a contravention may remain, except in cases where the contravention ~~poses a risk to~~involves health, safety, or the environment.

6.2 Respondents, Complainants and the local trust committee will be notified in writing when

a file has been closed and the reason for closing the file.

6.3 Bylaw investigation files will not be reopened once closed. If a similar complaint is made a new investigation will be commenced.

7. PRIORITY OF INVESTIGATION

7.1 As bylaw enforcement resources are limited, investigations will be prioritized as follows:

- 7.1.1 By specific direction of a local trust committee;
- 7.1.2 Where there are reasonable grounds to consider there is a significant risk to ~~are~~ health ~~and~~ or safety ~~concerns~~;
- 7.1.3 Where adverse environmental impact ~~that~~ could result in irreversible damage if not prevented in a timely fashion; and
- 7.1.4 Other contraventions of land use bylaws and other bylaws.

8. VOLUNTARY COMPLIANCE AND MEDIATION

8.1 Efforts to gain compliance should be conducted using the principles and techniques employed in mediation in a process to:

- 8.1.1 Provide full information and exchange of information;
- 8.1.2 Confirm facts;
- 8.1.3 Explore opportunities for compliance;
- 8.1.4 Negotiate a timeline for compliance;
- 8.1.5 Reach compliance solutions.

9. REVIEWING THE CONDUCT OF BYLAW COMPLIANCE AND ENFORCEMENT OFFICERS

9.1 A person concerned about the conduct of a Bylaw Compliance and Enforcement Officer, who is unable to resolve the concern with the officer or informally with the Manager, may submit a written complaint to the Manager.

9.2 If the person is not satisfied with the response of the Manager, or the complaint involves the Manager, a review may be requested by submitting a request in writing to the Director of Planning Services.

9.3 Complaints may be submitted by email or mail, setting out the issue or concern, providing any evidence, and any remedies requested. Complaints will be recorded, and confidentiality and privacy protected.

9.4 Written complaints will be acknowledged within 10 business days, and acknowledgements will include information about who will be reviewing the complaint, contact information, a summary of the review process, and an estimated timeline.

9.5 Complaints will receive a preliminary assessment, the reviewing staff person will contact the Complainant to obtain any additional information, and seek early resolution where possible.

9.6 Assessment of complaints will be guided by principles of administrative fairness, as outlined in Policy 7.1.1 (Administrative Fairness Principles), and the BC Public Service Standards of Conduct, ~~-~~and be conducted in a fair, timely and impartial manner.

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9.7 Investigation of complaints should: define the issue or concern, gather evidence, maintain confidentiality, notify all affected persons, hear from all relevant persons, adhere to a timeline, and include an assessment of any risks. All steps in the investigation shall be documented, including all evidence gathered and considered.

9.8 The staff member conducting the investigation shall provide a written summary of the issues raised by the Complainant, how the investigation was conducted, the evidence considered, analysis in the context of standards and policies, the conclusion, reasons for the conclusion, and any actions taken or proposed to be taken.

9.9 The Complainant should be given an opportunity to comment on preliminary conclusions, and be given any information about appeal of the conclusions.

9.10 The written summary and conclusions shall be provided to the Complainant, affected staff member(s), and shall be filed.

9.11 Resolution of complaints may include:

9.11.1 A more detailed explanation of the officer's actions;
9.11.2 Reconsideration of a decision, cancellation of a penalty, or closing of a file;
9.11.3 Recommended changes to policies and procedures;
9.11.4 Acknowledgement of an error and an apology; and
9.11.5 A conclusion that the officer's conduct was proper.

9.12 If the Respondent is not satisfied with the Director's response, a formal administrative fairness complaint may be submitted under the Islands Trust 'Handling of Administrative Fairness Complaints' policy.

9.13 The Director may determine that a person who makes repeated, unfounded and vexatious complaints about the conduct of an officer or Manager be notified that no further submissions will be accepted from them on the subject of a specific investigation**,** and will be directed to other avenues, including but not limited to, the Office of the Ombudsperson.

10. BYLAW ENFORCEMENT NOTICES AND DISPUTE ADJUDICATION

10.1 Local trust committees wishing to establish a Bylaw Enforcement Notice and Dispute Adjudication system must adopt a Bylaw Enforcement Notification (BEN) Bylaw which:

10.1.1 Designates the bylaw contraventions that may be dealt with by a bylaw notice;
10.1.2 Establishes the amount of the administrative penalty for each contravention;
10.1.3 Sets the period within which a recipient may pay the administrative penalty or dispute a bylaw notice/request a review;
10.1.4 Establishes a bylaw notice dispute adjudication system; and
10.1.5 Establishes and designates screening officers.

11. LEGAL ACTION

11.1 If a bylaw contravention does not cease or if compliance is not achieved, a Bylaw Compliance and Enforcement Officer may make recommendations to the local trust committee, including taking civil action or closing the investigation without compliance.

11.2 Immediate legal action may be recommended to local trust committees if impacts of a bylaw contravention pose serious risk to persons or the environment.

11.3 *Offence Act* prosecutions may be recommended to a local trust committee under the following conditions:

11.3.1 Offence Act prosecutions are to be used only for serious land use permit contraventions;

11.3.2 A long-form information may be sworn only after approval by a local trust committee;

11.3.3 Executive Committee has approved legal funding for the prosecution; and

11.3.4 The long-form information has been reviewed and prepared by legal counsel.

12. LOCAL TRUST COMMITTEE ENFORCEMENT POLICIES

12.1 Local trust committees may adopt discretionary enforcement policies or procedures applying within a Local Trust Area. LTC policies should be consistent with Trust Council Policy and the legislated authority of the LTC. In adopting an enforcement policy, an LTC should consider the following:

12.1.1 Prioritizing or deferring enforcement based on scarce resources, the impacts of certain types of contraventions, and community priorities;

12.1.2 Establishing procedures and timing for property inspections, with LTCs defining the notice period;

12.1.3 Enforcement of types of contraventions without complaint;

12.1.4 The length of time for Respondents to comply, timing for issuing of Bylaw Warning Notices, and timing for issuance of Bylaw Violation Notices;

12.1.5 Discretion in closing files, including the nature and urgency of the complaint or alleged contravention, the circumstances of the Respondent, and the impact of the contravention on the Complainant and community;

12.1.6 Regular reporting to the LTC on open files; and

12.1.7 Communications between trustees and the Manager.

13. BYLAW NOTICE DEBT

13.1 Debts incurred as the result of default on bylaw notices are payable to Trust Council and they may be cancelled if the Director of Planning Services and the Manager of Bylaw Compliance and Enforcement concur that contraventions on the subject property no longer exist, and/or it is not in the interest of Islands Trust to pursue the debt.

14. CONFIDENTIALITY

14.1 Information in regards to a Complainant is kept confidential. However, confidentiality cannot be guaranteed should litigation proceed or where a request for information is received under the *Freedom of Information and Protection of Privacy Act*.

15. FRIVOLOUS, REPEAT, OR VEXATIOUS COMPLAINTS

15.1 A complaint that is made in bad faith or for vexatious and retaliatory purposes may not be acted upon if the Director of Planning Services and the Manager of Bylaw Compliance and Enforcement concur that it meets the definition of a vexatious complaint.

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15.2 Complaints that form a pattern of conduct by a Complainant that amounts to an abuse of the complaint process may not be acted upon.

15.3 The Manager may refuse to open a file for a complaint considered to be frivolous or repeat complaint about the same issue.

15.4 In any of the above instances, the Complainant will be notified that no further submissions will be accepted from them on the subject of the complaint, the reason for it, may be advised of the circumstances under which it may be reconsidered, and that this does not prevent the Complainant from making complaints on different matters.

16. LOCAL TRUST COMMITTEES, TRUST COUNCIL, AND TRUSTEES ROLES

16.1 The local trust committee will be notified when a bylaw investigation file is opened, the notification will include the type of contravention and the street name where it is alleged to be occurring, but the name and address of the Complainant and alleged violator will not be included in the notification.

16.2 Local trust committees will be notified when a bylaw investigation file has been closed.

16.3 Trustees may make a written complaint alleging a bylaw contravention.

16.4 Local trust committees and trustees will not be involved in the investigation of a complaint, the preparation of bylaw enforcement reports, the issuance of Bylaw Notices, or in the adjudication process.

16.5 Local trust committees may request reports about specific investigations or about general enforcement activity in the Local Trust Area.

16.6 Trust Council will be informed of the volume and type of bylaw enforcement files bi-annually.

17. BEST PRACTICES MANUAL

17.1 The Manager of Bylaw Compliance and Enforcement will maintain a public Best Practices Manual that outlines practices, processes and procedures in accordance with the administrative fairness principles outlined in the BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016 or in subsequent updated versions of the same reference material.

C. Legislated References

1. *Islands Trust Act*
2. *Local Government Act*
3. *Offence Act*

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

- Local Trust Committee Bylaw Compliance and Enforcement Policy Template (attached)
- BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments",

March, 2016

- Best Practices Manual
- BC Local Government Bylaws>Bylaw Enforcement
- Local Trust Committee Compliance and Enforcement Policy Template

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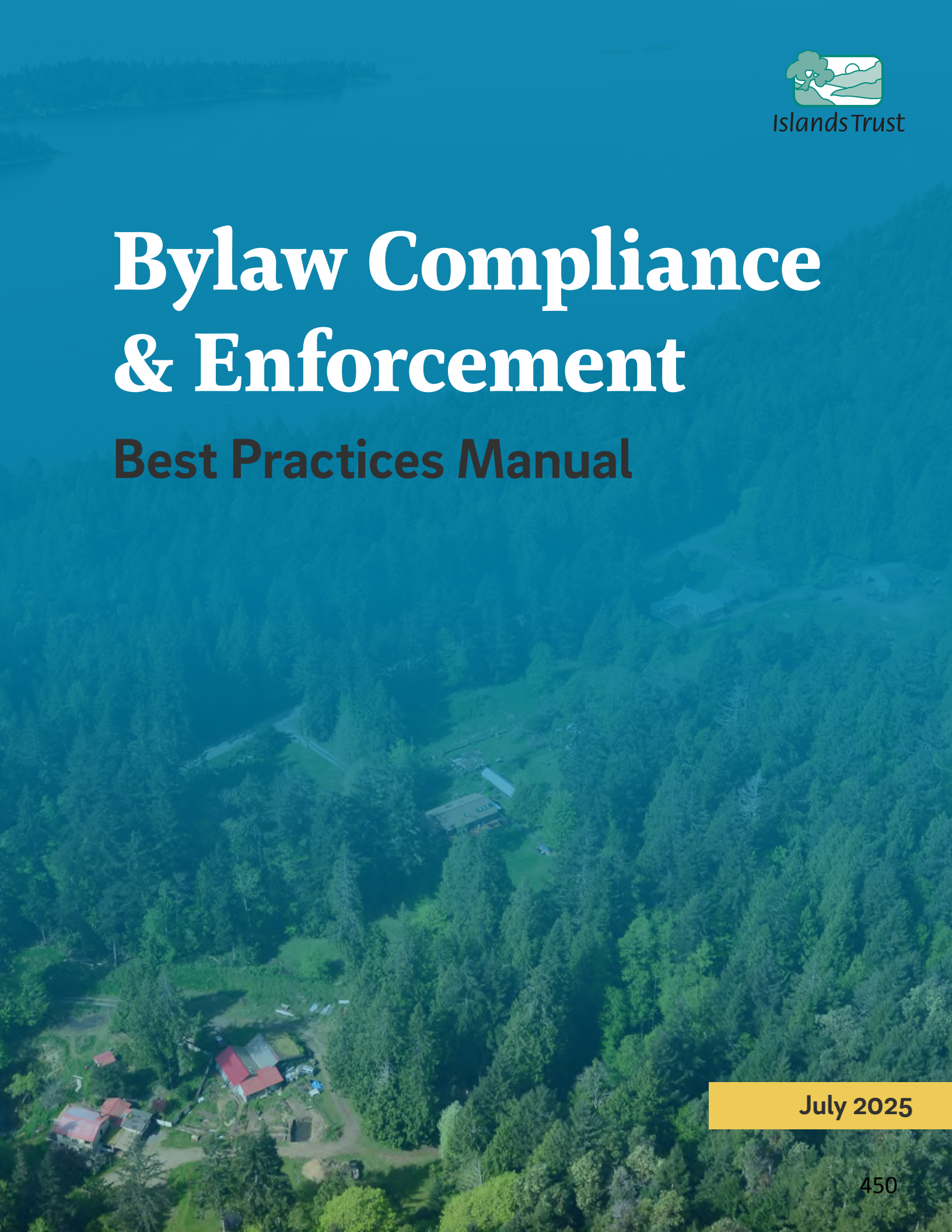
Islands Trust

