Executive Committee
Revised Agenda

Date: October 29, 2025

Time: 9:15 am

Location: Electronic Meeting, and a physical location to view the livestream of the meeting:

Islands Trust Victoria Office

#200 - 1627 Fort Street

Victoria, BC V8R 1H8

		Pages
1.	**CALL TO ORDER**	
2.	**TERRITORIAL ACKNOWLEDGEMENT**	
3.	**APPROVAL OF AGENDA**	
3.1	**Introduction of New Items**	
3.2	**Approval of Agenda**	
3.2.1	**Agenda Context Notes**	5 - 5
4.	**RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING**	
	Nothing to report.	
5.	**ADOPTION OF MINUTES / RESOLUTION WITHOUT MEETING**	
5.1	**EC-RWM-2025-03 Cancel October 15th Executive Committee Special Meeting**	6 - 6
	Receive for information.	
5.2	**Draft Executive Committee Meeting Minutes of October 1, 2025**	
	Pending - late item.	
5.2.1	***Draft October 1, 2025 Meeting Minutes***	*7 - 13*
	Late item.	
6.	**FOLLOW UP ACTION LIST AND UPDATES**	
6.1	**Follow Up Action List/Director/CAO Updates**	14 - 22
6.2	**Local Trust Committee Chair Updates and Reports on Local Advocacy Topics**	
6.3	**Islands Trust Conservancy Liaison Update**	

7. BYLAWS FOR APPROVAL CONSIDERATION

THAT Executive Committee approve Bylaw No. 671, cited as "Bowen Island Municipality Official Community Plan Bylaw No. 282, 2010 Amendment Bylaw No. 671, 2024" pursuant to Section 38 of the Islands Trust Act.

THAT the Islands Trust Executive Committee approve Gabriola Island Local Trust Committee Bylaw No. 323, cited as "Gabriola Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 323, 2025" in accordance with Section 27 of the *Islands Trust Act.*

THAT the Islands Trust Executive Committee approve Hornby Island Local Trust Committee Bylaw No. 179, cited as "Hornby Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 179, 2025" in accordance with Section 27 of the *Islands Trust Act.*

8. TRUST COUNCIL MEETING PREPARATION

8.1 Executive

For review and comment.

THAT Executive Committee adopt the meeting dates and formats as set out in the proposed 2026/27 Executive Committee meeting schedule.

THAT Executive Committee request staff prepare a Request for Decision for Trust Council to approve their 2026/27 meeting schedule.

8.2 Planning Services

8.3 Financial and Employee Services

8.4 Trust Area Services

8.5 Legislative and Information Services

9. COMMITTEE OF THE WHOLE MEETING PREPARATION

9.1 Draft November 17, 2025 Islands Trust Council Committee of the Whole Agenda

See Appendix A

10. EXECUTIVE COMMITTEE PROJECTS

10.1 Trust Council Initiated

10.1.1 Executive

10.1.2 Trust Area Services

10.1.3 Planning Services

10.1.4 Financial and Employee Services

10.1.5 Legislative and Information Services

10.1.5.1 Executive Committee 2026/27 Information Services Budget Requests - Request For Decision 51 - 74

THAT Executive Committee recommend to Trust Council the following 2026/27 budget requests for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025 and October 1, 2025:

- $32,400 for Laptops for in-coming trustees;
- $55,000 for Records Management Electronic Document Management (EDM);
- $70,329 for GIS Analyst; and
- $24,220 for GIS Co-op.

10.1.5.1.1 Business Case for Planner Co-op Student(Level 2) *75 - 77*

Late item for inclusion in item 10.1.5.1.

10.2 Executive Committee Initiated - None

10.2.1 Executive

10.2.2 Trust Area Services

10.2.3 Planning Services

10.2.4 Financial and Employee Services

10.2.5 Legislative and Information Services

11. NEW BUSINESS

11.1 Executive/Trust Council

11.2 Trust Area Services

11.2.1 Union of British Columbia Municipalities (UBCM) Grant Payments

See agenda context notes.

THAT the Executive Committee authorize the Union of British Columbia Municipalities to make all future grant payments by direct deposit.

11.3 Planning Services

11.4 Financial and Employee Services

11.5 Legislative and Information Services

11.5.1 Appointment of Deputy Secretary – Salt Spring Island Office - Request For Decision 78 - 79

THAT the Executive Committee appoint Legislative Clerk, Britt Holowaty, as Deputy Secretary for the Salt Spring Island Office.

12. CORRESPONDENCE (for information unless raised for action)

No correspondence was received at the time of agenda circulation.

13. WORK PROGRAM

13.1 Review and amendment of current work program 80 - 84

14. NEXT MEETING

The next Executive Committee meeting will take place in-person at the Islands Trust Victoria Office on Wednesday, November 19, 2025 at 9:15 a.m.

15. CLOSED MEETING

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; and, the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and that staff attend the meeting.

16. ADJOURNMENT

Agenda No.	From	Context Notes
11.2.1	Director, Trust Area Services	UBCM has indicated that they can pay grant payments to Islands Trust by direct deposit but first require authorization by resolution. The following resolution is recommended: *That the Executive Committee authorize the Union of British Columbia Municipalities to make all future grant payments by direct deposit.*

Islands Trust Executive Committee

RESOLUTION WITHOUT MEETING

RWM Number: EC-RWM-2025-03

The following matter is considered urgent and necessary in order to cancel the October 15, 2025 Executive Committee Special Meeting due to a scheduling conflict, as Minister Boyle will be traveling to Salt Spring Island on that day to attend the Islands Trust Salt Spring Island office opening.

It was Moved by Trustee Maude and Seconded by Trustee Peterson:
that Executive Committee request staff to cancel the Executive Committee Special Meeting on Wednesday, October 15, 2025 due to a scheduling conflict.

The committee was notified of the call for resolution via email: October 3, 2025
The committee was notified of the call for vote via email: October 3, 2025

Please vote on the above motion by completing the ballots below:

[X] IN FAVOUR	[X] IN FAVOUR	[X] IN FAVOUR
[ ] OPPOSED	[ ] OPPOSED	[ ] OPPOSED
David Maude	Laura Patrick	Tim Peterson
Email Approval	Email Approval	Email Approval
October 3, 2025	October 3, 2025	October 3, 2025
Date	Date	Date

[ ] IN FAVOUR

[ ] OPPOSED

Tobi Elliott
Email Approval

Date

THE CHAIR DECLARED THE ABOVE NOTED RESOLUTION **CARRIED** IN ACCORDANCE WITH SECTION 13 OF THE *ISLANDS TRUST ACT*, THIS 3RD DAY OF OCTOBER 2025.

Chair's Signature

RECEIVED BY THE ISLANDS TRUST SECRETARY THIS 3RD DAY OF OCTOBER 2025.

Recording Staff's Signature (if applicable)

Secretary or Designate's Signature

DRAFT

Executive Committee

Minutes of a Regular Meeting

Date:	**Wednesday, October 1, 2025**
Location:	**Electronic Meeting, and a physical location to view the livestream of the meeting:** **Islands Trust Victoria Office** **#200 - 1627 Fort Street** **Victoria, BC V8R 1H8**
Members Present:	Laura Patrick, Chair, Salt Spring Island Local Trust Area Tobi Elliott, Vice-Chair, Gabriola Island Local Trust Area David Maude, Vice-Chair, Mayne Island Local Trust Area Timothy Peterson, Vice-Chair, Lasqueti Island Local Trust Area
Staff Present:	Rueben Bronee, Chief Administrative Officer Stefan Cermak, Director, Planning Services Clare Frater, Director, Trust Area Services Julia Mobbs, Director, Financial and Employee Services Joe Elliott, Senior Indigenous Relations Advisor Alexandra Trifonidis, Executive Coordinator
Members of the public present:	One member of the public was present.

1. CALL TO ORDER

The meeting was called to order at 9:15 a.m.

2. TERRITORIAL ACKNOWLEDGEMENT

Chair Patrick acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations. Trustees and staff were introduced.

3. APPROVAL OF AGENDA

3.1 Introduction of New Items

No new items were introduced.

3.2 Approval of Agenda

By general consent the agenda was approved as presented.

3.2.1 Agenda Context Notes - None

4. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING

No report was provided.

5. ADOPTION OF MINUTES

5.1 Draft Executive Committee Meeting Minutes of September 16, 2025

By general consent the Executive Committee meeting minutes of September 16, 2025 were adopted as presented.

6. FOLLOW UP ACTION LIST AND UPDATES

6.1 Follow Up Action List/Director/CAO Updates

The Committee reviewed the follow up action list, and Directors provided their area reports.

6.2 Local Trust Committee Chair Updates and Reports on Local Advocacy Topics

Local Trust Committee Chairs provided updates on recently attended and upcoming local trust committee meetings, as well as current local advocacy topics.

6.3 Islands Trust Conservancy Liaison Update

The Islands Trust Conservancy liaison provided an update.

7. BYLAWS FOR APPROVAL CONSIDERATION

7.1 Galiano Island Local Trust Committee - Proposed Bylaw No. 298 - Repeal of Meeting Procedures Bylaw - Request For Decision

The Director of Planning recommended that Executive Committee proceed with the recommendation in the Request For Decision.

Due to a lost connection, Vice-Chair Peterson left the meeting at 9:33 a.m. and rejoined at 9:34 a.m.

EC-2025-124
It was MOVED and SECONDED,
that the Islands Trust Executive Committee approve Galiano Island Local Trust Committee Bylaw No. 298, cited as "Galiano Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 298, 2025" in accordance with Section 27 of the *Islands Trust Act*.

CARRIED

7.2 Galiano Island Local Trust Committee - Proposed Bylaw No. 299 - Public Notification Bylaw - Request For Decision

The Director of Planning recommended that Executive Committee proceed with the recommendation in the Request For Decision.

EC-2025-125
It was MOVED and SECONDED,
that the Islands Trust Executive Committee approve Galiano Island Local Trust Committee Bylaw No. 299, cited as "Galiano Island Local Trust

Committee Public Notification Bylaw No. 299, 2025" in accordance with Section 27 of the *Islands Trust Act*.

CARRIED

8. TRUST COUNCIL MEETING PREPARATION

8.1 Roundtable Review of September 16-18 Trust Council Meeting – Discussion

Executive Committee and staff engaged in a roundtable discussion regarding the September 16-18 Trust Council meeting held on Gabriola Island.

