Islands Trust

Financial Planning Committee
Agenda

Date: Wednesday, August 20, 2025
Time: 10:00 am - 3:00 pm
Location: Electronic Zoom Meeting

	7.1	**Statement of Financial Information (SOFI) - Request For Decision**	10 - 20
		That Financial Planning Committee forward the 2024/25 Statement of Financial Information to Trust Council for approval.	
	7.2	**June 30, 2025 Financial Results - Request For Decision**	21 - 30
		That Financial Planning Committee forward the June 30, 2025 Financial Report to Trust Council for approval.	
	7.3	**Feedback from 2026/27 Pre-budget Engagement Survey - Briefing**	31 - 95
	7.4	**2026/27 Draft Budget Consultation Plan (project charter) - Request For Decision**	96 - 123
		That Financial Planning Committee endorse the 2026/27 Budget Public Engagement project charter.	
	7.5	**2026/27 Draft Budget Assumptions, Principles, and Guidelines – Request For Decision**	124 - 137
		That Financial Planning Committee forward the Draft 2026/27 Budget Assumptions, Principles, and Guidelines to Trust Council for their approval.	
8.	**BUSINESS - OTHER**		
	8.1	**Project Proposal: Cost of Processing Planning Applications – Trust Council Request For Decision**	138 - 140
		That Financial Planning Committee forward the Project Proposal: Cost of Processing Planning Applications RFD to Trust Council for consideration.	
9.	**BUSINESS - NEW**		
10.	**WORK PROGRAM**		141 - 147

For review and referral to Trust Council before each quarterly TC meeting.

That Financial Planning Committee approve the proposed Work Program report [as presented or as amended], and forward it to Trust Council for approval.

11. NEXT MEETING

Wednesday, October 22, 2025, from 10:00 a.m. to 3:00 p.m.

12. CLOSED MEETING

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (f)law enforcement, as the Financial Planning Committee considers that disclosure could reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment; and that the recorder and staff [attend/not attend] the meeting.

13. RISE AND REPORT

If desired.

14. ADJOURNMENT 3:00 PM

*Approximate time is provided for the convenience of the public only and is subject to change without notice.

Financial Planning Committee
Minutes of a Regular Meeting

Date of Meeting: **May 28, 2025**
Location: **Electronic Meeting**

Members Present:
Sue Ellen Fast, Bowen Island Municipality (Chair)
Mairead Boland, Saturna Island Local Trust Area (Vice Chair) and Regional Planning Committee Representative
Tobi Elliott, Gabriola Island Local Trust Area, Executive Committee
Judith Gedye, Bowen Island Municipality, Governance Committee Representative
David Graham, Denman Island Local Trust Area
David Maude, Mayne Island Local Trust Area, Executive Committee
Laura Patrick, Salt Spring Island Local Trust Area, Executive Committee
Tim Peterson, Lasqueti Island Local Trust Area, Executive Committee and Trust Programs Committee Representative
Susan Yates, Gabriola Island Local Trust Area, Islands Trust Conservancy Board Representative

Staff Present:
Rueben Bronee, Chief Administrative Officer
Julia Mobbs, Director, Financial and Employee Services
Stefan Cermak, Director, Planning Services
Nancy Roggers, Finance Officer
Robert Barlow, Legislative Services Clerk/Recorder

1. CALL TO ORDER

Chair Fast called the meeting to order at 10:53 a.m. and acknowledged that participants in the meeting were on Coast Salish territories.

2. AGENDA

2.1 Review of the Agenda

The Annual Audit Committee will forward to the Financial Planning Committee (FPC) as an expected late item the Islands Trust audited financial statements and accompanying audit report for agenda item 7.1, upon adjournment of their meeting on May 28, 2025. A verbal report will be provided at agenda item 7.1.

2.2 Approval of the Agenda

By general consent the Committee approved the agenda as presented.

3. PUBLIC COMMENT PERIOD

No member of the public was present.

4. DELEGATIONS

None.

5. CORRESPONDENCE

None.

6. ADMINISTRATIVE COORDINATION

6.1 Minutes of Previous Meetings

6.1.1 Financial Planning Committee Draft Minutes of February 19, 2025

By general consent the Committee approved the minutes as presented.

6.1.2 Financial Planning Committee Draft Minutes of March 5, 2025

By general consent the Committee approved the minutes as presented.

6.2 Resolutions Without Meeting

None.

6.3 Follow up Action List (FUAL)

Director Mobbs reviewed the FUAL, noting that the review of the Reserves and Surplus Policy is expected to occur by September of 2025.