Bylaw Compliance & Enforcement

Best Practices Manual



July 2025

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Bylaw Enforcement Pathway:
Steps to Compliance

Islands Trust

Islands Trust receives a bylaw complaint

Is the bylaw complaint in the Islands Trust jurisdiction?

No → Case closed

Yes

Islands Trust opens a file and the property owner receives a letter

Islands Trust investigates, including meeting with the property owner and inspects the site to investigate

Are there any bylaw contraventions?

Yes

Property owner gets a Determination letter and educational support so they can comply with the bylaw

No

Has the property owner complied within a reasonable time?

No

The property owner gets a bylaw violation notice

Yes

Property owner complies → Case closed

Property owner requests immediate adjudication

Property owner disputes

Islands Trust receives the dispute and investigates. Depending on the evidence, Islands Trust will cancel the dispute OR create a **compliance agreement** to support the property owner in their journey

Compliance agreement created

Has the property owner complied with the agreement?

No

A bylaw notice is sent to an adjudicator, and a **hearing date** is set with the property owner

At the hearing:
Adjudicator makes a final decision about the case, and the bylaw notice will either be cancelled or must be paid by the property owner

Yes

Dispute cancelled

Case closed

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Definitions

Adjudicator means an independent party whom the Province of British Columbia appoints to decide if a Bylaw Violation Notice will be upheld or cancelled.

Bylaw Notice means a ticket, with penalty, issued under the *Local Government Bylaw Notice Enforcement Act*.

Complaints a report of an alleged contravention made by any person.

Complainant a person who has made an official complaint.

Disputant means a respondent who has been given a Bylaw Violation Notice, and disputed it.

Local government refers to municipalities and regional districts which provide services to local communities. In this document, the local government referred to is Islands Trust.

Ombudsperson Office is an independent, impartial office of the provincial legislature that investigates complaints about unfair administrative actions by public authorities. It is meant to uphold transparency and accountability within public institutions by offering a free, accessible service for individuals who feel they have been treated unjustly by public agencies. The office does not have the power to enforce decisions but can recommend corrective actions.

Respondent means those responding to allegations of bylaw contraventions.

Screening Officer is an Islands Trust staff member appointed to review a disputed Bylaw Violation Notice.

Vexatious Complaints is a complaint made for retaliatory reasons or in bad faith and intended to cause harassment, or otherwise forms part of a pattern of conduct by the Complainant that amounts to an abuse of the complaint processare

What is the purpose of the Islands Trust Bylaw Compliance & Enforcement program?

The Islands Trust works to preserve and protect the special environment and qualities of the Trust Area for the benefit of its residents and the province. The Bylaw Compliance and Enforcement program exists to support this goal and ensure public safety. This guide helps residents understand how the Islands Trust ensures people follow local bylaws. The goal is to encourage voluntary compliance with bylaws through education, mediation, and enforcement when necessary.

The Bylaw Compliance & Enforcement team looks into potential violations of land use rules set by local trust committees. The regulations are found in local trust committees' Land Use Bylaws; in Development Permit Areas within Official Community Plans; and in the Salt Spring Island Soil

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Deposit and Removal Bylaw. Islands Trust has the legal authority to enforce these rules under laws like the *Islands Trust Act* and the *Local Government Act of BC*.

The Islands Trust has a policy, Policy 5.5.1 Bylaw Compliance & Enforcement, that guides how bylaw investigations are handled. It explains how complaints are processed, prioritized, and resolved, aiming to do so fairly and effectively. Local trust committees adopt bylaws authorizing enforcement and may adopt bylaw enforcement policies specific to their communities.

The Manager of Bylaw Compliance and Enforcement follows best practices based on principles of fairness, as outlined in the report: BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016.

Guiding Principles

- Fairness and Impartiality: Apply bylaws consistently, ensuring decisions are unbiased and equitable for diverse island communities.
- Transparency and Communication: Provide clear, accessible information about enforcement policies, processes, and outcomes with understandable and meaningful reasons for the decision(s) made throughout the bylaw investigation and enforcement process to foster trust and understanding.
- Focus on Education and Compliance: Emphasize public education and voluntary compliance with bylaws.
- Procedural Fairness: Ensure timely notification of alleged infractions, offer opportunities to Respondents to be heard throughout the process, and guarantee unbiased decision-making.
- Proportionality and Discretion: Tailor enforcement actions to the severity and context of the infraction, with a focus on voluntary compliance.
- Efficiency: Prioritize significant violations that impact environmental sustainability or community safety, while streamlining processes for minor cases.
- Engagement and Inclusivity: Collaborate with island communities to ensure enforcement practices reflect local values and consider marginalized populations.
- Accountability and Oversight: Regularly review enforcement activities and maintain oversight to uphold public confidence and encourage local trust committees to update and align bylaws and to identify opportunities to make bylaws clear and coherent.
- Respect for Privacy: Safeguard the confidentiality of Complainants and individuals involved in enforcement actions, in compliance with privacy laws.
- Administrative Fairness: Ensure that standards of conduct complaints are addressed in a fair, equitable, and timely manner in accordance with the principles of administrative fairness.
- Cultural Safety: Demonstrate a commitment to cultural safety for all those involved in bylaw compliance and enforcement.

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Roles and Responsibilities

Effective bylaw enforcement within Islands Trust requires ongoing communication and cooperation between trustees and staff. While trustees provide the legislative framework and policy direction, staff members carry out these policies through direct enforcement and support roles.

Trustees

- Policy Development and Approval: Trustees are primarily involved in governance, including setting policies that guide bylaw enforcement. Local trust committees approve bylaws that regulate land use and community planning within the Islands Trust Area and are authorized to enforce those bylaws.
- Strategic Oversight: Trustees oversee the general strategic direction of Islands Trust, ensuring that bylaw enforcement aligns with the broader goals of conservation and sustainable community development.
- Community Representation: Trustees represent the interests and concerns of their constituents in matters related to bylaws and their enforcement, acting as a liaison between the community and enforcement officers.

Staff

- Bylaw Compliance and Enforcement Officers: These are specialized staff responsible for the practical aspects of enforcing the bylaws approved by trustees. Their duties include investigating complaints, gathering evidence, and ensuring compliance through education and regulation.
- The Manager of Bylaw Compliance and Enforcement: leads the overall administration of the bylaw enforcement program, including supervising bylaw compliance and enforcement officers, ensuring adherence to policies and procedures, and providing expertise on complex or sensitive cases. The Manager coordinates with other departments, ensures alignment with legal and regulatory requirements, and reports on enforcement activities to senior management and elected officials.
- Planning Staff are not directly involved in enforcement, but play a critical role in interpreting the bylaws and providing recommendations to both the public and enforcement officers. They ensure that the enforcement practices align with the planning objectives set by trustees.
- Administrative Support: This includes staff members who assist in the administration of bylaw enforcement, such as processing complaints, maintaining records, and supporting communication between the public, trustees, and enforcement officers.

Are you concerned about something on your property and want to get more information? Your Trustee can be a first point of contact in this conversation, without starting enforcement.

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What initiates a Bylaw Compliance & Enforcement case file?

Like all local governments in British Columbia, Islands Trust uses a complaint-based Bylaw Compliance and Enforcement process. This means that almost all case files result from complaints made by individuals in the community. Anyone can submit a complaint — you don't have to live in the area or be a resident.

As listed in Trust Council Policy 5.5.1 Section 5.1, this system gives priority to those bylaw infractions of greatest concern to island communities:

1. When directed by a local trust committee
2. Health and safety issues
3. Environmental impacts that could cause irreversible harm if not addressed quickly
4. Other contraventions of land use bylaws and other bylaws

Once a complaint has been made, Islands Trust cannot decline to open a case file or decline to conduct an investigation because a complainant has changed their mind. Complainants are not victims of the offence and cannot "withdraw" their complaint.

In some cases, a Bylaw Compliance and Enforcement Officer can start an investigation even without a complaint. This happens when:

- Contraventions may cause health or safety risks
- Contraventions occur near water bodies
- Contraventions happen in development permit areas
- Contraventions are found during the building permit process
- Another agency refers a case involving land use issues
- Unlawful uses are advertised
- A local trust committee requests an investigation

How can complaints be sent to Islands Trust?

Anyone who wants to make a complaint can:

- Fill out the Bylaw Compliance & Enforcement Complaint form on the Islands Trust website: https://islandstrust.bc.ca/mapping-resources/report-a-concern/
- Send an email to bylawenforcement@islandstrust.bc.ca

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- Mail or drop off a letter to any Islands Trust office
- Complete a complaint form at any Islands Trust office

Complaints must be in writing, but staff can help by writing down the information for anyone who needs assistance.

Confidentiality

Anyone making a complaint must provide their name to the Islands Trust. Anonymous complaints are not accepted.

Islands Trust will try to keep the complainant's information confidential, but confidentiality cannot be guaranteed during legal proceedings or if a Freedom of Information request is made. Islands Trust also receives referrals from other agencies (like regional districts) when they get a complaint that falls under Islands Trust's responsibility.

What is not a complaint?

Sometimes, people reach out to Islands Trust with questions about the Land Use Bylaw or Official Community Plan, not to report illegal activity. They may be planning something on their property and want to know if it is allowed. In these cases, a case file is not opened.