The following remarks were made:

- Wi-Fi connectivity was poor.
- Food quality was considered average.
- Some attendees found the facilities challenging.
- Trustees are seeing a trend of meeting agendas becoming more manageable.
- Attendees expressed appreciation for the idea of modernizing presentation materials, specifically the agenda and three-day schedule.
- The meeting space was well received.
- The timing of agenda items and the pace of the meeting was effective.
- Appreciation for hosting high-caliber speakers at Trust Council quarterly meetings was valued.

8.2 Executive

8.2.1 <u>September Trust Council Highlights</u>

The Committee reviewed the September Trust Council Highlights and requested the following amendments:

- Add Geraldine Manson's traditional family name C'tasi:a to the first section.
- Add a sentence at the end of the Islands Trust Operational Review section to read: "The Chief Administrative Officer plans to deliver a full report to Trust Council in advance of the December Trust Council meeting."
- Reword the Address by Doug S. White section to read: "Special Counsel to the Premier on Indigenous Reconciliation, Douglas S. White, K.C., J.D., Kwulasultun (Coast Salish), Tliishin (Nuu-Chah-Nulth) addressed Trust Council with an overview of reconciliation, Douglas Treaties and significant court decisions. Mr. White shared actionable steps Islands Trust can take to deepen partnerships with First Nations in the Trust Area and develop a vision for achieving the mandate of the Islands Trust, together."

EC-2025-126
It was MOVED and SECONDED,

that Executive Committee approve the September 2025 Trust Council Highlights, as amended.

CARRIED

8.2.2 Trust Council Follow Up Action List

By general consent item 8.2.2 Trust Council Follow Up Action List was received for information.

8.3 Planning Services - None
8.4 Financial and Employee Services - None
8.5 Trust Area Services - None
8.6 Legislative and Information Services - None

9. COMMITTEE OF THE WHOLE MEETING PREPARATION - None

10. EXECUTIVE COMMITTEE PROJECTS

10.1 Trust Council Initiated

10.1.1 Executive

10.1.1.1 Executive Committee 2026-27 Budget Request Amendment - Request For Decision

The Chief Administrative Officer spoke to the item, noting that the previous forecast numbers for funding travel for Chairs to attend local trust committee meetings brought to the Committee at a previous meeting were inaccurate.

EC-2025-127
It was MOVED and SECONDED,
that Executive Committee amend its 2026/27 budget request for Executive Committee on local trust committee costs to $31,000.

A comment was made on evening meetings and the value associated with holding meetings outside of the regular work day.

CARRIED

10.1.1.2 Executive Committee 2026/27 Budget Requests - Request For Decision

Staff provided a review of the Request for Decision materials.

Comments from the Committee included:

• the need for greater clarity in the request for decision for the Policy Advisor position, including improved formatting;
• appreciation for including an organizational chart with the

business case was valued; and
• a question regarding the necessity of the proposed biologist position, including a request for a stronger rationale to support the biologist position.

EC-2025-128
It was MOVED and SECONDED,
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.

CARRIED

EC-2025-129
It was MOVED and SECONDED,
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.

CARRIED

EC-2025-130
It was MOVED and SECONDED,
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.

CARRIED
Vice-Chair Maude Opposed

10.1.2 Trust Area Services - None
10.1.3 Planning Services - None
10.1.4 Financial and Employee Services - None

10.1.5 Legislative and Information Services

10.1.5.1 Increases in Information Services Budgets for FY2027 – Briefing

The Chief Administrative Officer provided an overview of the briefing.

Discussion ensued on:

• the number of new term trustee laptops, with a concern noted that the quantity identified in the report appeared low; and
• the cost, quality, and technology requirements necessary to meet user needs for each laptop.

By general consent the Increases in Information Services Budgets for FY2027 – Briefing was received for information.

10.2 Executive Committee Initiated - None

11. NEW BUSINESS

11.1 Executive/Trust Council

11.1.1 <u>Trustee Onboarding Working Group - Request For Decision</u>

The Chief Administrative Officer spoke to the briefing, noting that trustees had expressed interest in providing feedback on the onboarding process for the new term.

EC-2025-131
It was MOVED and SECONDED,
that Executive Committee ask staff to establish a Trustee Onboarding Working Group of up to five trustees to serve in an advisory capacity for improvements to onboarding and orientation of trustees following the 2026 Trust Council election.

<u>CARRIED</u>

11.2 Trust Area Services - None
11.3 Planning Services - None
11.4 Financial and Employee Services - None
11.5 Legislative and Information Services - None

12. CORRESPONDENCE (for information unless raised for action)

There was no correspondence.

13. WORK PROGRAM

13.1 Review and amendment of current work program

A comment was made regarding the need to update the target dates.

Staff advised that the Trust Council was expected to review Item 1 at its December meeting.

A question was raised about how to advance Item 3, and staff responded that there were capacity challenges impacting progress.

By general consent Executive Committee received the work program for information.

14. NEXT MEETING

The next scheduled regular meeting of the Executive Committee is to be held electronically on Wednesday, October 29, 2025 at 9:15 a.m.

15. CLOSED MEETING (if applicable) - None

16. ADJOURNMENT

EC-2025-132
It was MOVED and SECONDED,
that the meeting be adjourned at 11:03 a.m.

CARRIED

____

Laura Patrick, Chair

CERTIFIED CORRECT:

____

Alexandra Trifonidis, Executive Coordinator and Recorder

Minutes are not official until adopted at a subsequent meeting.

Islands Trust

Follow Up Action Report

Executive Committee

Chief Administrative Officer

Progress	Activity		Responsibility	Dates	Status
75%	1	Explore future education/workshop sessions on decision-making to benefit trustees.	Rueben Bronee	Meeting: 24-May-2023 Target: 13-Mar-2026	In Progress
100%	2	Staff to amend the September Trust Council Highlights as requested by Executive Committee, circulate to all subscribers and post to the website.	Rueben Bronee	Meeting: 01-Oct-2025 Target: 03-Oct-2025	Completed
100%	3	Staff to establish a Trustee Onboarding Working Group of up to five trustees to serve in an advisory capacity for improvements to onboarding and orientation of trustees following the 2026 Trust Council election.	Rueben Bronee	Meeting: 01-Oct-2025 Target: 31-Oct-2025	Completed

Follow Up Action Report

Executive Committee

Director Legislative Services and Information Services

Progress	Activity		Responsibility	Dates	Status
0%	1	Investigate options for policies or policy updates for formal opportunities for First Nations presentations and engagement at Trust Council meetings.	Clare Frater David Marlor	Meeting: 07-Oct-2021 Target: 08-Dec-2026	In Progress
50%	2	Staff to prepare a primer on principles of the meeting assembly based on the guidelines from the training session May 19, 2022 along with clarification on points of order.	David Marlor	Meeting: 15-Jan-2025 Target: 02-Dec-2025	In Progress
91%	3	Staff to provide a strategy for providing training to trustees and chairs on respectful meetings, conduct and effective governance communications that includes: - two half-day on-line training sessions for Executive Committee, Islands Trust Conservancy Board chairs and council committee chairs to occur before September Trust Council 2025 (**competed October 10 and October 28)**) - one half day in-person training session for Trust Council or at June Trust Council meeting quarterly (**COMPLETED JUNE 2025**) - a review and recommendations on updates to the Islands Trust Standards of Conduct, including developing a foundational system for ethically addressing complaints (**Planned for November 17)**.	David Marlor	Meeting: 05-Feb-2025 Target: 02-Dec-2025	In Progress
0%	4	Staff to draft options for an updated version of Policy 6.12.2 UBCM/AVICC MEMBERSHIP AND RESOLUTIONS. Expect to send to Governance Committee for consideration in policy amendments and staff will draft operational procedures for Executive Committee to consider.	David Marlor	Meeting: 17-Jun-2025 Target: 02-Dec-2025	In Progress
49%	5	Staff will review the Resolution Without Meetings (RWMs) policy further and report back with findings and recommendations.	David Marlor	Meeting: 02-Jul-2025 Target: 26-Aug-2025	In Progress

Islands Trust

Follow Up Action Report

Executive Committee

Director of Planning Services

Progress	Activity		Responsibility	Dates	Status
66%	1	Staff to: a) evaluate the implications of a longer referral response window, and; b) consider how Trust Council and local trust committees (LTC's) might consult with First Nations to better understand what changes to the current referral process should be made to both improve communication and to further reconciliation, and report back to Trust Council.	Clare Frater Stefan Cermak	Meeting: 29-Jun-2023 Target: 04-Dec-2025	In Progress
91%	2	Staff to request Ministry of Housing and Municipal Affairs staff to present a briefing on short term rental accommodation principal residence requirement opt-in option to Trust Council in a suitable format. Hannah Rabinovitch, Director, Housing Policy Branch at BC Provincial Government; agreed to in person meeting in December Trust Council. Recommended that BIM and GBLTC share their experiences with opting in.	Stefan Cermak	Meeting: 06-Aug-2025 Target: 11-Nov-2025	In Progress
0%	3	Staff to forward the Short Term Rental Accommodation - Principal Residence Opt-In Update Briefing to all local trust committees.	Stefan Cermak	Meeting: 03-Sep-2025 Target: 15-Sep-2025	In Progress
100%	4	Staff to forward the following business cases to the Financial Planning Committee for inclusion in the draft 2026/27 budget: 1.budget request for $125,950 for an auxiliary (temporary) Senior Policy Advisor staff position in Trust Area Services 2.budget request for $37,000 for the Policy Statement Amendment Project 3.budget request of $122,270 for a permanent Biologist within Planning Services, as amended.	Clare Frater Stefan Cermak	Meeting: 01-Oct-2025 Target: 17-Oct-2025	Completed

Islands Trust

Follow Up Action Report

Executive Committee

Director of Planning Services

Progress	Activity	Responsibility	Dates	Status
100%	**5** Staff to inform the Galiano Local Trust Committee and respective Planning staff that: 1.Executive Committee approved Galiano Island Local Trust Committee Bylaw No. 298, cited as "Galiano Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 298, 2025" in accordance with Section 27 of the Islands Trust Act. 2.Executive Committee approved Galiano Island Local Trust Committee Bylaw No. 299, cited as "Galiano Island Local Trust Committee Public Notification Bylaw No. 299, 2025" in accordance with Section 27 of the Islands Trust Act.	Stefan Cermak	Meeting: 01-Oct-2025 Target: 03-Oct-2025	Completed