If a complaint is determined to be "vexatious", Islands Trust will send a written notice explaining any limits on communication, why those limits are in place, and when they might be reconsidered. These limits don't stop necessary contact with staff on other unrelated matters.

Questions regarding bylaw infractions can be sent to bylawenforcement@islandstrust.bc.ca

When are Bylaw Compliance and Enforcement case files closed?

Case files are closed if:

- If no contravention exists
- On direction of a local trust committee
- If the Director of Planning Services concurs with the Bylaw Compliance and Enforcement Manager that the contravention is minor and does not suit the public interest to enforce
- If compliance has been achieved

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How is compliance achieved?

Ideally, bylaw compliance is voluntary, and primarily sought through a combination of education, mediation, and enforcement techniques. If voluntary compliance does not occur, the Bylaw Compliance and Enforcement Officer may proceed with a bylaw compliance and enforcement process.

Bylaw Compliance and Enforcement Process

The compliance and enforcement process at Islands Trust has several steps. Staff work with people involved (Respondents) and encourage them to follow the rules before deciding if there is a bylaw contravention. The process starts with discussions and education about the bylaws. If necessary, it moves to a verbal warning, then a written warning, and penalties are only applied if the person still does not comply.

First, staff review the complaint to see if it falls under the local trust area's bylaws. If no contravention is found, the complainant will be asked to provide more information, or informed that no contravention exists.

Some complaints are more urgent than others are, so not all will receive the same level of attention.

If a complaint falls outside of Islands Trust's authority, it may be referred to another agency. The goal is to handle referrals quickly, with a "no wrong door" approach, meaning everyone is here to help, no matter which agency is involved.

If there is a possible contravention, a new case file is opened.

A New File Has Been Opened

After a new file is opened, both the Complainant and the person involved (Respondent) will be notified in writing. The Respondent will receive a Notice Letter with the contact details of the Bylaw Compliance and Enforcement Officer (the Officer) and will be asked to get in touch. The Officer will also follow up with the Complainant to confirm details and ask more questions.

The Officer will then investigate the extent of the apparent or potential contravention and what may be required to achieve compliance with the bylaw. These are the steps the Officer takes when investigating:

1. The Officer will review all relevant compliance and enforcement policies that have been adopted by the local trust committees or Trust Council.
2. Typically, the Officer will conduct a site inspection of the property to meet with the Respondent, and gain an awareness and visual understanding of the property and the neighbourhood.
3. The Officer will gather details and relevant evidence about what has been built or what is happening on the property that might have led to a complaint by asking questions and

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investigating. Bylaw Officers have the legal right to inspect, and local trust committees set policies on how much notice must be given to the Respondent before an inspection. The Officer is there to gather information only, not to make a decision, and Respondents will receive a written response regarding the case.

4. Based on evidence collected and a review of the relevant bylaws, the Bylaw Compliance and Enforcement Officer will determine if there is, or has been, a contravention. If there is no contravention of the local trust committee bylaws then the Respondent and the Complainant will be notified and the case file will be closed. If a contravention exists, the Respondent will be sent a Determination letter, explaining the contravention and requesting voluntary cessation of the activity, land use, or construction.
5. If a Respondent disagrees with the determination make by the Officer, a review by senior staff can be requested.
6. If a Respondent needs more time to bring the property into compliance, a request can be made for more time to comply. If an administrative application such as a land use permit application has been submitted by the Respondent and there is a reasonable likelihood of success, the Bylaw Compliance and Enforcement Officer will refrain from enforcement during the application process.
7. Where voluntary compliance has not been achieved in a reasonable time, the Officer may issue a Bylaw Violation Warning Notice or a Bylaw Violation Notice in local trust areas where a Bylaw Enforcement Notification bylaw has been adopted by the local trust committee. This Notice clearly explains what the contravention is, and the timeline for compliance. The Officer is available to provide more information to the Respondent so they can achieve compliance without penalties.
8. Voluntary compliance is always the goal. The Officer will attempt to support the Respondent to achieve voluntary compliance with educational resources, and negotiations.

Bylaw Compliance and Enforcement Officers are committed to a professional and respectful approach. Here is what they do:

- Interact with the public in a respectful and non-confrontational way
- Approach investigations with an understanding of the specific circumstances of individuals involved
- Work within their authority; while they cannot issue stop work orders or tell property owners what they can do, they can request a pause on work while they review the regulations and investigate.
- Take time to carefully review all evidence before making a determination. They do not make on-the-spot decisions to ensure fairness and avoid any perception of bias.

Demonstrate cultural humility by reflecting on the cultures of themselves and those they work with in order to create and maintain relationships and trust.

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Site Inspections

For most case files, an Officer will conduct a site inspection as part of an investigation. This is both to gain an understanding of the potential contravention and also to meet and hear from the Respondent. Except in rare and exceptional circumstances laid out in policy, Officers will contact the Respondent to give written notice and proposing timing of the site inspection. Inspections will only occur during reasonable hours, and focus exclusively on the alleged bylaw contravention, unless other observations pose an immediate risk to public health, safety, or the environment. During the inspection, Officers are there to gather evidence, and can answer reasonable questions about the process but are not there to make a final determination.

Communications with Complainants

When a Complainant completes an online complaint form, they receive an automatic response, which thanks them for their complaint and advises them that they will be contacted shortly with an update.

Once the complaint has been received and reviewed by the Manager, Complainants are advised if a new bylaw file is opened. If a file already exists for the property and contravention, they will be advised that their information has been added to the file. Contact information for the investigating Bylaw Compliance and Enforcement Officer is shared.

If the Complainant has provided an email address, they will be notified of a new file being opened by email. If they have only provided a mailing address, they will be notified by mail.

Complainants can request information about an open bylaw enforcement file at any time. They will be updated by the Bylaw Compliance and Enforcement Officer if:

a. A file is put on hold, along with the reason for this action
b. A Local Trust Committee makes a decision regarding the file
c. A file has moved to litigation at which time the identity of the complainant may become public information
d. A file is closed

Communications with Respondents

When a file is opened, a **notice letter** will be sent to the Respondent.

Once a Bylaw Compliance and Enforcement Officer has confirmed that a contravention of a bylaw has occurred or is occurring, the Officer will send **a determination letter** to the Respondent. The letter must be clear and easy to read and must include:

- A **reason** the letter is being sent that outline the problem, using a statement of what has been observed

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- An **explanation** of how the bylaw has been contravened by quoting the bylaw and the sections that are being violated, and the definitions of words from the bylaw
- Outline of the **solutions** available to comply with the bylaw
- Explanation of the possible **consequences** of not complying
- A reasonable **deadline** that has been negotiated with the Respondent for taking next step or fully complying

Communications with Trustees

A local trust committee or any individual local trustee will not be involved in any aspect of the investigation of a complaint or the preparation of any Bylaw Compliance and Enforcement report. When a file is opened:

- Local trustees are advised of the general nature of the complaint, the name of the street (not the complete address), and the case file number.
- Local trust committees will only be kept informed about the status of an investigation if updates are requested.
- Local trust committees may request Bylaw Compliance and Enforcement staff report on specific issues. The reports will be presented to the local trust committee at a subsequent meeting

While local trustees can't be involved in any investigations, they are able to file a bylaw contravention complaint just as any member of the public.

Communications with Potential Property Buyers and Real Estate Agents

Potential property buyers, Real Estate Agents, or the public can contact the Islands Trust Bylaw Compliance & Enforcement office to ask if there are any Bylaw Compliance & Enforcement issues associated with a specific property. Staff can share limited information regarding whether an open bylaw file exists for the subject property.

Islands Trust does not provide information about previous complaints or investigations. That information would require a Freedom of Information request, which can be made here.

When Compliance is not achieved

If bylaw compliance isn't achieved, the Bylaw Compliance and Enforcement Officer will take the appropriate next steps which could include issuing a Bylaw Violation Notice, sending a Notice of Debt letter, sending a demand letter via lawyers, or recommending legal action to the local trust committee.

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If legal action is necessary, the Manager of Bylaw Compliance and Enforcement will present a staff report to the local trust committee and Executive Committee, who then decide whether or not legal proceedings should occur.

Appealing Decisions Made by a Bylaw Compliance and Enforcement Officer

For determination made by a Bylaw Compliance and Enforcement Officer, appeals may be considered by the Director, Planning Services. In considering appeals of interpretation of regulations, the Director may consult with Planners and Regional Planning Managers. Such requests must be made in writing, outlining reasons for the appeal such as error of fact, omissions, or new evidence.

Reviewing the Conduct of Bylaw Compliance and Enforcement Officers

Respondents can request a review of the conduct of a Bylaw Compliance and Enforcement Officer by submitting a request in writing to the Director of Planning Services. If the Respondent is not satisfied with the Director's response, a formal administrative fairness complaint may be submitted.

WHAT IS BIAS?

Bias in decision making is generally understood as a pre-existing leaning or predisposition toward one side or another or a particular result.

Bias can creep into complaint resolution and investigations when decision makers rely on their personal belief systems, prior knowledge of a person, or personal relationship with a party or service user, rather than focusing exclusively on the information and evidence related to the complaint. It is important that staff who are handling complaints be aware of any personal biases that may be affecting how they respond to concerns from service users, and take steps to address any biases that have an impact upon their decision-making so that decisions are made impartially.

From the Ombudsperson Complaints Handling Guide

Public access to records

As Bylaw Compliance & Enforcement files contain confidential information and pertain to law enforcement, a member of the public is required to submit a Freedom of Information and Protection of Privacy request in order to obtain any information from a file.

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Freedom of Information requests are an important mechanism of transparency that ensures public access to Islands Trust records. Islands Trust staff will assist members of the public to refine their request and procure relevant documents to their request.

Exercising discretion

One of the guiding principles of bylaw enforcement in the Trust Area is that enforcement actions should be consistent with the severity and context of the infraction. In law, local trust committees are not obliged to enforce all contraventions. This results in the exercise of discretion in enforcement at several levels by choosing between courses of action. Discretion in enforcement may be exercised by staff during investigations by providing flexibility such as extended timelines or alternative solutions when warranted by individual circumstances. Senior staff may prioritize or defer enforcement of certain types of contraventions based on scarce resources, impacts, or community priorities. Discretion may also be used to close certain files, where staff have determined that the contravention is of a minor nature, impacts are minimal, or it is not in the public interest to enforce. Local trust committees can also exercise discretion by resolution to prioritize enforcement of certain types of contraventions or to close specific files.

Bylaw Enforcement Notices and Dispute Adjudication System

Overview of the Local Government Bylaw Notice Enforcement Act

In October 2003, the Province of British Columbia enacted legislation providing an alternative approach for processing and resolving minor bylaw contraventions: the *Local Government Bylaw Notice Enforcement Act*. The *Act* also provides direction, with the Bylaw Notice Enforcement Regulation. Under the *Act,* local governments may establish a Bylaw Enforcement Notice and Dispute Adjudication system, which replaces the provincial court as the venue for resolving disputes of bylaw contraventions.

This legislation aims to create a straightforward, affordable system to enforce bylaw contraventions. It features a simple ticket process for enforcement and a way for an independent adjudicator to handle ticket disputes.

EXAMPLE:
The Galiano Island Local Trust Committee Bylaw Enforcement Notification Bylaw No. 228, 2011.

This bylaw lists the administrative penalties that apply to bylaw contraventions in the Galiano Local Trust Area, as well as policies for disputing Bylaw Violation Notices, Screening Officers, and other features of the adjudication process described below in detail.

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Implementation

When establishing a Bylaw Enforcement Notification Bylaw, local governments, including Islands Trust, should consider the following:

- Appointment of a Screening Officer: Define their powers, duties, and functions.
- Compliance Agreements: Allow the Screening Officer to enter into agreements and reduce penalties if warranted.
- Adjudication Process: Set a fee for filing adjudication requests and establish grounds for canceling penalty notices.
- Response Periods: Determine timelines for responses to Screening Officer decisions.

Records Management

Islands Trust administers and preserves all records related to the Bylaw Enforcement Notification system in compliance with provincial legislation. These records include:

- Bylaw Violation Notices and Warning Notices.
- Records of paid administrative penalties.
- Adjudicator decisions and documents related to collection efforts for unpaid penalties

Islands Trust Areas that have adopted a Bylaw Enforcement Notification Bylaw:

Ballenas-Winchelsea Island Local Trust Area — Bylaw 34 (adopted 2019)
Denman Island Local Trust Area — Bylaw 232 (adopted 2019)
Gabriola Island Local Trust Area — Bylaw 263 (adopted 2012)
Galiano Island Local Trust Area — Bylaw 228 (adopted 2012)
Gambier Island Local Trust Area — Bylaw 116 (adopted 2013)
Hornby Island Local Trust Area — Bylaw 159 (adopted 2020)
Mayne Island Local Trust Area — Bylaw 156 (adopted 2016)
North Pender Island Local Trust Area — Bylaw 188 (adopted 2011)
Salt Spring Island Local Trust Area — Bylaw 446 (adopted 2012)
South Pender Island Local Trust Area (adopted 2019)
Thetis Island Local Trust Area — Bylaw 90 (adopted 2011)

Islands Trust Areas that have not adopted a Bylaw Enforcement Notification Bylaw:

Lasqueti Island Local Trust Area
Saturna Island Local Trust Area

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Bylaw Violation Notices

Bylaw Violation Notices

A violation notice is a formal enforcement tool. This type of notice assigns an administrative penalty, the amount of the penalty is listed in the Bylaw Enforcement Notification bylaw of the Local Trust Area.

In local trust areas where Bylaw Enforcement Notification bylaw have been adopted, a Bylaw Violation Notice may be issued after any of the following:

- A verbal warning
- A demand letter
- A warning notice
- Exceptional circumstances as outlined by the Bylaw Compliance and Enforcement Manager

Notices must include the respondent's name, contravention details, penalty amounts, and dispute options.

The penalty notice may be delivered by personal delivery or by mailing it to the person responsible for the contravention. If mailed, the local government may presume that the person received it on the seventh day after mailing. In the event that the intended recipient claims not to have received the notice, the Bylaw Compliance and Enforcement Officer must verify the address and reissue a copy of the Bylaw Violation Notice.

The penalty notice informs the respondent of the bylaw contravention, the penalty for the contravention; and how to pay the penalty or dispute the notice.

A Bylaw Violation Notice must contain the:

- Name of the Respondent
- Specific bylaw contravention alleged to have occurred and the location
- Amount of the penalty
- Amount of a discount for early payment
- Amount of a surcharge for late payment
- Consequences of failing to respond to the notice
- Payment options
- Dispute options

Bylaw Violation Notices must be written within six months of the occurrence of a contravention.

Although the *Local Government Bylaw Notice Enforcement Act* requires that the above information is included on a penalty notice, local governments may organize or supplement this information as they see fit. The penalty notice may also be electronically generated or hand written on a pre-printed form.

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The following is considered when issuing a Bylaw Violation Notice:

- Will the notice encourage the person to follow the bylaw? The goal is to get compliance. If the officer believes issuing the notice will help, it may be the right step.
- The notice cannot be issued more than six months after the violation is said to have happened.
- The officer should be able to explain why the notice was considered an effective way to enforce the rules in each case.

There are four possible scenarios once a Bylaw Violation Notice has been received::

1. No response: if the Respondent doesn't respond within 28 days, a late fee is added. The total penalty, including the late fee, is due immediately and can be collected by Islands Trust
2. Not received: if, within 21 days, the Respondent claims they have not received the Bylaw Violation Notice, a copy of the original notice will be reissued
3. Payment made: if the penalty is paid within 14 days of receiving the notice, a discount may be applied. After 14 days, the full penalty amount is due. A late fee is added after 28 days. Payment can be made by cash, cheque, or money order to Islands Trust, with instructions provided on the Bylaw Violation Notice
4. Dispute: the Respondent disputes the Bylaw Violation Notice

Dispute Process for Bylaw Violation Notices

The person named (Disputant) in the notice has 14 days to request a hearing. After 14 days, they can only dispute it if the Bylaw Compliance and Enforcement Manager grants an exception. The process starts when the Respondent asks to dispute the notice, and the Bylaw Compliance and Enforcement Manager will then arrange for adjudication. If the due date falls on a weekend or public holiday, it will be extended to the next business day.

The Dispute Adjudication system is used to resolve disputes about whether a bylaw violation occurred as stated in the notice or whether the terms of a compliance agreement were followed. A challenge to the validity of the local government bylaw, or a claim that enforcement of the bylaw infringed on the Charter Rights of the disputant, is not within the jurisdiction of the adjudicator. This must be initiated as a separate matter in the Supreme Court of British Columbia.

More information about detailed information regarding the local government dispute adjudication system can be found in the Local Government Toolkit for Bylaw Dispute Adjudication. The Local Government Bylaw Notice Enforcement Act and the Bylaw Notice Enforcement Regulation govern this process.

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Parties involved in the process of disputing a notice include:

1. **The Disputant:** the individual disputing the notice.
2. **The Bylaw Compliance & Enforcement Officer:** the Islands Trust employee authorized to issue the notice.
3. **The Adjudicator:** the independent adjudicator with authority to determine if the notice is dismissed or upheld.
4. **The Screening Officer:** is an employee of Islands Trust designated as a Screening Officer under the relevant Local Trust Committee's Bylaw Enforcement Notification bylaw. Screening Officers provide a first opportunity to respond to a Bylaw Violation Notice dispute in an informal setting. A Screening Officer may conduct the review based on discussion or correspondence with the disputant, and can explain the process and potential consequences of formal dispute adjudication. Each Local Trust Committee that has adopted a Bylaw Enforcement Notification bylaw has also developed a Screening Officer policy in order to provide guidelines during the Bylaw Violation Notice screening process. Screening Officers are required to provide recipients with a fair opportunity to be heard.

1 Step One in the Dispute Procedure

A recipient of a Bylaw Violation Notice notifies Islands Trust in writing that they are disputing the Bylaw Violation Notice by:

- Completing and submitting the Adjudication Request Form that is on the bottom of the Bylaw Violation Notice. Forms can be delivered or mailed to any of the Islands Trust offices on Salt Spring Island, Gabriola Island or Victoria.
- Online at disputing a bylaw violation notice.
- A letter or email indicating that they wish to dispute the Bylaw Violation Notice can be sent to bylawenforcement@islandstrust.bc.ca, or mailed to any Islands Trust office:
  - Victoria Office: 200 – 1627 Fort Street, Victoria, BC, V8R 1H8
  - Salt Spring Office: 121 McPhillips Ave, Salt Spring Island, BC V8K 2T6
  - Northern Office: 700 North Road, Gabriola Island, BC, V0R 1X3

2 Step Two in the Dispute Procedure

The Screening Officer will review the Bylaw Violation Notice, including possible discussions with the issuing Bylaw Compliance and Enforcement Officer. The Screening Officer will review the dispute request and may:

- **Cancel** the notice; or
- **Confirm** the notice and either:
  - › refer it to an **adjudicator** unless the request for dispute adjudication is withdrawn; or
  - › enter into a **compliance agreement** ⤵ with the person.

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3 Step Three in the Dispute Procedure

The Bylaw Violation Notice has now been cancelled or confirmed by the Screening Officer. If the Bylaw Violation Notice is confirmed, Screening Officer will discuss their decision with the disputant by phone, in person, or in writing, and may offer a Compliance Agreement with the recipient to subsequently reduce or cancel the penalty when the terms of the agreement are fulfilled.

4 Step Four in the Dispute Procedure

If the Bylaw Violation Notice has been confirmed, and the disputant wants a formal dispute adjudication, the Screening Officer will request an Issuing Officer Report and create a Screening Officer Report. The dispute process will now move to a Formal Dispute Adjudication, where evidence is presented and the adjudicator decides if an offence did or did not occur.

A Compliance Agreement includes:

- Acknowledgment of the bylaw contravention and acceptance of responsibility
- Remedies or future actions to be taken within a certain timeframe
- A way to verify compliance with the agreement
- Possible penalty reduction or waiver if the terms of the agreement are met
- The duration of the compliance agreement

If a recipient of a Bylaw Violation Notice fulfills all terms of a compliance agreement, their penalty is considered fully paid.

If the Screening Officer believes that the terms have not been fulfilled, they can cancel the compliance agreement and must notify the recipient of that fact by regular mail. The recipient then has 14 days of receiving that notice to either pay the penalty or ask an adjudicator to determine compliance. If neither action is taken within that time, the full penalty plus a late fee is immediately due to Islands Trust.

Dispute Adjudication

In accordance with local the *Local Government Act*, Islands Trust runs its own Dispute Adjudication System by working with the Ministry of Attorney General, which provides adjudicators experienced in local government land use bylaws. Once a Disputant confirms they want a formal hearing, the Manager will coordinate with all parties to set a date. Islands Trust will submit a package to support its case, which usually includes the Bylaw Violation Notice, the request to dispute, and reports from the Issuing and Screening Officers. This package, along with any evidence from the disputant, must be sent to both the disputant and the adjudicator at least one week before the hearing.

Adjudicators

The Adjudicator must proceed on the basis that the bylaw is legally valid. The Adjudicator has no discretion to reduce or waive the penalty amount. The Adjudicator also has no jurisdiction to deal

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with challenges to the bylaw or claims of infringements of rights under the Charter of Rights and Freedoms.

An Adjudicator may not be an employee or an elected official of a municipality and may not hear a matter if they are reasonably thought to have a bias or an interest in relation to the outcome of that matter.

Adjudication Procedures

Section 18 of the *Local Government Bylaw Notice Enforcement Act* provides direction in regards to Adjudication Procedures.

The Adjudicator must provide the parties to the dispute with an opportunity to be heard:

- In person or by an agent
- In writing (including by fax or email)
- By video conference, audio conference, telephone or other electronic means

Section 19 of the *Local Government Bylaw Notice Enforcement Act* states that "Hearings must be open to the public". Islands Trust provides a space for members of the public to watch adjudication proceedings at the Islands Trust Southern Office, 200–1627 Fort St, Victoria. Members of the public can request this information by contacting Islands Trust: information@islandstrust.bc.ca.