Director, Financial and Employee Services

Progress	Activity	Responsibility	Dates	Status
51%	**1** Staff to add to a future EC agenda: Honoraria for Indigenous elders providing welcomes or presentations at local trust committee meetings.	Clare Frater Julia Mobbs	Meeting: 20-Dec-2023 Target: 17-Dec-2025	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress		Activity	Responsibility	Dates	Status
0%	1	Investigate options for policies or policy updates for formal opportunities for First Nations presentations and engagement at Trust Council meetings.	Clare Frater David Marlor	Meeting: 07-Oct-2021 Target: 08-Dec-2026	In Progress
0%	2	Staff to develop policy regarding s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act. This request responded to changes to the Islands Trust Act to give Trust Council new discretionary powers relating to supporting and give financial assistance to others to (iii)engage in activities to gain knowledge about the unique amenities and environment of the trust area and to increase public awareness, understanding and appreciation of the unique amenities and environment; (iv)preserve and protect the unique amenities and environment of the trust area. Executive Committee has discussed there may be an opportunity to concurrently review the secretariat services, and grants in aid policies with the intention of identifying administrative efficiencies.	Clare Frater	Meeting: 12-Apr-2022 Target: 31-Mar-2026	In Progress
66%	3	Staff to: a) evaluate the implications of a longer referral response window, and; b) consider how Trust Council and local trust committees (LTC's) might consult with First Nations to better understand what changes to the current referral process should be made to both improve communication and to further reconciliation, and report back to Trust Council.	Clare Frater Stefan Cermak	Meeting: 29-Jun-2023 Target: 04-Dec-2025	In Progress
51%	4	Staff to add to a future EC agenda: Honoraria for Indigenous elders providing welcomes or presentations at local trust committee meetings.	Clare Frater Julia Mobbs	Meeting: 20-Dec-2023 Target: 17-Dec-2025	In Progress

Islands Trust

Print Date: October 24, 2025

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress	Activity	Responsibility	Dates	Status
15%	**5** Staff to develop a protocol agreement in cooperation with Snuneymuxw First Nation for Trust Council's consideration. ON HOLD at request of Snuneymuxw First Nation.	Clare Frater	Meeting: 05-Jun-2024 Target: 31-Mar-2026	In Progress
25%	**6** Implement the Executive Committee approved "The Role of the Trust" webinar project charter.	Clare Frater	Meeting: 05-Jun-2024 Target: 31-Mar-2026	In Progress
10%	**7** Staff to develop a protocol agreement in cooperation with Quw'utsun (Cowichan) Nation for Trust Council's consideration.	Clare Frater	Meeting: 24-Jul-2024 Target: 31-Mar-2026	In Progress
0%	**8** Staff to put on a future Executive Committee meeting agenda for Executive Committee to consider: "that the Executive Committee acting as a Local Trust Committee (Ballenas-Winchelsea Islands) request that the Executive Committee consider a policy on engagement and communication with First nations in the Trust area, to be developed with Local Trust Committees, with respect to standing resolutions on Reconciliation and engagement with local First Nations. "	Clare Frater Joe Elliott	Meeting: 18-Jun-2024 Target: 17-Dec-2025	In Progress
49%	**9** Staff, with advice from Trustee Elliott, to draft a letter to Snuneymuxw First Nation to gauge their interest in a joint meeting and mention that there is an opportunity to jointly apply for up to a $20,000 Union of BC Municipality Community to Community Grant. In preparation for a potential grant application with Snuneymuxw First Nation staff to estimate associated costs, and report back to Executive Committee. (ON HOLD)	Clare Frater	Meeting: 18-Dec-2024 Target: 31-Mar-2026	In Progress

Print Date: October 24, 2025

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress	Activity		Responsibility	Dates	Status
0%	**10**	Staff to provide advice to the Hornby Island Local Trust Committee regarding a letter of support for the Hornby Island Community Economic Enhancement Corporation's application for nominal rent tenure on 10ha of Crown land for the purpose of supporting provision of workforce housing.	Clare Frater	Meeting: 26-Feb-2025 Target: 30-Jan-2026	In Progress
0%	**11**	Staff to report back on provincial advocacy options concerning issuance of a 30-year subtidal aquaculture Licence of Occupation in a marine area where zoning does not permit aquaculture use.	Clare Frater	Meeting: 23-Apr-2025 Target: 19-Nov-2025	In Progress
52%	**12**	Staff to coordinate the delivery of two professional development workshops focused on addressing Indigenous-specific racism for 20 participants comprised of at least 10 staff and up to 10 trustees (with priority to Chair, Vice-Chairs, Conservancy Chair and trustees in the Reconciliation Learning Group), with any spots not taken by trustees to be used by staff that will be engaging with First Nations.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 28-Nov-2025	In Progress
15%	**13**	Staff to cooperate with Tsartlip First Nation and Tseycum First Nation via the W_SÁNEC Leadership Council Society, to develop an agreement for Trust Council consideration.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 19-Nov-2025	In Progress
80%	**14**	Staff to apply for, and, if successful, manage a $20,000 grant from the UBCM Community to Community grant program to support a relationship building event with Tsawout First Nation.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 30-Apr-2026	In Progress
2%	**15**	Staff to develop a protocol agreement in cooperation with Tsawout First Nation for Trust Council's consideration.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 31-Mar-2026	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress		Activity	Responsibility	Dates	Status
0%	**16**	**Trust Council Direction:** that Executive Committee and the Chair write to Minister Boyle, and copy the office of the Premier, expressing appreciation for the presence and words of Doug S. White at the September Trust Council meeting.	Clare Frater	Meeting: 18-Sep-2025 Target: 31-Oct-2025	In Progress
100%	**17**	Staff to forward the following business cases to the Financial Planning Committee for inclusion in the draft 2026/27 budget: 1.budget request for $125,950 for an auxiliary (temporary) Senior Policy Advisor staff position in Trust Area Services 2.budget request for $37,000 for the Policy Statement Amendment Project 3.budget request of $122,270 for a permanent Biologist within Planning Services, as amended.	Clare Frater Stefan Cermak	Meeting: 01-Oct-2025 Target: 17-Oct-2025	Completed

Follow Up Action Report

Executive Committee

Senior Indigenous Relations Advisor

Progress		Activity	Responsibility	Dates	Status
0%	1	Staff to put on a future Executive Committee meeting agenda for Executive Committee to consider: "that the Executive Committee acting as a Local Trust Committee (Ballenas-Winchelsea Islands) request that the Executive Committee consider a policy on engagement and communication with First nations in the Trust area, to be developed with Local Trust Committees, with respect to standing resolutions on Reconciliation and engagement with local First Nations. "	Clare Frater Joe Elliott	Meeting: 18-Jun-2024 Target: 17-Dec-2025	In Progress
52%	2	Staff to coordinate the delivery of two professional development workshops focused on addressing Indigenous-specific racism for 20 participants comprised of at least 10 staff and up to 10 trustees (with priority to Chair, Vice-Chairs, Conservancy Chair and trustees in the Reconciliation Learning Group), with any spots not taken by trustees to be used by staff that will be engaging with First Nations.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 28-Nov-2025	In Progress
15%	3	Staff to cooperate with Tsartlip First Nation and Tseycum First Nation via the W_SÁNEC Leadership Council Society, to develop an agreement for Trust Council consideration.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 19-Nov-2025	In Progress
80%	4	Staff to apply for, and, if successful, manage a $20,000 grant from the UBCM Community to Community grant program to support a relationship building event with Tsawout First Nation.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 30-Apr-2026	In Progress
2%	5	Staff to develop a protocol agreement in cooperation with Tsawout First Nation for Trust Council's consideration.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 31-Mar-2026	In Progress

REQUEST FOR DECISION

ISLAND MUNICIPALITY BYLAW SUBMISSION

08-3020-20-01

DATE OF MEETING:	October 29, 2025
TO:	Islands Trust Executive Committee
FROM:	Trust Area Services
SUBJECT:	Bowen Island Municipality – Official Community Plan Amendment Bylaw No. 671

RECOMMENDATION

1. **THAT Executive Committee approve Bylaw No. 671, cited as "Bowen Island Municipality Official Community Plan Bylaw No. 282, 2010 Amendment Bylaw No. 671, 2024" pursuant to Section 38 of the Islands Trust Act.**

IMPLICATIONS OF RECOMMENDATION

Organizational: None

Financial: None.

Policy: None

Implementation/Communications: Communication to Bowen Island Municipality (BIM) regarding Executive Committee's decision by November 20, 2025.

Other - None

PURPOSE

The purpose of this request for decision (RFD) is to provide Executive Committee (EC) with a Bowen Island Municipality official community plan (OCP) amending bylaw for consideration of approval.

Bowen Island Municipality Bylaw No. 671 (attached to Appendix 1) and Bowen Island Municipality Bylaw No. 672 (also attached to Appendix 1) would amend the island's official community plan by changing the land use designation to enable subdivision of the subject property into two parcels.

Section 38 of the *Islands Trust Act* lays out island municipalities' obligation to refer OCP bylaws to EC for approval:

Approval requirement for municipal bylaws

38 (1) The council of a municipality, all or part of which is in the trust area, must, before adoption, submit to the secretary for approval by the executive committee

(a) all bylaws adopting official community plans that apply to land in the trust area, and

(b) all bylaws under Part 14 of the *Local Government Act* that apply to land in the trust area to which no official community plan applies.

(2) A bylaw referred to in subsection (1) has no effect until it is approved

(a) by the executive committee,

(b) on request under subsection (3), by the trust council, or

(c) on request under subsection (4), by the minister.

(3) If the executive committee does not approve a bylaw submitted to it under subsection (1), the municipality may, by request delivered to the secretary, refer the bylaw to the trust council for approval.

(4) If the trust council returns or refuses to approve a bylaw referred to it under subsection (3), the municipality may submit the bylaw to the minister for approval and, if this is done, section 16 (1) (a) and (b) applies to approval by the minister.

BACKGROUND

Under Schedule A of the Islands Trust/Bowen Island Municipality Protocol Agreement, BIM OCP bylaws are referred to Islands Trust before public hearing for preliminary review by EC. After public hearing they are then returned to Islands Trust for consideration of approval by EC.

EC reviewed the subject bylaw, and it's accompanying Land Use Bylaw Amendment Bylaw No. 672, at its regular business meeting of December 18, 2024. At that time, it found the bylaw to not be contrary to, or at variance with, the Islands Trust Policy Statement and passed the following resolutions:

EC-2024-155
It was MOVED and SECONDED,
that Executive Committee advise Bowen Island Municipality that Bylaw No. 671, cited as "Bowen Island Municipality Official Community Plan Bylaw No. 282, 2010 Amendment Bylaw No. 671, 2024" is not contrary to or at variance with the Islands Trust Policy Statement provided the conservation covenants and trail access proposed as amenity contributions are realized.