Evidence

The technical and legal rules of evidence do not apply and an Adjudicator may accept any evidence they consider credible, trustworthy and relevant to the dispute, including the evidence of any person. The Adjudicator may accept evidence in any manner, such as orally, in writing or electronically.

Determination

The Adjudicator will determine if:

1. The contravention identified in the Bylaw Violation Notice occurred as alleged, the notice is confirmed, and the penalty set out in the notice is immediately due and payable.
2. The contravention identified in the Bylaw Violation Notice did not occur as alleged, the notice is cancelled.

If the Disputant fails to appear, the Adjudicator must order that the Bylaw Violation Notice be upheld. The penalty is immediately due and payable to the local trust committee. The full amount of the penalty is due, not the reduced amount that would be available to those paying within 14 days of the original bylaw violation notice.

Notice of Adjudication Outcomes

An Adjudicator resolving a dispute about a Bylaw Violation Notice or a compliance agreement must send their written decision to Islands Trust:

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- Within one business day for in-person or telephone hearings.
- Within five business days after receiving the dispute materials for written hearings.

The adjudicator's decision must be in writing and should include:

- The name of the Disputant
- The facts relating to the penalty notice
- A summary of the Screening Officer's decision
- The issues raised by the parties
- A summary of the evidence provided by each party in support of each issue
- The Adjudicator's assessment of each issue
- The Adjudicator's final decision

The decision is sent from the Adjudicator to Islands Trust. The disputant will receive the decision of the Adjudicator when Islands Trust receives it.

Cost

Islands Trust is responsible for the administrative work and costs of the dispute adjudication system. Islands Trust charges an administrative fee of $25, payable by a disputant who is unsuccessful in a dispute adjudication. The fee is added to the debt only when and if the disputant is unsuccessful. If the disputant is successful, no fee is charged.

Judicial Review

The determination of an adjudicator is final and conclusive and is not open to review in a court except on a question of law or lack of jurisdiction. If a failed disputant or the Islands Trust believes that the adjudicator exceeded their authority, or made an error at law, disputant person or Islands Trust may seek relief in the Supreme Court of British Columbia under the *Judicial Review Procedure Act*. An application for judicial review must be made within 30 days of the adjudication decision.

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Referenced Documents & Resources

- BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016
  https://bcombudsperson.ca/guide/bylaw-enforcement-best-practices-guide-for-local-governments/
- Bylaw Compliance & Enforcement Complaint form
  https://islandstrust.bc.ca/mapping-resources/report-a-concern/
- Dispute a bylaw violation notice
  https://islandstrust.bc.ca/island-planning/general-resources/bylaw-compliance-and-enforcement/dispute-adjudication-form/
- Policy 5.5.1 Bylaw Compliance & Enforcement
  https://islandstrust.bc.ca/document/policy-5-5-1-bylaw-compliance-and-enforcement/
- Freedom of Information request
  https://islandstrust.bc.ca/about-us/accountability/freedom-of-information-requests/
- Trust Council Policy 5.5.1 Section 5.1
  https://islandstrust.bc.ca/document/policy-5-5-1-bylaw-compliance-and-enforcement/
- Bylaw Violation Notice can be sent to bylawenforcement@islandstrust.bc.ca, or mailed to any Islands Trust office:
  - Victoria Office: 200 – 1627 Fort Street, Victoria, BC, V8R 1H8
  - Salt Spring Office: 121 McPhillips Ave, Salt Spring Island, BC V8K 2T6
  - Northern Office: 700 North Road, Gabriola Island, BC, V0R 1X3

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Bylaw Enforcement Review - **Charter** v3

Regional Planning Committee (RPC) RPC Endorsement Date: 05-24-2024

Purpose: *To resolve bylaw enforcement matters efficiently and with minimal conflict by reviewing and amending Islands Trust Bylaw Enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence.*

Background: *Islands Trust Council requested that the Office of the Ombudsperson undertake a review of enforcement policies and practices and provide recommendations at the March 2023 Trust Council meeting. In August 2023 the Office of the Ombudsperson's Consultation and Training Team submitted the 'Voluntary Consultation on Bylaw Enforcement Policies and Practices within the Islands Trust' report. At the September 2023 Trust Council meeting directed that the recommendations of the report be implemented, that staff develop a work and project charter and was referred to the Regional Planning Committee.*

Deliverables

- *Revisions to Bylaw Compliance and Enforcement Policy 5.5.1*
- *Revisions to the Handling of Administrative Fairness Complaints Policy 7.1.2*
- *Revisions to Bylaw and Enforcement Best Practices and Procedures Manual ('the Manual')*
- *A public Bylaw Complaints and Enforcement document*
- *Updates and revisions to Bylaw Enforcement forms, templates and documents*
- *Training and information for Bylaw Enforcement Officers and other relevant staff*
- *Communications team work with planning staff to post regular Bylaw Compliance Review project updates to Islands Trust website.*
- *Development and review of an LTC Bylaw Enforcement Policy*
-

In Scope

- *Review the Report, compile recommendations*
- *Review current Trust Council policies*
- *Review the Manual*
- *Compile and review all LTC bylaw enforcement standing resolutions and policies*
- *Review selected policies of other relevant local governments*
- *Report to RPC with proposed revisions for direction*
- *Provide regular updates and recommended revisions to Trust Council*
- *Implement changes to policies and practices*
- *A legal review of draft documents*

Out of Scope

- *Amendments to bylaws*
- *Public consultation*
- *Referrals to LTCs*
- *External consultants*

IAP2 Public Engagement Level:

☒ **Inform**
☐ **Consult**
☐ **Involve**
☐ **Collaborate**

Workplan Overview

Deliverable/Milestone	Target Date
Draft Project Charter to RPC for review and endorsement	Feb 2024
RFD to Trust Council	Mar 2024

RPC review of preliminary policy revisions	May 2024
Briefing to Trust Council	June 2024
Draft policies and manual to RPC for review and changes	Sept 2024
Referral of draft revisions to Ombudsperson's office for comment	Sept 2024
Briefing to Trust Council	Sept 2024
Final RPC review and referral to Trust Council	Nov 2024
Endorsement by Trust Council	Dec 2024
Implementation	Jan – Mar 2025

Project Team

Stefan Cermak, DPS	Project Champion
Robert Kojima, RPM	Project Manager
Warren Dingman, Manager C & E	Project Manager
	RPC Planner
David Marlor, DLS	Advisor
Director Approval: *Stefan Cermak* **Date:** 05-17-2024	**RPC Endorsement:** Resolution #: 2024-001 **Date:** 05-24-2024

Budget

Budget Sources: N/A – no budget has been assigned
***legal review included in scope by RPC 02-16-2024**

Fiscal	Item	Est. Staff hours*
2023-24	Project initiation	20
2024-25	- Preliminary analysis and review	40
	- Drafting of policy revisions	50
	- Final policy	20
	- Updates to manuals and templates	40
	- Implementation	40
	- Contingency	40
	Total	250

*excludes any admin support, attendance at RPC/TC meetings, staff receiving training

Bylaw Enforcement "Modernization" Project
(Bylaw Compliance and Enforcement Policy Review & Portal)

Implementation Plan

Communication & Training

Objective:
Ensure all partners (internal and external) understand the changes, why they're happening, and how to apply them effectively.

Key Steps:
Internal Communication

- Prepare a clear summary of key changes
    - both of the policy changes and best practices manual, and
    - Portal
- Brief senior leadership team and managers so they can support their teams
- Distribute internal memo or email communications to staff
- Introduce at a PS Pro-D day to walk through the changes and allow questions
- Follow up at subsequent PS Pro-D day to confirm understanding

Staff Training

- Deliver training sessions (in-person or virtual) to all staff involved in bylaw enforcement and related roles (BCEOs, manager, admin support, RPMs, planners)
- Provide an opportunity for staff to practice using new forms, checklists, or software in a safe setting.
- Develop or update training materials, such as:
    - Checklists & flowcharts for day-to-day reference

External Communication

- Public communication plan includes:
    - Website updates explaining the changes
    - Social media posts and press release (following TC adoption)
    - FAQs for the public explaining how the new procedures will affect them
- Trustee Communication Plan includes: (outstanding)
    - "cheat sheet" – decision points for LTCs (note differences based on LTC Enforcement policies)
    - Site inspection forms for standard reporting to LTCs

Documentation

- Archive all training materials and communications for future reference and onboarding of new staff.
- Template for documenting staff conduct investigations.

Implementation & Monitoring

Objective:
Put the new policies & procedures into practice consistently and measure their effectiveness over time.

Key Steps:
Go-Live

- Official "effective date" for the new policies will be when Trust Council adopts them. Aiming for March 2026 Trust Council
- Director of Planning Services and Manager of Bylaw Compliance and Enforcement to be point persons to help staff and answer questions during the transition
- Ensure all updated forms, templates, software configurations, and signage are in place before the go-live.
- Assess effectiveness, efficiency, fairness, and communication outcomes. Track metrics such as complaint resolution time, staff workload, voluntary compliance, and public inquiries.

Review & Adjust

- Review metrics after 6 months (RPC – July 2026)
- Gather feedback from staff, the public, and committee/council.
- Adjust policies or procedures as needed based on lessons learned.
- Report back to Trust Council (TC Sept. 2026 – before new term)

Draft Metrics:

- Volume of complaints filed, (how) resolved or appealed
- Resolution timelines and case type
- Frequency of repeat or vexatious complaints
- Frequency of standards of conduct complaints
- Staff workload and hours per case
- Number of public inquiries and web engagement
- Feedback from staff, public, and Trust Council

Metrics Based on Questions:

Effectiveness

- Are the updated policies achieving their intended goals (e.g., faster resolution, higher compliance, building "trust")?
- Have complaint volumes changed? In what way?
- Has voluntary compliance improved?

Efficiency

- Are cases being resolved faster without sacrificing fairness?
- Are staff spending an appropriate amount of time per case?

Fairness & Transparency

- Do staff and the public perceive the process as fair and clear?
- Are there patterns in complaints about the enforcement process itself?
- Are there patterns in complaints about enforcement personnel? Are behaviours contrary to policy? Have staff had fair and effective processes to address personnel complaints?

Capacity

- Do staff feel adequately trained and resourced?
- Is workload sustainable?

Communication

- Do the public and stakeholders understand the rules and procedures?
- Have public inquiries or misunderstandings decreased?

Improvement

- What feedback have we received from staff, the public, or council/LTCs?
- Are there unforeseen issues or unintended consequences?

Bylaw Enforcement "Modernization" Project Summary

The Bylaw Enforcement "Modernization" Project integrates two key initiatives: the comprehensive review and update of Islands Trust's Bylaw Compliance and Enforcement Policy and Manual, and the implementation of the Cityview Bylaw Enforcement Portal software. Together, these initiatives modernize how bylaw compliance is managed, improving consistency, transparency, efficiency, and public understanding.