CARRIED

EC-2024-156
It was MOVED and SECONDED,
that Executive Committee advise Bowen Island Municipality that Bylaw No. 672, cited as "Bowen Island Municipality Land Use Bylaw No. 57, 2002 Amendment Bylaw No. 672, 2024" is not contrary to or at variance with the Islands Trust Policy Statement provided the conservation covenants and trail access proposed as amenity contributions are realized.

CARRIED

The conservation covenants and trail access proposed as amenity contributions have been realized as required within EC-2024-155 (see BIM Staff Report dated September 30, 2025).

Issues Relating to First Nation Interest

The BIM staff report does not indicate that any First Nations engagement occurred. The Islands Trust Policy Statement does not contain directive policies about engagement with First Nations.

Public Comments

As of the date of this Request for Decision (RFD), Islands Trust Staff have not received any public comments.

A Public Hearing was held on April 29, 2025. One speaker participated in the Hearing. The speaker supported the rezoning to allow the one additional lot, but stated that they would oppose any further densification. One letter was received in response to the Public Hearing notice, and the letter stated that they supported the proposed bylaws.

Staff Comments

EC conditions for compliance with the Policy Statement have been met and the proposed bylaws have not been since amended. Staff recommend approval of Bylaw No. 671.

KEY ISSUES/CONCEPTS

- Referral of OCP Bylaw No. 671 under s.38 of the Islands Trust Act.
- Written response to Bowen Island Municipality required by November 20, 2025 (within 30 days after date of receipt of the referral on October 21, 2025)
- In December 18, 2024, EC resolved that BIM Bylaw No. 671 was not contrary to, or at variance with, the Policy Statement provided the conservation covenants and trail access proposed as amenity contributions are realized. The covenants and access have been realized.

RELEVANT POLICY

- Islands Trust Policy 1.3.1 [Policy Statement Implementation]
- Bowen Island Municipality Letters Patent
- Islands Trust Council/Bowen Island Municipality Protocol Agreement, 2014

ATTACHMENTS

1. Bylaw No. 671, cited as "Bowen Island Municipality Official Community Plan Bylaw No. 282, 2010 Amendment Bylaw No. 671, 2024"

RESPONSE OPTIONS

RECOMMENDATIONS

1. THAT Executive Committee approve Bylaw No. 671, cited as “Bowen Island Municipality Official Community Plan Bylaw No. 282, 2010 Amendment Bylaw No. 671, 2024” pursuant to Section 38 of the Islands Trust Act.

ALTERNATIVES

Executive Committee may refuse to approve the bylaw. If EC does not approve the bylaw, the municipality may refer the bylaw to Trust Council for approval. If Trust Council returns or refuses to approve the bylaw, the municipality may submit the bylaw to the minister for approval.

Submitted By:	Director, Planning Services	October 23, 2025

Bowen Island Municipality
Bylaw No.671, 2024

A Bylaw to amend Bowen Island Municipality
Official Community Plan Bylaw No. 282, 2010

WHEREAS, "Bowen Island Municipality Official Community Plan Bylaw No. 282, 2010" establishes Present and Proposed Land Use Designations

AND WHEREAS, Council wishes to amend "Bowen Island Municipality Official Community Plan Bylaw No. 282, 2010" to enable designations on the property legally described as:

LOT 28 DISTRICT LOT 1628 PLAN 8645

THEREFORE, the Council of Bowen Island Municipality, in open meeting assembled, enacts as follows:

1. **Citation**

   1.1 This bylaw may be cited for all purposes as "Bowen Island Municipality Official Community Plan Amendment Bylaw No. 671, 2024".

2. **Amendments**

   2.1 "Bowen Island Municipality Official Community Plan Bylaw No. 282, 2002" is amended by amending "Schedule B- Present and Proposed Land Use Designation" to re-designated the lands labelled "A" on Schedule "A" to this bylaw from R1 - Rural 1 to RS – Rural Residential

READ A FIRST TIME this 25th day of November, 2024;

READ A SECOND TIME this 10th day of March, 2025;

PUBLIC HEARING held this 28th day of April, 2025;

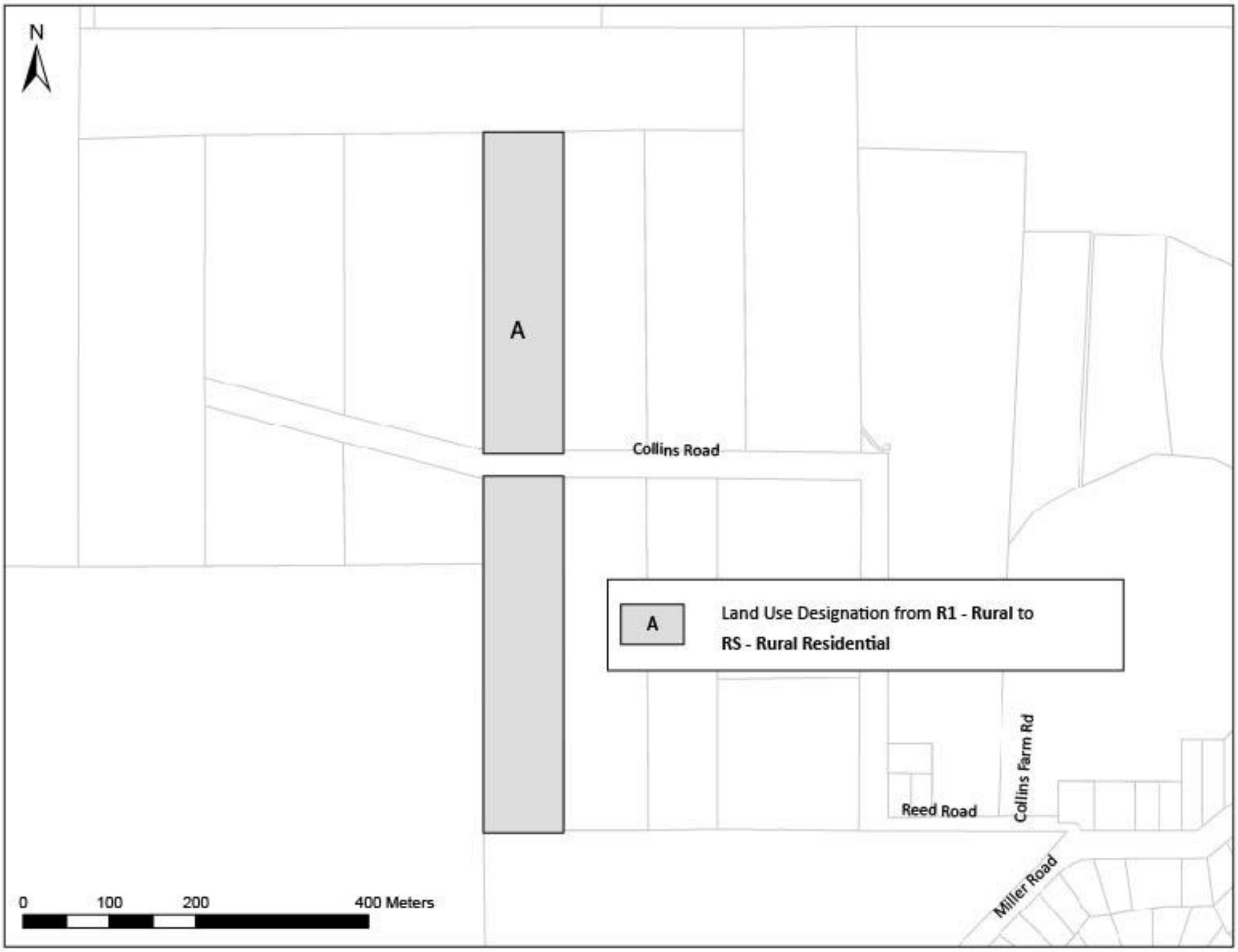
READ A THIRD TIME this 14th day of October, 2025;

RECONSIDERED AND FINALLY ADOPTED this ____ day of _______ , ______;

________________________	___________________________
Andrew Leonard	Sophie Idsinga
Mayor	Corporate Officer

Bowen Island Municipality Official Community Plan Bylaw No. 282, 2010

Amendment Bylaw No. 671, 2024 – Schedule A



REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: GB BL 323

3900-03: Meeting Procedures Repeal Bylaw

DATE OF MEETING:	October 29, 2025
TO:	Islands Trust Executive Committee
FROM:	Nadine Mourao, Legislative Clerk / Deputy Secretary
SUBJECT:	Gabriola Island Local Trust Committee - Proposed Bylaw No. 323 – Repeal of Meeting Procedures Bylaw

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Gabriola Island Local Trust Committee Bylaw No. 323, cited as "Gabriola Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 323, 2025" in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Gabriola Island Local Trust Committee referred Bylaw No. 323 to the Executive Committee for approval under Section 27 of the *Islands Trust Act*. Staff recommends that the Executive Committee approve the bylaw as it is not contrary to or at variance to the Islands Trust Policy Statement.

IMPLICATIONS OF RECOMMENDATION

Organizational:

Rescinding the local trust committee meeting procedure bylaws will avoid confusion, as the Trust Council bylaw prevails, and there are no additional procedures in the local trust committee bylaws.

Financial:

None

Policy:

None

Implementation and Communications:

Staff will communicate Executive Committee's decision to the Gabriola Island Local Trust Committee.

First Nations:

There are no implications for First Nations relations.

Other:

There are no other anticipated implications of the recommendation.

PURPOSE

To rescind the Gabriola Island Local Trust Committee Meeting Procedures Bylaw, 2022

BACKGROUND

At its regular meeting in June 2025, Trust Council adopted the Local Trust Committees' Meeting Procedures Bylaw by a 2/3 majority vote. This bylaw is authorized under s.11 of the Islands Trust Act

Staff based the draft LTC meeting procedures bylaw on the local trust committee meeting procedures model bylaw that Trust Council adopted in December 5, 2003 and updated in early 2020s, and which was used by local trust committees to develop their own meeting procedures bylaws.

The Trust Council bylaw 197 'LTC Meeting Procedures' does not add anything new beyond what local trust committees where recommended to have in their bylaws under Trust Council's previously adopted model meeting procedures bylaw, with the exception of:

- adding the release of an agenda outline two-days before the agenda deadline as indicated in the Trust Council resolution;
- changing the period for notification of meetings from calendar year to fiscal year (April 1 to March 31) to align with proposed changes to Trust Council's meeting procedures bylaw;
- adding an allowance for the minimum of two required annual meetings of the Executive Committee Acting as a local Trust Committee to be in-person or electronically; and
- making other minor changes to address wording amendments and clarity.

Gabriola, Galiano, Gambier, Mayne, North Pender, Saturna, South Pender local trust committees do not currently have procedures regarding "delegations", "order and decorum", "Invited Presentations", and "public participation" in their bylaws (sections 23 to 45 in the draft Trust Council Local Trust Committees Meeting Procedure Bylaw).

The Trust Council bylaw 197 has the same meeting procedure requirements for all 12 local trust areas and the Executive Committee Acting as a Local Trust Committee. This will streamline administration of meetings and reduce costs and resources.

Most local trust committee bylaws contain a clause authorizing the LTC Chair as signatory to documents on behalf of the local trust committee. As this is not a meeting procedure it is omitted from the Trust Council bylaw 197 for local trust committee meeting procedures. Local trust committees authorize Chair signatory through other means, such as a standing resolution or policy of the local trust committee.

Under s.11 of the Islands Trust Act, a Trust Council meeting procedures bylaw for local trust committees would over-ride any local trust committee meeting procedures bylaws in the event of a conflict. As Trust Council's Local Trust Committee Meeting Procedure Bylaw contains all the procedures that are in the local trust committee's meeting procedure bylaws, the local trust committee meeting procedures bylaws are redundant. To avoid confusion, Staff recommend that the local trust committee rescind their meeting procedure bylaws.

Proposed Bylaw No. 323 now requires Executive Committee approval prior to adoption.

RELEVANT POLICY(S):

- Islands Trust Act, Section 11
- Policy 2.1.7 Trust-wide Administrative Procedures (Section 11)
- Trust Council Bylaw No. 197, 2024 Local Trust Committees' Meeting Procedures Bylaw
- Islands Trust Council Executive Committee Legislative Role (Policy 2.4.4)

ALTERNATIVE

1. **Determine that the bylaw is inconsistent with the Islands Trust Policy Statement:**

THAT the Executive Committee request that staff advise Gabriola Island Local Trust Committee in writing that the Executive Committee considers that Gabriola Island Local Trust Committee Bylaw No. 323, cited as "Gabriola Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 323, 2025" *is inconsistent or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Gabriola Island Local Trust Committee on steps needed to address the specified issues.*

Submitted By:	Nadine Mourao, Legislative Clerk / Deputy Secretary	July 18, 2025
Concurrence:	Stefan Cermak, Director, Planning Services	October 23, 2025

ATTACHMENTS

1. EC Submission Cover
2. EC General Checklist
3. Proposed Gabriola Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 323, 2025

ATTACHMENT 1

Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Gabriola Island Local Trust Committee Bylaw No.: GB-323

Bylaw Type: Meeting Procedure Bylaw

Date of resolution referring bylaw to Executive Committee: 31-Jul-2025

- [x] Bylaw Submission Checklist attached
- [x] Policy Statement Checklist attached*
  * not required for administrative bylaws
- [x] Summary of Bylaw Intent Attached

Recieved by Islands Trust Secretary:

Signature: ______________________ Date: ______________
Secretary

Deadline for Executive Committee decision (one month after receipt by Secretary as determined pursuant to the Interpretation Act*): ______________

Date bylaw will appear on Executive Committee agenda: ______________

- *a month means "a period calculated from a day in one month to a day numberically corresponding to that day in the following month, less one day"*
- *In the calculation of time expressed as clear days, weeks, months or years, or as "at least" or "not less than" a number of days, weeks, months, or years, the first and last*

Distribution: Executive Committee ______________
Director, LPS ______________
Local Trust Committee ______________
Planner ______________
Planning Clerk ______________

Islands Trust

Bylaw: GB-323

Executive Committee

Policy Checklist

Checklist Key:

Consistent	The bylaw is consistent with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv
Contrary	The bylaw is inconsistent (contrary or at variance) with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv
Not-Applicable	The policy is not applicable with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv .

Executive Committee Legislative Role Policy (2.4)

Consistent	i	Bylaw is consistent with the object of the Trust
Consistent	ii	Bylaw is not contrary to or at variance to the Islands Trust Policy Statement
Consistent	iii	Bylaw does not expose the Islands Trust to unreasonable expense in the administration or enforcement of the bylaw
Consistent	iv	Bylaw is not enacted without legal authority, including inconsistency with the relevant OCP (based on legal advice)

Checklist Key:

Requires Resources	Staff resources required to assist with administration.
No Resources Required	No staff resources required.

The Bylaw has been Examined Against Best Management Practices for Delivery of Local Planning Services as found in Section 5.9 of the Islands Trust Policy Manual

No Resources Required	B.5	Bylaw is consistent with the object of the Trust
No Resources Required	B10	Bylaw is not contrary to or at variance to the Islands Trust Policy Statement

Comments

Completed By: Nadine Mourao

Status

Date Resolution Referred to Exective Committee:	31-Jul-2025
Reading:	31-Jul-2025
	Third Reading

PROPOSED

ATTACHMENT 3

GABRIOLA ISLAND LOCAL TRUST COMMITTEE
MEETING PROCEDURES REPEAL BYLAW
BYLAW NO. 323

A Bylaw to repeal the "Gabriola Island Local Trust Committee Meeting Procedure Bylaw, 2022".

WHEREAS Trust Council by a 2/3 vote of the members present adopted the Local Trust Committee Meeting Procedures Bylaw No. 197 at its regular meeting in June 2025;

AND WHEREAS, under s.11 of the Islands Trust Act, a Trust Council meeting procedures bylaw for local trust committees would over-ride any local trust committee meeting procedures bylaws in the event of a conflict; as Trust Council's Local Trust Committee Meeting Procedure Bylaw contains all the procedures that are in the local trust committee's meeting procedure bylaws, the local trust committee meeting procedures bylaws are redundant,

NOW THEREFORE, the Gabriola Island Local Trust Committee in open meeting assembled, enacts as follows:

1. This bylaw may be cited as "Gabriola Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 323, 2025".

2. "Gabriola Island Local Trust Committee Meeting Procedure Bylaw, 2022", is hereby repealed.

READ A FIRST TIME THIS	31ST	DAY OF	JULY	, 2025
READ A SECOND TIME THIS	31ST	DAY OF	JULY	, 2025
READ A THIRD TIME THIS	31ST	DAY OF	JULY	, 2025

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS

	__	DAY OF_____		, 202_
ADOPTED THIS	__	DAY OF	_____	, 202_

_____________________________ _____________________________

Chairperson Secretary

Islands Trust

REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: HO BL 179

3900-03: Meeting Procedures Repeal Bylaw

DATE OF MEETING:	October 29, 2025
TO:	Islands Trust Executive Committee
FROM:	Nadine Mourao, Legislative Clerk / Deputy Secretary
SUBJECT:	Hornby Island Local Trust Committee - Proposed Bylaw No. 179 – Repeal of Meeting Procedures Bylaw

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Hornby Island Local Trust Committee Bylaw No. 179, cited as "Hornby Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 179, 2025" in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Hornby Island Local Trust Committee referred Bylaw No. 179 to the Executive Committee for approval under Section 27 of the *Islands Trust Act*. Staff recommends that the Executive Committee approve the bylaw as it is not contrary to or at variance to the Islands Trust Policy Statement.

IMPLICATIONS OF RECOMMENDATION

Organizational:

Rescinding the local trust committee meeting procedure bylaws will avoid confusion, as the Trust Council bylaw prevails, and there are no additional procedures in the local trust committee bylaws.

Financial:

None

Policy:

None

Implementation and Communications:

Staff will communicate Executive Committee's decision to the Hornby Island Local Trust Committee.

First Nations:

There are no implications for First Nations relations.

Other:

There are no other anticipated implications of the recommendation.

PURPOSE

To rescind the Hornby Island Local Trust Committee Meeting Procedures Bylaw, 2022

BACKGROUND

At its regular meeting in June 2025, Trust Council adopted the Local Trust Committees' Meeting Procedures Bylaw by a 2/3 majority vote. This bylaw is authorized under s.11 of the Islands Trust Act

Staff based the draft LTC meeting procedures bylaw on the local trust committee meeting procedures model bylaw that Trust Council adopted in December 5, 2003 and updated in early 2020s, and which was used by local trust committees to develop their own meeting procedures bylaws.

The Trust Council bylaw 197 'LTC Meeting Procedures' does not add anything new beyond what local trust committees where recommended to have in their bylaws under Trust Council's previously adopted model meeting procedures bylaw, with the exception of:

- adding the release of an agenda outline two-days before the agenda deadline as indicated in the Trust Council resolution;
- changing the period for notification of meetings from calendar year to fiscal year (April 1 to March 31) to align with proposed changes to Trust Council's meeting procedures bylaw;
- adding an allowance for the minimum of two required annual meetings of the Executive Committee Acting as a local Trust Committee to be in-person or electronically; and
- making other minor changes to address wording amendments and clarity.

Gabriola, Galiano, Gambier, Mayne, North Pender, Saturna, South Pender local trust committees do not currently have procedures regarding "delegations", "order and decorum", "Invited Presentations", and "public participation" in their bylaws (sections 23 to 45 in the draft Trust Council Local Trust Committees Meeting Procedure Bylaw).

The Trust Council bylaw 197 has the same meeting procedure requirements for all 12 local trust areas and the Executive Committee Acting as a Local Trust Committee. This will streamline administration of meetings and reduce costs and resources.

Most local trust committee bylaws contain a clause authorizing the LTC Chair as signatory to documents on behalf of the local trust committee. As this is not a meeting procedure it is omitted from the Trust Council bylaw 197 for local trust committee meeting procedures. Local trust committees authorize Chair signatory through other means, such as a standing resolution or policy of the local trust committee.

Under s.11 of the Islands Trust Act, a Trust Council meeting procedures bylaw for local trust committees would over-ride any local trust committee meeting procedures bylaws in the event of a conflict. As Trust Council's Local Trust Committee Meeting Procedure Bylaw contains all the procedures that are in the local trust committee's meeting procedure bylaws, the local trust committee meeting procedures bylaws are redundant. To avoid confusion, Staff recommend that the local trust committee rescind their meeting procedure bylaws.

Proposed Bylaw No. 179 now requires Executive Committee approval prior to adoption.