Purpose

The project aims to ensure that bylaw compliance and enforcement are carried out in a fair, transparent, and efficient manner, aligning with Trust Council's policy direction and improving service to both the public and staff. The introduction of CityView will streamline workflows, enhance reporting, and support better data-driven decision-making.

Key Components

1. *Policy and Manual Updates* – The updated Bylaw Compliance and Enforcement Policy and accompanying Best Practices Manual clarify procedures, define enforcement priorities, and improve fairness and accountability.
2. *Bylaw Enforcement Portal* – Implements digital case tracking, public self-service functions, and real-time reporting capabilities to enhance efficiency and transparency.

Implementation Plan

The implementation will be phased across communication, training, go-live, and monitoring to ensure successful adoption.

Communication & Training

Objective: Ensure all interested parties (internal and external) understand the changes, why they're happening, and how to apply them effectively.

Internal Communication:

- Prepare a summary of key policy and manual changes and Bylaw Enforcement Portal functions.
- Brief senior leadership and managers to support staff.
- Distribute internal communications (emails, memos, FAQs).
- Introduce changes at a Planning Services professional development day.

Staff Training:

- Develop and deliver updated training materials.
- Provide hands-on practice using new software tools.

External Communication:

- Prepare website updates, social media content, and public FAQs.
- Prepare trustee communication tools, including decision "cheat sheets" and standard site inspection reports.

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- Coordinate timing with Trust Council adoption and portal rollout.

Documentation:

- Archive training and communication materials.

Implementation & Monitoring

Objective: Put the new policies and procedures into practice consistently and measure their effectiveness over time.

Go-Live:

- Trust Council Policy Adoption (target: March 2026).
- Bylaw Enforcement Portal go-live (target: April 2026).
- Director of Planning Services and Manager of Bylaw Compliance and Enforcement will act as transition leads.
- Ensure updated forms, templates, and software are ready before launch.

Monitoring & Evaluation:

- Assess effectiveness, efficiency, fairness, and communication outcomes.
- Track metrics such as complaint resolution time, staff workload, voluntary compliance, and public inquiries.
- Review after six months and report back to Trust Council (target: September 2026).

Timeline Summary

- September–March 2026 – Policy finalization, internal communication, Bylaw Enforcement Portal configuration.
- January–April 2026 – Staff training and go-live preparation.
- April 2026 – Bylaw Enforcement Portal go-live.
- April–September 2026 – Monitor and report.
- September 2026 onwards – Report semi-annually to Trust Council.

Evaluation Metrics

Key performance measures may include:

- Volume of complaints filed, (how) resolved or appealed.
- Resolution timelines and case types.
- Frequency of repeat or vexatious complaints.
- Frequency of standards of conduct complaints.
- Staff workload and hours per case.
- Travel and enforcement costs.
- Number of public inquiries and web engagement.
- Feedback from staff, public, and Trust Council.

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Bylaw Enforcement "Modernization" Project – At a Glance

- Integrates new Bylaw Compliance & Enforcement Policy and Bylaw Portal (Cityview).
- Improves fairness, efficiency, and transparency in enforcement.
- Supports digital transformation and public accessibility.
- Provides training, communication, and monitoring framework.
- Launches in phases through 2025–2026 with Trust Council oversight.
- Evaluation and reporting back to Trust Council in September 2026 and semi-annual therafter.

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Frequently Asked Questions (FAQ): Bylaw Enforcement "Modernization" Project

About the Project

Q1. What is the Bylaw Enforcement "Modernization" Project?

The Bylaw Enforcement "Modernization" Project is a Trust Council initiative to improve how Islands Trust handles bylaw complaints, investigations, and enforcement. It updates our Bylaw Compliance and Enforcement Policy and Manual and introduces a new online Bylaw Enforcement Portal to make the process more efficient, transparent, and accessible for the public.

Q2. Why is Islands Trust changing its bylaw enforcement process?

The previous system relied heavily on manual, paper-based processes and policies that had not been comprehensively updated in many years. The new policy and tools are designed to ensure greater consistency and fairness, clarify enforcement priorities, make it easier for the public to understand and track bylaw issues, and improve timeliness and communication with complainants and property owners.

Changes to Policy and Procedures

Q3. What are the main changes to the bylaw enforcement policy?

The updated policy focuses on voluntary compliance first, clear enforcement criteria, transparency, and fairness and accountability. These principles ensure that enforcement actions are consistent and grounded in procedural fairness.

Q4. How does the new Best Practices Manual fit in?

The Manual provides practical guidance to staff on how to apply the policy in daily work. It includes standardized forms, checklists, flowcharts, templates, and updated procedures to ensure consistency and clarity across all islands.

Online Bylaw Portal

Q5. What is the new Bylaw Enforcement Portal?

The Bylaw Enforcement Portal is a secure online tool that allows the public to submit bylaw complaints, check on case status, and access information more easily. It replaces email- and paper-based submissions.

Q6. What can I do through the online portal?

Through the portal, you can submit complaints online, attach documents or photos, receive confirmation, check complaint status, and access public information about enforcement activities.

Q7. Do I still need to submit a written complaint form?

No. Once the portal is live, the online submission form will replace the paper or email process. Staff will continue to assist anyone who prefers to submit by phone or in writing.

Q8. How will my privacy be protected?

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Personal information submitted through the portal will be handled in accordance with the Freedom of Information and Protection of Privacy Act (FIPPA). Complaint details will not be shared publicly or with the property owner except as required by law.

How the Changes Affect You

Q9. Will this change how quickly my complaint is resolved?

The goal is to resolve complaints more efficiently through improved tracking, communication, and consistency. The policy emphasizes early voluntary compliance and clearer follow-up timelines.

Q10. What if I receive a bylaw complaint about my property?

If your property is the subject of a complaint, staff will contact you directly to discuss the issue. The focus will be on working collaboratively to resolve issues before considering enforcement actions.

Q11. Will the process be the same on all islands?

Yes. The updated policy and manual ensure consistent procedures across all local trust areas, with flexibility for local policies where applicable.

Q12. When will these changes take effect?

The new policy and manual are expected to take effect once adopted by Trust Council (target: March 2026). The portal will go live in late April 2026 after staff training.

Transparency and Accountability

Q13. How will Islands Trust measure success?

The Trust will track metrics such as resolution times, number of complaints, levels of voluntary compliance, feedback, and staff workload. Findings will be reported to Trust Council at future meetings and be available to the public.

Q14. Where can I learn more?

Updates and resources will be posted on the Islands Trust website, including policy and manual summaries, a guide for using the Bylaw Enforcement Portal, and contact information for planning services offices.

Last updated: January 5, 2026

Contact: bylawenforcement@islandstrust.bc.ca | www.islandstrust.bc.ca

DRAFT

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** March 10, 2026

From: **Trust Area Services** **Date Prepared:** January 28, 2026

SUBJECT: **Allocation of provincial grant for engagement with First Nations**

RECOMMENDATION: That Trust Council approve allocation of the First Nation engagement grant as presented in the March 10, 2026 "Allocation of provincial grant for engagement with First Nations" briefing.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed grant allocation for FY26 and FY27 are consistent with current projected spending and with the draft 2026/27 budget. If this allocation is approved the final reporting to the Ministry of Housing and Municipal Affairs would occur in March 2027. Staff have not proposed allocating any funds to development of protocol agreements as there are typically grant funds available from the UBCM Community to Community program for this purpose.

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1 PURPOSE:

To seek Trust Council approval of proposed allocation of the First Nations engagement grant from the Ministry of Housing and Municipal Affairs.

2 BACKGROUND:

On March 24, 2023, the Islands Trust Chief Administrative Officer received correspondence (attached) advising that the Province was providing Islands Trust with a grant of $150,000 for general purpose of developing protocol agreements and engagement with First Nations in the Trust area, to be used over the course of the next five years. There had been no grant application submitted in advance.

In previous years, staff have advised Executive Committee of intended annual allocations, but at this time, are seeking formal approval from Trust Council of the proposed allocation as set out below:

		Actual Spending		Projected Spending	Projected Budget		Total allocated
ITEM	DESCRIPTION	FY24	FY25	FY26	FY27	FY28	TOTAL
1	Engagement training for trustees	8,000	17,000				$ 25,000
2	Policy Statement Amendment Project	4,000					$ 4,000
3	Islands Trust Conservancy 2028 to 2032 Plan Project			10,000	17,000		$ 27,000
4	DELTC Major Project (Housing Review)		750	2,250	2,000		$ 5,000
5	GBLTC Major Project (OCP and LUB Review)		500	5,500	4,000		$ 10,000
6	GMLTC Major Project (OCP/LUB Targeted Amendments)	16,000					$ 16,000
7	HOLTC Major Project (OCP/LUB Review)	12,000	3,750	11,250	10,000		$ 37,000
8	NPLTC Major Project (Housing Access and Affordability)						$ -
9	SSLTC Major Project (Ganges (OCP & LUB Review)				26,000		$ 26,000
10	SSLTC Major Project (Ganges (Shiya'hwt / SYOW T) Village Area Plan)						$ -
							$ -
							$ -
	TOTAL GRANT SPEND	40,000	22,000	29,000	59,000	0	$ 150,000
	Total Grant awarded						$ 150,000
	Amount allocated over (under) grant amounts						$ -

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: No organizational implications.

FINANCIAL: Approval of the proposed allocation will provide certainty in the budgeting process.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will implement the allocation as directed, and will convey Trust Council's decision to the funder in the annual reporting in March 2026.

FIRST NATIONS RELATIONS: This funding is intended to support relationship building with First Nations.

OTHER: None.

4 RELEVANT POLICY(S): Grants and Donations Administration Policy

5 ATTACHMENT(S): March 24, 2023 correspondence from ADM Faganello

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RESPONSE OPTIONS

Recommendation: That Trust Council approve allocation of the First Nation engagement grant as presented in the March 10, 2026 "Allocation of provincial grant for engagement with First Nations" briefing.

Alternative: That Trust Council request that staff adjust allocation of the First Nation engagement grant as presented in the March 10, 2026 "Allocation of provincial grant for engagement with First Nations" briefing as follows:

- XX
- XX
- **XX**

Prepared By: **Clare Frater, Director, Trust Area Services**

Reviewed By/Date: **Rueben Bronee, CAO/January 30, 2026**

March 24, 2023

Russ Hotsenpiller (***sent via email only***)
Chief Administrative Officer
Islands Trust
200 - 1627 Fort Street
Victoria, BC V8R 1H8

Dear Russ Hotsenpiller:

On behalf of the Province of British Columbia, I am pleased to advise you that a grant has been approved in the amount of $150,000 for the general purpose of developing protocol agreements and engagement with First Nations in the Trust area, to be used over the course of the next five years. The Ministry's representative for this funding will be Marijke Edmondson, Strategic Advisor, Local Government Division, (778) 698-3227.

In the event that the funding cannot be used in its entirety for the intended purpose, please notify the Ministry as soon as possible. I look forward to receiving within the first year, an overview of the Islands Trust's plans for engagement with First Nations on potential protocols or other agreements about working together, and to receiving an annual summary of progress by March 31st until the funds are fully expended.

Islands Trust agrees to acknowledge the Ministry's assistance on written materials, where appropriate. The following acknowledgement may be used:

"We gratefully acknowledge the financial support of the Province of British Columbia through the Ministry of Municipal Affairs."

We are pleased to support the important work you do and wish you success in building effective and collaborative working relationships with the First Nations in whose territories the Islands Trust operates.

Funds will be electronically deposited into your bank account.

Sincerely,

Marijke Edmondson
on behalf of
Tara Faganello
Assistant Deputy Minister
Local Government Division

cc: Birgit Schmidt, Director, Operations and Client Relations Unit
Marijke Edmondson, Strategic Advisor
Local Government Division

Ministry of Municipal Affairs
Assistant Deputy Minister
Local Government Division
Mailing Address:
PO Box 9490 Stn Prov Govt
Victoria BC V8W 9N7
Phone: 250 356-6575
Fax: 250 387-7973
Location:
6th Floor, 800 Johnson Street
Victoria, BC

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 12, 2026
From:	Committee of the Whole	**Date Prepared:**	February 6, 2026

SUBJECT: BYLAW 204 – ISLANDS TRUST COUNCIL FINANCIAL PLAN BYLAW 2026-2027

RECOMMENDATION:

1. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a First Time.
2. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a Second Time.
3. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a Third Time.
4. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The Islands Trust Council Financial Plan for 2026-2027 must be adopted by Bylaw prior to implementation. Adoption of the Financial Plan bylaw will happen via Resolution Without Meeting (RWM) to Trust Council once approval from the Minister is received.

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1 PURPOSE:

To provide Trust Council with an overview of the draft 5-year Financial Plan Bylaw for approval.

2 BACKGROUND:

The Financial Plan Bylaw is the formal document approving the budget for the 2026-2027 fiscal year. After three readings, if approved, the Bylaw is forwarded to the Minister of Housing and Municipal Affairs for approval, and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust. Approval and adoption of the Financial Plan Bylaw is required prior to its implementation.

The 5-year Financial Plan Bylaw focuses most heavily on the first of the five years, which is the budget for the next fiscal year, in line with *the Islands Trust Act* requirements which read, in part:

"On or before March 31 in each year, the trust council must, by bylaw, adopt an annual budget for the trust for the next fiscal year."

The plan also includes projections for the following four fiscal years. While not required by our legislation, this practice aligns with financial plan requirements set out for municipalities in section 165 of the *Community Charter*. This section of the *Community Charter* does not apply to Islands Trust, but practice has been to draft future financial projections into the bylaw to provide Trust Council and the Minister with general insights into what future years might look like under current assumptions.

The worksheet used to create the projections appears at the end of this Request for Decision (RFD). The assumptions and/or processes used for the line items in the four-year projection are as follows:

Consumer Price Index (CPI)	CPI influences the cost of procuring goods and services to support Islands Trust work. It pertains primarily to operating costs, but also influences per unit costs associated with projects and capital spending. The largest operating cost, staff salaries and benefits, also moves (generally) in line with inflation, as staff wage increases tend to mirror cost of living adjustments. Year 1: CPI is incorporated into the budget at 2.3% where applicable, based on December 2025 CPI as guided by policy. Year 2 onwards: Economic outlooks project BC CPI to fall to 2.2% in 2027 influencing year 2 of the financial plan, and drop further in 2026 to approximately 2.0% influencing year 3. Staff assume the stabilizing trend will continue into the final years of the financial plan (based on Canadian CPI forecasts) and reflect CPI for each of these years at 2.0%.
Fees and Sales	Year 1: Estimates of application fees for year 1 has been based on current application fees and estimated volumes based on current trends, adjusted for expected completion of applications received in line with revenue recognition requirements. Year 2 onwards: LTC fees bylaws call for an automatic 2.0% increase in fees annually on April 1 of each year. This 2.0% increase has been incorporated into future fees projections, which assumes that current application volume trends will continue. While Trust Council has contemplated planner time analysis to understand how closely fees mirror the cost or processing applications, no determination had been made about whether or not fees will be amended in future years. As such, no fees increases are included in the 5-year plan.
Provincial Grant	Year 1 and onwards: A budget of $180,000 has been included in each year of the 5-year plan, as in past bylaws. Increases may be realised if a successful ask of the province for additional funding is undertaken. However, at the time of bylaw preparation, no information has been provided to support an increase.
LTA Property Tax Revenue Growth from NMC	Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool, as well as changes in property values from activities such as zoning changes. Year 1: NMC of 0.8% and 1.4% is included in the budget for LTAs and BIM respectively. Year 2 onwards: Historical analysis of NMC reported for the Trust, excluding exceptional years, shows typical NMC values of approximately 1.0% conservatively. This growth factor has been included in the financial plan.

LTA Property Tax Revenue Growth from General Increases	Year 1: LTA general increase of 7.9%. Year 2 onwards: It is anticipated that property tax increases will be required to maintain and/or rebuild required surplus balances at the Trust if spending levels remain at current levels or increase. This has been incorporated into the 5-year plan with tax increases high enough to ensure general revenue surplus fund balances can be maintained within the minimum recommended under TC policy. These general tax increases range from 1.6% in year 3 to 5.9% in year 2. Tax increases are higher in the early years of the plan, in part due to special costs for elections in year 1, and potential trustee remuneration increases in year 2. Once the tax base has reached sufficient levels to pay for ongoing annual budgets, annual increases are reduced, with a small bump in year 5 for the 2030 elections. If Islands Trust does not spend its full budget in any given, surplus and reserve funds may be available to reduce tax increases in later years of the plan. This has been common in Islands Trust history. However, the plan assumes budgets will be spent as approved, with the potential exception of Year 1, being an election year with less certainty. As such, year 2 draws on a modest amount of surplus, with future years drawing none.
Property Tax Levy – Bowen Island Municipality	The methodology for the Bowen Island Tax Levy calculation is described in the *Islands Trust Act* and is influenced by a number of factors that can be difficult to predict. An estimate of the levy, based on financial plan expenditures, is included in the projection. Note that distribution of net converted assessment values throughout the Trust Area play a significant role in this calculation. The distribution of these values throughout the Trust Area is held constant at the current distribution for purposes of the 5-year financial plan development.
Special Levies, Local Trust Committees	Year 1: No special property tax requisitions are included in year 1. No spending from special requisition reserve funds is planned for SSIWPA water protection projects. Year 2 onwards: The SSI LTC has made no formal decisions around the future of SSIWPA, although discussions have been had in recent years considering shifting the oversight of SSIWPA to the Capital Regional District. The 5-year plan does not include any further special requisitions for this work.
Investment and Other Income	Investment and Other Income is expected to remain non-significant sources of income relative to other income sources at the Trust. It is expected interest rates will rise or fall in line with inflation trends. This anticipated trend in interest rates is incorporated into the plan, which also considers increases in taxes and surplus balances available for investment purposes.
Expenditures (Trust	Year 1: $11.9M in planned spending per the draft budget.

Council, Local Planning Services, Islands Trust Conservancy and Administration)	Year 2 onwards: Projected spending range from $12.0M in year 2 to $13.1M in year 5. - Service levels are expected to remain consistent (that is, no new programming). Consideration has been given to reducing project budgets in election years to account for new Council onboarding, however recent trends indicate more drive to complete projects in the first half of election years, making a reduction in planning project costs during this time less relevant. No adjustments have been made for this in the 5-year plan. - Staff salaries expense makes up approximately 63% of the Trust budget. This expense carries increases outside of the Trust's control due to union requirements for staff raises annually. Estimates of salaries increases have been incorporated in line with estimated inflation values as increases tend to align with this data point. - Estimated increases for trustee remuneration have been made in year 2 of the plan, carrying forward into years 3 – 5, with inflationary increases annually. - Project costs have also been increased in line with estimated inflation to reflect likely increases from contractors as a result of these factors. The current strategic plan will likely be replaced or significantly amended when the newly formed Trust Council adopts its own strategic plan in late 2026/27. As such, the current strategic plan has not informed future year project spending estimates in the 5-year plan. Rather, estimated levels of required funding based on current project funding levels have been considered on an overall basis.
Expenditures – Projects	Program expenditures are challenging to project without documented long-term project plans that include financial resource requirements. As such, project expenses are estimated based on historical spending patterns as a whole, adjusted for known significant pieces of work. No adjustments have been made to reflect potential lower spending on programs during election years, as recent trends see a push to complete work before end of term in these years. Expenditures are increased annually to account for anticipated levels of inflation.
Surplus Fund Balance	Per Policy 6.5.1 *Reserves and Surplus*, the "*recommended minimum amount of money to be contained within the General Revenue Surplus Fund is 2.4 months of expenses net of 2.4 months of revenue, excluding revenues from property taxes or the provincial grant."* Year 1: The estimated General Revenue Surplus Fund balance will remain at the policy recommended minimum. Year 2 onwards: Recommended policy minimum remains fairly stable at Year 1 balances in Year 2, increasing to 101% - 103% of the estimated recommended minimum in Years 3 – 5.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Approval of the Financial Plan Bylaw allows staff to implement the Islands Trust Council approved budget.

FINANCIAL: As described in the budget background documents.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will implement as described in budget background documents.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:

Policy 7.2.6 Municipal Tax Requisition Calculation
Policy 6.5.1 Reserves and Surplus

5 ATTACHMENT:

- Financial Plan Detailed Table for RFD
- DRAFT Islands Trust Council Financial Plan Bylaw 2026-27 with Schedule A

RESPONSE OPTIONS

Recommendation:
That Trust Council perform three readings of the Financial Plan Bylaw 2026-27and advance the Bylaw to the Minister of Municipal Affairs for approval.

1. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a First Time.
2. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a Second Time.
3. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a Third Time.
4. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: No alternatives identified.

Prepared By: J. Mobbs, Director, Financial and Employee Services
Reviewed By: Director, Legislative and Information Services/
Chief Administrative Officer/

ISLANDS TRUST COUNCIL
BYLAW NO. 204

****

A Bylaw Respecting the Financial Plan of the Islands Trust
for Fiscal Years 2026-2027 through 2030-2031

****

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

Citation

1. This bylaw may be cited for all purposes as “Islands Trust Council Financial Plan Bylaw 2026-2027”

Financial Plan

2. Schedule “A” attached hereto, and made part of this Bylaw, is hereby adopted and is the Financial Plan of Islands Trust Council for the fiscal year commencing April 1, 2026 and ending March 31, 2027, and for the subsequent four fiscal years.