RELEVANT POLICY(S):

- Islands Trust Act, Section 11
- Policy 2.1.7 Trust-wide Administrative Procedures (Section 11)
- Trust Council Bylaw No. 197, 2024 Local Trust Committees' Meeting Procedures Bylaw
- Islands Trust Council Executive Committee Legislative Role (Policy 2.4.4)

ALTERNATIVE

1. **Determine that the bylaw is inconsistent with the Islands Trust Policy Statement:**

THAT the Executive Committee request that staff advise Hornby Island Local Trust Committee in writing that the Executive Committee considers that Hornby Island Local Trust Committee Bylaw No. 179, cited as "Hornby Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 179, 2025" *is inconsistent or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Hornby Island Local Trust Committee on steps needed to address the specified issues.*

Submitted By:	Nadine Mourao, Legislative Clerk / Deputy Secretary	October 7, 2025
Concurrence:	Stefan Cermak, Director, Planning Services	October 23, 2025

ATTACHMENTS

1. EC Submission Cover
2. EC General Checklist
3. Proposed Hornby Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 179, 2025

ATTACHMENT 1

Islands Trust

Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Hornby Island Local Trust Committee

Bylaw No.: HO-179

Bylaw Type: Meeting Procedure Bylaw

Date of resolution referring bylaw to Executive Committee: 05-Sep-2025

☒ Bylaw Submission Checklist attached

☒ Policy Statement Checklist attached*
* not required for administrative bylaws

☒ Summary of Bylaw Intent Attached

Recieved by Islands Trust Secretary:

Signature: ______________________ Date: ______________
Secretary

Deadline for Executive Committee decision (one month after receipt by Secretary as determined pursuant to the Interpretation Act*): ______________

Date bylaw will appear on Executive Committee agenda: ______________

- *a month means "a period calculated from a day in one month to a day numberically corresponding to that day in the following month, less one day"*
- *In the calculation of time expressed as clear days, weeks, months or years, or as "at least" or "not less than" a number of days, weeks, months, or years, the first and last*

Distribution: Executive Committee ______________

Director, LPS ______________

Local Trust Committee ______________

Planner ______________

Planning Clerk ______________

Islands Trust

Bylaw: HO-179

Executive Committee

Policy Checklist

Checklist Key:

Consistent	The bylaw is consistent with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv
Contrary	The bylaw is inconsistent (contrary or at variance) with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv
Not-Applicable	The policy is not applicable with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv .

Executive Committee Legislative Role Policy (2.4)

Consistent	i	Bylaw is consistent with the object of the Trust
Consistent	ii	Bylaw is not contrary to or at variance to the Islands Trust Policy Statement
Consistent	iii	Bylaw does not expose the Islands Trust to unreasonable expense in the administration or enforcement of the bylaw
Consistent	iv	Bylaw is not enacted without legal authority, including inconsistency with the relevant OCP (based on legal advice)

Checklist Key:

Requires Resources	Staff resources required to assist with administration.
No Resources Required	No staff resources required.

The Bylaw has been Examined Against Best Management Practices for Delivery of Local Planning Services as found in Section 5.9 of the Islands Trust Policy Manual

No Resources Required	B.5	Bylaw is consistent with the object of the Trust
No Resources Required	B10	Bylaw is not contrary to or at variance to the Islands Trust Policy Statement

Comments

Completed By: Nadine Mourao

Status

Date Resolution Referred to Exective Committee: 05-Sep-2025

Reading: 05-Sep-2025

Third Reading

PROPOSED

HORNBY ISLAND LOCAL TRUST COMMITTEE
MEETING PROCEDURES REPEAL BYLAW
BYLAW NO. 179

A Bylaw to repeal the "Hornby Island Local Trust Committee Meeting Procedure Bylaw, 2022".

WHEREAS Trust Council by a 2/3 vote of the members present adopted the Local Trust Committee Meeting Procedures Bylaw No. 197 at its regular meeting in June 2025;

AND WHEREAS, under s.11 of the Islands Trust Act, a Trust Council meeting procedures bylaw for local trust committees would over-ride any local trust committee meeting procedures bylaws in the event of a conflict; as Trust Council's Local Trust Committee Meeting Procedure Bylaw contains all the procedures that are in the local trust committee's meeting procedure bylaws, the local trust committee meeting procedures bylaws are redundant,

NOW THEREFORE, the Hornby Island Local Trust Committee in open meeting assembled, enacts as follows:

1. This bylaw may be cited as "Hornby Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 179, 2025".

2. "Hornby Island Local Trust Committee Meeting Procedure Bylaw, 2022", is hereby repealed.

READ A FIRST TIME THIS	5^{TH}	DAY OF	SEPTEMBER	, 2025
READ A SECOND TIME THIS	5^{TH}	DAY OF	SEPTEMBER	, 2025
READ A THIRD TIME THIS	5^{TH}	DAY OF	SEPTEMBER	, 2025

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS

	__	DAY OF	_____	, 202_
ADOPTED THIS	__	DAY OF	_____	, 202_

_____________________________ Chairperson

_____________________________ Secretary

DRAFT Islands Trust Council Quarterly Meeting Schedule

December 2-4, 2025

[Visit the meeting webpage to view the AGENDA, to join the meeting electronically, and to view the livestream or attend by phone-in.]

Tuesday, December 2

10:00	**Executive Committee Meeting**
12:00	**Lunch**
1:00	**Territorial Acknowledgement / Territorial Welcome (Vancouver Island Ballroom)** **Call to Order and Approval of Agenda**
1:30	**General Business Arising** Consent Agenda Item(s) Islands Trust Active Priorities Chart Committees Work Programs (EC, GC, FPC, RPC, TPC, AC, ITCB) Committee Chair Verbal Reports
2:15	**New Business** Trustee-Initiated Requests for Decision
2:45	**Correspondence**
3:00	**Break**
3:15	**Legislative and Information Services** Consent Agenda Item(s) Decision/Discussion Item(s)
3:45	**Executive Office** Consent Agenda Item(s) Decision/Discussion Item(s)
4:30	**Delegations / Public Comment**
5:30	**Adjourn for the Day (approx.)**
6:00-7:00	**Dinner**

Wednesday, December 3

9:00	**Executive Office (Continued)** Decision/Discussion Item(s)
10:30	**Break**
10:45	**Closed Meeting** Public are welcome to attend all sessions excluding the Closed Meeting **Rise and Report**
11:30	**Financial and Employee Services** Consent Agenda Item(s) Decision/Discussion Item(s)
12:00	**Lunch**
1:00	**Financial and Employee Services (Continued)** Decision/Discussion Item(s)
3:30	**Break**
3:45	**Planning Services** Consent Agenda Item(s) Decision/Discussion Item(s)
4:30	**Presentation by Hannah Rabinovitch** Hannah Rabinovitch, Director of the BC Housing Policy Branch will present on opting-in to the principal residence requirements of the *Short Term Rental Act* .
5:30	**Adjourn for the Day (approx.)**
6:00-7:00	**Dinner**

Thursday, December 4

9:00	**Trust Area Services** Consent Agenda Item(s) Decision/Discussion Item(s)
9:45	**San Juan County Joint Session**
10:30	**Break**
10:45	**San Juan County Joint Session (Continued)**
12:00	**Lunch**
12:30	**Islands Trust Annual Awards**
1:00	**Disposition of Delegations/Public Comment & Correspondence**
1:15	**Trustee Roundtable and Meeting Wrap-up**
2:00	**Trust Council Adjournment (approx.)**

Islands Trust

*times are provided for information and may vary
*see meeting agenda for full list of consent and agenda items

REQUEST FOR DECISION

To:	Executive Committee	**For the Meeting of:**	October 29, 2025
From:	Executive Office	**Date Prepared:**	September 25, 2025

SUBJECT: **Draft 2026/27 Executive Committee and Trust Council Meeting Schedule**

RECOMMENDATION:

1. **THAT Executive Committee adopt the meeting dates and formats as set out in the proposed 2026/27 Executive Committee meeting schedule.**

2. **THAT Executive Committee request staff prepare a Request for Decision for Trust Council to approve their 2026/27 meeting schedule.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The proposed meeting dates reflect staff's attempt to ensure a balanced and appropriately sequenced meeting calendar in the context of other committee meetings, and to accommodate the requirements of the 2026 election cycle. Meeting formats can be adjusted to accommodate any potential changes in funding allocations approved by Trust Council.

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1 PURPOSE:

To approve the Executive Committee (EC) regular meeting schedule from April 1, 2026 to March 31, 2027 and review and forward to Trust Council, the 2026/27 Trust Council meeting schedule.

2 BACKGROUND:

Trust Council Meeting Dates:

The Trust Council 2026/27 schedule follows the Meeting Procedures Bylaw No. 101 which states: "*the Council shall establish the schedule of the date, time and place of regular Council meetings, one of which shall be in each of the months of March, June, September and December*," at its December meeting.

The proposed 2026/27 meeting dates (attached) have been selected taking into consideration the 2026 general local elections, statutory holidays, known convention and conference dates and other scheduling throughout the year.

On November 12, newly elected council members will convene. At this meeting, the new council will take its oath, receive an orientation, elect its Executive Committee and appoint its Accessibility, Financial Planning + Audit Committee, Regional Planning and Trust Programs committee members.

The following Trust Council meeting dates are proposed for the 2026/27 fiscal calendar year:

- June 16–18, 2026
- September 9–11, 2026 (last meeting of current term)
- November 12–14, 2026 (first meeting of new term)
- December 8–10, 2026
- March 9-11, 2027

Executive Committee is responsible for planning Trust Council meetings and agendas and as such should consider what dates, locations, and meeting formats it wishes to advance to Trust Council for consideration.

Executive Committee Meeting Dates

Staff have prepared a schedule of proposed EC meetings dates for 2026/27. When proposing dates for Executive Committee meetings for this period, the following factors were considered, among others:

- Islands Trust fiscal year timeframe
- General local elections year and legislative meeting requirements
- Preferred meeting day (Wednesday) and times (9:15 a.m. start)
- Trust Council meeting dates
- Standing Committee meeting dates
- Select Committee meeting dates
- Islands Trust Conservancy Board meeting dates
- Local trust committee meeting dates
- Chair and Vice-Chair travel logistics
- Bowen Island Municipality historical meeting schedule
- Union of BC Municipalities Convention
- Association of Vancouver Island and Coastal Communities Convention
- In-person meetings to be held when reviewing Trust Council agendas
- Budgetary considerations
- Historical Executive Committee meetings

At their October 1, 2024 meeting, the Islands Trust Conservancy Board adopted the following motion:

ITC-2024-051
that the Island Trust Conservancy Board direct staff to request meetings with the Executive Committee three times per year for focused discussion on topics of mutual interest, with the option of maintaining the joint liaison meeting in July, if needed.