READ A FIRST TIME THIS __ DAY OF __ , 2026

READ A SECOND TIME THIS __ DAY OF __ , 2026

READ A THIRD TIME THIS __ DAY OF __ , 2026

APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS
THIS __ DAY OF __ , 2026

ADOPTED THIS __ DAY OF __ , 2026

_____ _____
SECRETARY CHAIR

DRAFT

ISLANDS TRUST

Draft Five Year Financial Plan

		election year				*election year*
	Tax increase	*7.9%*	*5.9%*	1.6%	2.0%	3.2%
Revenue		**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
Fees and Sales		198,100	202,062	206,103	210,225	214,430
Provincial Grant - unrestricted		180,000	180,000	180,000	180,000	180,000
Provincial Grant - restricted		85,000	38,001	38,001	38,001	38,001
Federal Grant - restricted		-	-	-	-	-
Other Grants		1	1	1	1	1
Interest Income		193,000	207,108	209,179	211,271	213,384
Other Income		-	-	-	-	-
Property Tax Levy - Bowen		524,460	549,696	599,746	612,573	624,657
Special Levy - LTCs		-	-	-	-	-
Property Tax Revenue - LTAs:						
Property Tax Levy prior year		9,262,200	10,065,320	10,760,193	11,038,385	11,364,736
Non-market Growth Current Year		74,100	102,529	103,554	104,590	105,636
Increased Taxes in Current Year		729,020	592,344	174,638	221,761	366,513
Property Tax Revenue subtotal		10,065,320	10,760,193	11,038,385	11,364,736	11,836,884
Transfer from GRSF - for Elections		-	-	-	-	-
Transfer from GFSF - for Projects/General		327,400	90,000	-	-	-
Transfer from LTC Specific Reserve Fund		150,000	-	-	-	-
Transfer from Special Requisition Reserve Fund		-	-	-	-	-
Revenue Total		**11,723,281**	**12,027,060**	**12,271,414**	**12,616,807**	**13,107,357**
Expenditures						
Trust Council (no Admin or Projects)		1,597,726	1,498,937	1,528,916	1,559,495	1,827,511
Local Planning (no Admin or Projects)		5,400,137	5,684,462	5,798,151	5,914,114	6,031,897
Islands Trust Conservancy (no Admin or Projects)		1,210,785	1,237,422	1,262,171	1,287,414	1,313,162
Administration (no projects)		3,202,132	3,272,550	3,337,894	3,404,696	3,472,676
Projects - Trust Council		99,500	101,689	103,723	105,797	107,913
Projects - LTCs		269,001	274,919	280,417	286,026	291,746
Projects - ITC		140,000	143,080	145,942	148,860	151,838
Projects - Administration		-	10,000	10,200	10,404	10,612
		-	-	-	-	-
Contribution to Surplus Funds		-	-	-	-	-
Expenditure Total		**11,919,281**	**12,223,060**	**12,467,414**	**12,716,807**	**13,207,357**
Less non-cash items - Amortization		(196,000)	(196,000)	(196,000)	(100,000)	(100,000)
Total Cash Requirement		**11,723,281**	**12,027,060**	**12,271,414**	**12,616,807**	**13,107,357**
Net Revenues less spending		(0)	0	0	(0)	(0)

ISLANDS TRUST
Bylaw 204
Schedule A

Revenue	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
Provincial Funding	265,001	218,002	218,002	218,002	218,002
Federal Funding	-	-	-	-	-
General Property Taxes *	10,589,780	11,309,889	11,638,131	11,977,308	12,461,541
Special Tax Levy - Local Trust Committees	-	-	-	-	-
Fees	198,100	202,062	206,103	210,224	214,429
Interest and Other	193,000	207,108	209,179	211,271	213,384
Transfer (to) from General Revenue Surplus Fund	327,400	90,000	-	-	-
Transfer (to) from LTC Specific Fund	150,000	-	-	-	-
Transfer (to) from Special Tax Requisition Fund	-	-	-	-	-
Net interfund transfers**	-	-	-	-	-
Total Revenue	**11,723,281**	**12,027,061**	**12,271,415**	**12,616,806**	**13,107,356**
Expenditures					
Trust Council	2,320,680	2,188,304	2,232,053	2,276,700	2,628,719
Local Planning	7,751,623	8,147,397	8,310,272	8,476,507	8,588,855
Islands Trust Conservancy	1,846,978	1,887,360	1,925,091	1,963,599	1,989,782
Contribution to General Revenue Surplus Fund	-	-	-	-	-
Less non-cash items - amortization	(196,000)	(196,000)	(196,000)	(100,000)	(100,000)
Total Expenditures	**11,723,281**	**12,027,061**	**12,271,415**	**12,616,806**	**13,107,356**
Transfer to (from) Surplus and Reserve	**(477,400)**	**(90,000)**	**-**	**-**	**-**

* Estimated Property Taxes by Source:					
Trust Area Property Tax Levy	10,065,320	10,760,193	11,038,385	11,364,736	11,836,884
Bowen Island Municipality Property Tax Levy	524,460	549,696	599,746	612,573	624,657
Total	10,589,780	11,309,889	11,638,131	11,977,308	12,461,541

*** Net interfund transfers:*					
Transfer from GRSF to LTC Specific Fund	-	-	-	-	-
(Contribution to) LTC Specific Fund from GRSF	-	-	-	-	-
Net interfund transfers	-	-	-	-	-

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 11, 2026
From:	Financial Planning Committee	**Date Prepared:**	February 6, 2026

SUBJECT: REVENUE ANTICIPATION BORROWING BYLAW

RECOMMENDATION:

1. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a First Time.
2. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a Second Time.
3. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a Third Time.
4. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The *Local Government Act* requires local governments to enact a "borrowing bylaw" before borrowing funds, therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. The bylaw also requires Ministerial approval. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for many years. Expenditures have historically been carefully managed to ensure they do not exceed the budgeted revenues or place unnecessary strain on surplus funds**.**

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1 PURPOSE:

The Islands Trust is required under the *Islands Trust Act, S.8(3)* and *Islands Trust Act Regulation #12,* to adopt a bylaw authorizing the borrowing of money that may be required to meet current expenditures before revenue from all sources has been received. The bylaw also requires Ministerial approval.

2 BACKGROUND:

This requirement may be particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds, or in the event of significant unusual circumstances affecting Trust finances. The bylaw specifies a limit of $2,200,000 (representing ~2.5 months of operational spending less non-tax, non-tax grant revenue for the fiscal year) and an interest rate not to exceed 2% per annum over bank prime, in line with historical limits. Islands Trust is currently able to borrow at prime for short term operating financing, up to prime plus 0.75% for financing associated with riskier borrowing, which is unlikely borrowing for the Trust. Islands Trust has not required borrowing in several decades, and without exceptional circumstances affecting the financial position of the organisation, is very unlikely to require borrowing in the coming year.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: The ability to borrow is enabled by adoption of the bylaw.

FINANCIAL: Interest expense, if incurred, would be charged against the appropriate budget account.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY/LEGISLATION:

Islands Trust Act, Section.8(3); BC Regulation 119/90; Local Government Act, Sections 404 and 405

5 ATTACHMENT:

Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027

RESPONSE OPTIONS

Recommendation:
That Islands Trust Council perform three readings of the Revenue Anticipation Borrowing Bylaw and advance for approval by the Minister of Municipal Affairs.

1. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027", be Read a First Time.
2. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027", be Read a Second Time.
3. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027", be Read a Third Time.
4. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027", be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: None identified.

Prepared By: Financial and Employee Services
Reviewed By: Chief Administrative Officer
Director, Legislative & Information Services
Financial Planning Committee/February 18, 2026

ISLANDS TRUST COUNCIL
BYLAW NO. 205

****

A Bylaw to Provide for the Borrowing of Money During
Fiscal Year 2026-2027 in Anticipation of Revenue

****

WHEREAS the Islands Trust may not have sufficient money on hand to meet the current lawful expenditures of the Islands Trust;

AND WHEREAS it is provided by Section 8(3) of the *Islands Trust Act* and Sections 404 and 405 of the *Local Government Act* that the Islands Trust may, with the approval of the Minister of Municipal Affairs, borrow such sums of money as may be required to meet the current lawful expenditures of the Islands Trust before revenue, from all sources, to pay for those expenditures has been received, provided that money so borrowed is repaid when the anticipated revenue with respect to which the borrowing was authorized is received;

AND WHEREAS the Islands Trust Council anticipates receiving for the 2026-2027 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE Islands Trust Council enacts as follows:

1. This bylaw may be cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027".

2. Islands Trust Council shall be and is hereby authorized to borrow upon the credit of Islands Trust Council an amount or amounts not exceeding $2,500,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.

3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of Islands Trust Council and the Treasurer of Islands Trust.

4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall be used to repay the money so borrowed when received on account of the 2026-2027 budget.

READ A FIRST TIME THIS __ DAY OF __ , 2026

READ A SECOND TIME THIS __ DAY OF __ , 2026

READ A THIRD TIME THIS __ DAY OF __ , 2026

APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS
THIS __ DAY OF ___ , 2026

ADOPTED THIS __ DAY OF ___ , 2026

_____ _____
SECRETARY CHAIR

From: gabriolatransportation <gabriolatransportation@gmail.com>
Subject: Keeping Experience Cards affordable
Date: January 19, 2026 at 2:07:42 PM PST
To: nicolas Jimenez <nicolas.jimenez@bcferries.com>
Cc: sheila malcolmson <sheila.malcolmson.MLA@leg.bc.ca>, vanessa Craig <vanessa.craig@rdn.bc.ca>, erin udal <info@gabriolachamber.ca>, GTS Contact list <derek@soundernews.com>, mayor@bimbc.ca

January 7, 2026

To: CEO Nicolas Jimenez,

BC Ferry Corporation, Ste 500, 1321 Blanshard St., Victoria BC V8W 0B6
nicolas.jimenez@bcferries.com

Re: Minimum load amount for BC Ferries Experience Cards

Dear Mr. Jimenez,

Members of our community are concerned about the impending increase in cost to the Experience cards used by residents in ferry-dependent coastal communities. Most residents who use the Experience card need the cost break offered by the card, but the minimum top-up amount creates a barrier for anyone with a limited income, including seniors, families, and single parents.

We implore you to consider reducing the current minimum load amount of $130 for vehicle drivers and $50 for walk-on passengers. We suggest $100 for vehicle and $30 for walk-on reloading minimun amounts. Island residents are entirely dependent on BC Ferries to provide daily transportation to work, school, medical and other appointments, and census statistics indicate that many Gabriola residents live well below the poverty line for British Columbia.

This week our local newspaper's editorial summarized our predicament very well with the headline "Experience Card fees put disproportionate burden on low income residents". Some residents end up paying for a single ticket because it's cheaper than the EC card reload amount. It is another example of how people who struggle financially pay more for a basic service that should be available to everyone who lives in B.C.

Please consider this request from those whose livelihoods depend on BC Ferries.

Sincerely,

Steven Earle, Ivan Bulic, Tawny MacLachlan Capon

for the Gabriola Ferry Committee and Gabriola Island Transportation Society

cc:

MLA Sheila Malcolmson
Mayor Andrew Leonard, Bowen Island Municipality
Islands Trust Council

Vanessa Craig, Director for Area B, Regional District of Nanaimo
Erin Udal, Executive Director, Gabriola Chamber of Commerce
Editor, Gabriola Sounder