With the above direction, staff are currently scheduling three joint sessions with the Islands Trust Conservancy Board; one to be hosted by the Islands Trust Conservancy Board in July and two to be hosted by the Executive Committee.

As per Islands Trust Council/Bowen Island Municipality Protocol Agreement at least one joint meeting shall be scheduled each year prior to October. Staff are coordinating a joint meeting with Bowen Island Municipal staff for April 2026.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: If Trust Council makes significant amendments to the schedule at its meeting in December 2025, there will be a significant reordering of local trust committee and Council Committee meeting dates as a result.

FINANCIAL: The largest financial impact of meeting planning for Trust Council is the selected format of meetings (in person or electronic), as well as meeting location (on a Local Trust Area Island or on Vancouver Island). In-person meetings cost an estimated $33,000 depending on location while electronic meetings cost and estimated $1,300.

POLICY: A revision to Section 2 of the Islands Trust Council Meeting Procedures Bylaw No. 101 is required due to the fact that the Islands Trust is unable to proceed with its meeting until Bowen Island Municipality formally appoints two Bowen Island Municipality Councilors as Islands Trust Trustees, which is anticipated to occur in the second week of November 2026. The following amendments are proposed to address this timing issue:

2.1 The first regular meeting of the Council shall be held by the end of ~~on the first Wednesday of~~ November following a general local election. At the first regular meeting, the Council shall establish the schedule of the date, time and place of regular Council meetings for the following fiscal year (April 1 to March 31), one of which shall be in each of the months of June, September, December, and March.

Staff will be bringing amendments to the Islands Trust Council Meeting Procedures Bylaw 101 to Trust Council for adoption at their December Trust Council quarterly meeting.

IMPLEMENTATION/COMMUNICATIONS: Dates and locations of meetings will be posted immediately following the December Trust Council meeting, if adopted.

FIRST NATIONS RELATIONS: N/A

OTHER: N/A

4 RELEVANT POLICY(S):

1. Islands Trust Meeting Procedures Bylaw 101
2. Islands Trust Protocol Agreement with Bowen Island Municipality
3. Islands Trust Conservancy Board Meeting Procedures Bylaw

5 ATTACHMENT(S):

1. Draft 2026/27 Executive Committee Meeting Schedule
2. Draft 2026/27 Trust Council and Council Committees Meeting Schedule
3. Draft 2026/27 Executive Committee, Islands Trust Council and Council Committees Meeting Calendar (Presented to give an all-around view of meetings in 2026/27 fiscal year)

RESPONSE OPTIONS

Recommendation:

1. **THAT Executive Committee adopt the meeting dates and formats as set out in the proposed 2026/27 Executive Committee meeting schedule.**

2. **THAT Executive Committee request staff prepare a Request for Decision for Trust Council to approve their 2026/27 meeting schedule.**

Alternative: Executive Committee may propose alternative meeting dates.

Prepared By: Executive Coordinator, October 24, 2025
Reviewed By/Date: CAO, October 24, 2025

Islands Trust

Attachment 1

DRAFT 2026/27 Executive Committee Meeting Schedule

Meetings will be conducted electronically unless otherwise noted. The place where the public can see and hear the meetings is the Islands Trust office at #200- 1627 Fort Street, Victoria, unless otherwise noted.

Visit the meeting calendar at https://islandstrust.bc.ca/whats-happening/meetings-and-events/ and then choose the meeting date to view the agenda, see start times, watch live, view meeting recordings, and attend electronically by computer or phone-in through Zoom.

Executive Committee		Meeting Information
2026		
Wednesday	April 1st @ 10:00 a.m.	Hosted by Bowen Island Municipality
Wednesday	April 15th @ 9:15 a.m.	Islands Trust Conservancy Board Joint Session @ 1:00 p.m.
Wednesday	May 6th @ 9:15 a.m.	
Wednesday	June 3rd @ 10:00 a.m.	In-person, Trust Council preparation
Tuesday	June 16th @ 10:00 a.m.	Trust Council
Wednesday	July 8th @ 9:15 a.m.	
Tuesday	July 28th @ 1:00 p.m.	In-person, Liaison Meeting Hosted by Islands Trust Conservancy Board
Wednesday	July 29th @ 9:15 a.m.	In-person
Wednesday	August 26th @ 9:15 a.m.	In-person, Trust Council preparation
Wednesday	September 9th @ 10:00 a.m.	In-person, Trust Council
Wednesday	September 23rd @ 9:15 a.m.	
Wednesday	October 14th @ 9:15 a.m.	
Wednesday	October 28th @ 9:15 a.m.	In-person, Trust Council preparation
Saturday	November 14th @ 1:00 p.m.	In-person, Trust Council – first meeting of new term
Wednesday	November 18th @ 9:15 a.m.	In-person, Trust Council preparation
Tuesday	December 8th @ 10:00 a.m.	In-person, Trust Council
Friday	December 18th @ 9:15 a.m.	
2027		
Wednesday	January 20th @ 9:15 a.m.	
Wednesday	February 24th @ 9:15 a.m.	In-person, Trust Council preparation
Tuesday	March 9th @ 10:00 a.m.	In-person, Trust Council
Wednesday	March 24th @ 9:15 a.m.	Islands Trust Conservancy Board Joint Session @ 1:00 p.m.

Attachment 2

DRAFT 2026/27 Islands Trust Council and Committees Meeting Schedule

Meetings will be conducted electronically unless otherwise noted. The place where the public can see and hear the meetings is the boardroom, Islands Trust office at #200- 1627 Fort Street, Victoria, unless otherwise noted.

Visit the meeting calendar at https://islandstrust.bc.ca/whats-happening/meetings-and-events/ then choose the meeting date to view the agenda, see start times, watch live, view meeting recordings and attend electronically by computer or phone-in through Zoom.

Islands Trust Council		Meeting Information
2026		
Tuesday - Thursday	June 16–18th @ 1:00 p.m.	
Tuesday - Thursday	September 9–11th @ 1:00 p.m.	last meeting of the current term
Thursday - Saturday	November 12-14th @ 3:00 p.m.	Victoria - first meeting of the new term
Tuesday - Thursday	December 8–10th @ 1:00 p.m.	Victoria
2027		
Tuesday - Thursday	March 9-11th @ 1:00 p.m.	Galiano Island
Committee of the Whole		
Wednesday	May 13th @ 9:00 a.m.	
Wednesday	July 22nd @ 9:00 a.m.	
Wednesday	October 7th @ 9:00 a.m.	
Wednesday	February 10th @ 9:00 a.m.	

DRAFT Standing Committees and Islands Trust Conservancy Board

Accessibility Committee @ 6:30 p.m.: April 21, 2026, July 21, October 6 and January 26, 2027.

Financial Planning Committee @ 10:00 a.m.: May 27, 2026, August 19, October 15, December 2, January 27, 2027 and February 17.

Governance Committee @ 10:00 a.m.: April 29, 2026, July 15, October 8, November 25, and January 13, 2027.

Regional Planning Committee @ 10:00 a.m.: May 1, 2026, July 24, September 25, November 27 and February 5, 2027.

Trust Programs Committee @ 10:00 a.m.: April 16, 2026, May 7, July 23, November 26 and February 4, 2027.

Islands Trust Conservancy Board @ 10:00 a.m.: May 12, 2026, July 28, September 29, November 24, January 19, 2027 and March 16.

Attachment 3

2026/27 Draft Meetings Calendar

APRIL (AVICC)

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

MAY

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31						

JUNE (LGMA)

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JULY

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AUGUST

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30	31					

SEPTEMBER (UBCM)

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20	21	22	23	24	25	26
27	28	29	30			

OCTOBER

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NOVEMBER

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29	30					

DECEMBER

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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JANUARY/27

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24	25	26	27	28	29	30
31						

FEBRUARY/27

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7	8	9	10	11	12	13
14	15	16	*17	18	19	20
21	22	23	24	25	26	27
28						

MARCH/27

S	M	T	W	T	F	S
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7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

AVICC: APR 24-26
UBCM: SEP 14-18
LGMA: JUN 9-11
PIBC: JUN 2-5
MIABC: APR 8/9 & MAR 31/APR 1, 2027

Legend:

Accessibility Committee
Bowen Island Municipality
Executive Committee
Financial Planning Committee (*Audit Committee)
Governance Committee
Islands Trust Conservancy Board
Regional Planning Committee
Chief Administrative Officer Select Committee Trust
Council/Committee of the Whole
Trust Programs Committee
Election Day

REQUEST FOR DECISION

To:	Executive Committee	**For the Meeting of:**	October 29, 2025
From:	Legislative and Information Services	**Date Prepared:**	October 16, 2025
SUBJECT:	Executive Committee 2026/27 Information Services Budget Requests		

RECOMMENDATION:
That Executive Committee recommend to Trust Council the following 2026/27 budget requests for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025 and October 1, 2025:

1) **$32,400 for Laptops for in-coming trustees;**
2) **$55,000 for Records Management Electronic Document Management (EDM);**
3) **$70,329 for GIS Analyst; and**
4) **$24,220 for GIS Co-op.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The recommendation continues the practice of providing trustees with laptops, and addresses the need for capacity increase in the GIS department to handle existing volume and provide capacity to undertake work related to the Trust Council strategic plan, and recent resolutions from EC, RPC, TPC and ITC for an increased focus on GIS work. The records management request supports Trust Council's record management bylaw, and will position the Islands Trust to meet Provincial standards and best practices for records management retention and security, and will allow us to eventually move to fully electronic document management.

1 **PURPOSE:** To seek Executive Committee (EC) decision on its 2026/27 budget requests for Information Services.

2 **BACKGROUND:**
Executive Committee is responsible for advancing budget requests for its areas of oversight, as part of the annual budget cycle.

On September 3, 2025 EC considered budget requests and passed the following motion:

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. $40,000 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. *$15,000 Policy Statement Amendment Project*

On October 1, 2025, EC considered budget requests and passed the following motion:

1 *That Executive Committee amend its 2026/27 budget request for Executive Committee on local trust committee costs to $31,000.*

2 *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.*

3 *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.*

4 *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.*

The additional proposed items below are those for which business cases are required per Trust Council's budget guidelines for development of the 2026/27 draft budget. Due to timing, Financial Planning Committee (FPC) has already seen these business cases at its October 22, 2025 meeting marked as draft.

OPERATING ITEMS			
Potential funding request	**Approved 2025/26 Budget**	**Proposed 2026/27 Budget**	**Notes**
1. Laptops for in-coming term of trustees	$0	$32,400	See business case for rationale.
2. Records Management – EDM System	$0	$55,000	See business case for rationale.
3. GIS Analyst	$0	$70,329	See business case for rationale.
4. GIS Co-op	$25,000 (for IS co-op)	$24,220	See business case for rationale.

IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: Approval of these budget requests will:

- continue the practice of offering laptops and standard software, and support, to trustees to undertake the business of a trustee;
- allow Islands Trust to bring the record management into alignment with best practices for security and move towards a 100% digital records management system; and
- create required capacity in the GIS department to accommodate existing demands and requirements, and to accommodate ITC and planning projects.

FINANCIAL: If approved as part of the 2026/27 budget and financial plan, these funds will be secured for the coming fiscal year.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will forward EC's budget request to Trust Council for inclusion in the draft 2026/27 budget.

FIRST NATIONS RELATIONS: None

OTHER: None.

3. **RELEVANT POLICY:** Trust Council Policy 6.3.1 Budget Process

4. **ATTACHMENT(S):**
   1. Laptops for in-coming trustees - Business Case
   2. Records management EDM - Business Case
   3. GIS Analyst – Business Case
   4. GIS Co-op Business Case

RESPONSE OPTIONS

Alternative: Executive Committee may pass alternate resolutions for budget requests.

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

Reviewed By/Date: Chief Administrative Officer/October 23, 2025

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).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):</td><td rowspan="4"><u>Budget Source</u> (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:
________________________</td></tr>
<tr><td>Department:

Legislative and Information Services</td></tr>
<tr><td>Name of Request:

Trustee Laptops</td></tr>
<tr><td>$ 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</td></tr>
<tr><td>Date of Submission to Finance:

October 2025</td><td>Funding Required for (date range):

April 1, 2026 to March 31, 2027</td></tr>
<tr><td colspan="2">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's Object – no
Strategic Plan item – no
Policy Statement directive – no
Council bylaw – no
Work programs -no
Legislation – No</td></tr>
</table>

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 in-coming 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) for staff. 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.

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 laptops will be rolled over to our work from home and spare laptops to be used as backups for staff. This 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
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, having

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.

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).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):
Information Services</td><td rowspan="4"><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:
_______________________</td></tr>
<tr><td>Department:
Information Services</td></tr>
<tr><td>Name of Request:
Electronic Document Management Solution</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

Total: $55,000
$46,500 software one-time purchase
$8,500 annual service</td></tr>
<tr><td>Date of Submission to Finance:

09/xx/24</td><td>Funding Required for (date range): 2026-2027</td></tr>
<tr><td colspan="2">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.

<u>Islands Trust Records Management System Bylaw</u> – 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.</td></tr>
</table>

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

Islands Trust

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	**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:** ______________________
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: **$70,329** Subsequent years: $93,697 plus automatic step increases, and negotiated increases per BCGEU	
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.*

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: $70,329 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: $70,329 (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: $36,540
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

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.

- 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

- 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.

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):* 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):* $24,220 (16 weeks co-op inc. benefits plus hardware requirements)	**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.*

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

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).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

Planning Services</td><td rowspan="4"><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
X Temporary
Temp Duration: _Co-op (4 months) ______

☐ Other – please describe: ____________________</td></tr>
<tr><td>Department:

Planning Services</td></tr>
<tr><td>Name of Request:

Planner Co-op Student (Level 2)</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

$26,440 (16 weeks salary and benefits)
$2,750 new laptop</td></tr>
<tr><td>Date of Submission to Finance:

October 17, 2025</td><td>Funding Required for (date range):

Sixteen-week Co-op work period likely starting in May 2026 (Fiscal Year 2026/27).</td></tr>
<tr><td colspan="2">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.

To be considered for approval 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;</td></tr>
</table>

- 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

REQUEST FOR DECISION

To:	Executive Committee	**For the Meeting of:**	October 29, 2025
From:	**David Marlor, Director, Legislative Services**	**Date Prepared:**	October 15, 2025
SUBJECT:	**Appointment of Deputy Secretary – Salt Spring Island Office**		

RECOMMENDATION:
That the Executive Committee appoint Legislative Clerk, Britt Holowaty, as Deputy Secretary for the Salt Spring Island Office.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The recommended resolution is a standard practice to ensure that there is designated signing authority in the Salt Spring Island Office.

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1 **PURPOSE:** To appoint the office of Deputy Secretary consistent with legislation.

2 BACKGROUND:

Section 17 of the *Islands Trust Act* requires the Islands Trust Council to appoint a person to the office of Secretary. Section 22 of the *Interpretation Act* provides for the appointment of a person as the public officer's deputy. Through Section 1(a) of Trust Council Bylaw 3, the Islands Trust Council has delegated the authority for appointment of officer positions to the Islands Trust Executive Committee.

The Director of Legislative Services is, by job description and role, the person intended to be designated as Secretary for the Islands Trust

Deputy Secretaries have been appointed for each office within Local Planning Services (i.e. Northern, Southern and Salt Spring Island offices) to ensure that there is ability to sign documents as necessary in each office. The previous appointed Deputy Secretary in the Salt Spring Office has changed roles, and is now a Planning Technician. A new staff person, Britt Holowaty, has been hired as the Legislative Clerk for the Salt Spring Island Office. To align the officer appointment with the role, the Executive Committee should appoint Britt Holowaty as the Deputy Secretary for the Salt Spring Island Office. Under s.20 of the *Interpretation Act*, the previous appointment will automatically end when the new appointment begins; therefore, there is no need to rescind the previous appointment.

The appointment of Secretary and Deputy Secretary is necessary to ensure that there is a designated signing authority in the offices for a variety of documents. The *Islands Trust Act,* other related provincial Acts, and Islands Trust office practices and procedures outline the duties of the Corporate Secretary, and by association the Deputy Secretaries.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
No organization implications.

FINANCIAL:
No financial implications.

POLICY:
Ensure legislative requirements for appointment of Deputy Secretary are met.

IMPLEMENTATION/COMMUNICATIONS:
Staff will be advised through normal channels.

FIRST NATIONS:
No First Nation implications.

OTHER:
No other implications.

4 RELEVANT POLICY(S):

- Islands Trust Act (s.17)
- Interpretation Act (s.22)
- Trust Council Bylaw No. 3

5 ATTACHMENT(S):

No attachments

RESPONSE OPTIONS

Recommendation:
That the Executive Committee appoint Legislative Clerk, Britt Holowaty as Deputy Secretary for the Salt Spring Island Office**.**

Alternative:
N/A

Prepared By: **David Marlor, Director, Legislative Services**

Reviewed By/Date: **Chief Administrative Officer/October 15, 2025**

Active Projects Report

Executive Committee

1. *Requests to Minister for review of Islands Trust and increased Provincial funding (Strategic Plan Initiative 1.3.1)*	Responsible	Dates
Activity: 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. (Minister denied the request for a review for the balance of this Council term in his April 28, 2025 letter.)	Rueben Bronee	Rec'd: 01-Nov-2023 Target: 31-Mar-2025

2. *Finish and adopt Islands Trust Policy Statement in accordance with project work plans (Strategic Plan key initiative 1.1.1)*	Responsible	Dates
Activity: Project underway guided by Trust Council project charter. Anticipated project completion by November 2026.	Clare Frater	Rec'd: 26-Feb-2020 Target: 01-Nov-2026

3. *Update and implement Reconciliation Action Plan (Strategic Plan 5.1.1)*	Responsible	Dates
Activity: Initiation timeline: Staff drafting underway	Clare Frater	Rec'd: 02-Sep-2020 Target: 31-Mar-2026

Active Projects Report

Executive Committee

4. *Guide the development and implementation of the Islands Trust Strategic Plan. New Strategic Plan approved by Trust Council March 2025.*	Responsible	Dates
Activity: Implementation underway.	Rueben Bronee	Rec'd: 03-May-2023 Target: 31-Mar-2025

Future Projects Report

Executive Committee

1. *Pay Transparency Report Submission & Posting*	Responsible	Date Received
The Pay Transparency Act became law on May 11, 2023. Under the legislation, beginning in 2026, Islands Trust must prepare and submit a Pay Transparency Report by November 1 annually. These reports must be posted publicly on the Islands Trust website.	Julia Mobbs	11-May-2023

2. *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) (joint with RPC)*	Responsible	Date Received
Trust Council for endorsed Policy 5.5.1 and Best Practice Manual amendments. RPC to draft Implementation Plan and final amendments. Present to Trust Council for adoption and subsequent monitoring and reporting.	Stefan Cermak	12-Mar-2025

3. *Explore new engagement models (virtual and in person forums) to reach more community members (Strategic Plan Initiative 1.2.2)*	Responsible	Date Received
Initiation timeline TBD	Clare Frater	12-Mar-2025

4. *Review all Trust Council and local trust committee agreements and where appropriate, amend, combine or rescind (Strategic Plan Initiative 1.2.6)*	Responsible	Date Received
Initiation timeline: 2026/27: (May 2023 EC asked for priority to Ministry of Transportation and Infrastructure)	Clare Frater Rueben Bronee	12-Mar-2025

5. *Design a plan to advocate to enhance community access to funding for housing in the Trust Area (Strategic Plan Initiative 2.3.2)*	Responsible	Date Received
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025

Future Projects Report

Executive Committee

	Responsible	Date Received
6. ***Advocate for the development and implementation of a fallow deer strategy, including advocacy for deer harvesting (Strategic Plan Initiative 3.1.1)***		
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025
7. ***Create a grant program to increase public understanding of the impact of climate change to the unique amenities and environment of the Islands Trust Area (Strategic Plan Initiative 4.2.2)***		
Initiation timeline: TBD	Clare Frater	12-Mar-2025
8. ***Amend legislation to increase the percentage of NAPTEP to act as an incentive for the protection of forest cover for climate change (Strategic Plan Initiative 4.2.4)***		
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025
9. ***Clarify opportunities for co-governance and co-management of the Trust Area (Strategic Plan Initiative 5.1.2)***		
Initiation timeline: Priority for this Council term	Clare Frater Rueben Bronee	12-Mar-2025
10. ***Develop a schedule and plan for leader-to-leader meetings with Indigenous Governing Bodies (Strategic Plan Initiative 5.1.3)***		
Initiation timeline: 2026/27	Clare Frater Rueben Bronee	12-Mar-2025
11. ***Develop tailored public engagement processes that acknowledge preferred engagement methods of Indigenous Peoples (Strategic Plan Initiative 5.2.2)***		
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025

Future Projects Report

Executive Committee

12. *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.	Rueben Bronee	12-Mar-2025

13. *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	12-May-2025