7. BUSINESS - WORK PROGRAM ITEMS

7.1 March 31, 2025 Islands Trust Audited Financial Statements and Audit Report

Director Mobbs referenced the Islands Trust audited financial statements and accompanying audit report that will be forwarded from the Annual Audit Committee. Committee discussion included:

- acknowledgement of clean audit report with no errors
- the Audited Financial Statements and the Audit Report will be presented for approval at the June Trust Council meeting

7.2 March 31, 2025 Financial Results - Briefing

Director Mobbs introduced the Briefing, indicating that the numbers reflected in the report agree to the audited financial statements, presented in a more detailed format. Committee discussion included:

- the amount of variances from budget in individual budget lines seen in this fiscal year as compared to previous fiscal years
- corporate planning may reduce volume of significant budget variances if early planning of work is improved

- funding provided to First Nations under capacity funding agreements is recorded as an expense when the work is completed rather than when the amount is paid

FPC-2025-027
It was MOVED and SECONDED,
that Financial Planning Committee forward the March 31, 2025 Financial Results Briefing to Trust Council for information.

CARRIED

7.3 Forgone 2025/26 and 2026/27 Allocated Financial Statements - Briefing

Director Mobbs introduced the Briefing, indicating that the failure of the staff time tracking system resulted in an inability to generate the Allocated Financial Statements (AFS) in the prior fiscal year, and will remain a hindrance for the current fiscal year. As well, the Briefing provided a description of other issues with the AFS. Committee discussion included that planning, administrative, and conservation activities are not directly related to the population of each Local Trust Area hence it would have limited utility in assessing outcomes and impacts of work accomplished.

8. BUSINESS - OTHER

8.1 Annual Report: Financial Planning Committee Section - Request For Decision

Director Mobbs introduced the Request For Decision. The Committee indicated a need for one amendment, that being to change May 2025 to May 2026.

FPC-2025-028
It was MOVED and SECONDED,
that Financial Planning Committee approve the text as amended attached to the Annual Report: Financial Planning Committee Section Request For Decision for inclusion in the 2024/25 Annual Report for approval by Trust Council and submission to the Minister of Housing and Municipal Affairs.

CARRIED

9. BUSINESS - NEW

None.

10. WORK PROGRAM

10.1 Work Program Update – Request For Decision

Committee discussion included:

- there is no current direction to undertake a project that re-evaluates the appropriateness of development application fees

- typically in the past such a project has not been the responsibility of the Financial Planning Committee but rather with the Regional Planning Committee
- the most significant part of such a project is understanding the staff resources (time and travel) spent to process various types of applications, which is not a financial matter
- the Financial Planning Committee's terms of reference does include assessing and monitoring revenue generating practices, and the collection of application fees is a source of revenue
- many Local Trust Committees adjusted their application fees bylaws during the last term

FPC-2025-029
It was MOVED and SECONDED,
that Financial Planning Committee recommend that Trust Council request staff to prepare a proposed project plan for assessing the full cost of processing planning applications.

CARRIED

- Director Mobbs indicated that the recommendation would be presented at the September Trust Council meeting.

FPC-2025-030
It was MOVED and SECONDED,
that Financial Planning Committee approve the proposed Work Program report as presented, and forward it to Trust Council for approval.

CARRIED

11. NEXT MEETING

The next scheduled meeting is Wednesday, August 20, 2025, from 10:00 a.m. to 3:00 p.m.

12. CLOSED MEETING

The meeting was not closed.

13. RISE AND REPORT

No Rise and Report.

14. ADJOURNMENT

By general consent the meeting adjourned at 12:14 p.m.

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Sue Ellen Fast, Chair

Certified Correct:

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Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

Follow Up Action Report

Financial Planning Committee

28-May-2025

Progress	Activity	Responsibility	Dates	Status
100%	**1** Staff to forward the March 31, 2025 Financial Results Briefing to Trust Council for information.	Robert Barlow	Target: 30-May-2025	Completed
100%	**2** Staff to inform Trust Council that Financial Planning Committee recommend that Trust Council request staff to prepare a proposed project plan for assessing the full cost of processing planning applications.	Julia Mobbs	Target: 16-Sep-2025	Completed
100%	**3** Staff to forward to Trust Council the proposed Work Program report as presented.	Robert Barlow	Target: 30-May-2025	Completed

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	August 20, 2025
From:	Financial and Employee Services - Finance	**Date Prepared:**	August 14, 2025

SUBJECT: 2024/25 STATEMENT OF FINANCIAL INFORMATION (SOFI)

RECOMMENDATION:
That Financial Planning Committee forward the 2024/25 Statement of Financial Information to Trust Council for approval.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The Statement of Financial Information is a legislated annual reporting requirement under the *Financial Information Act*. It provides important information for Trust Council and additional transparency for the public. Once approved by Trust Council, it will be forwarded to the Ministry as required.

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1 **PURPOSE:**
The Statement of Financial Information (SOFI) is provided to Financial Planning Committee for information, prior to Trust Council's approval and submission to the Ministry of Housing and Municipal Affairs ("the Ministry").

2 BACKGROUND:
Each year, Trust Council receives and approves the audited Financial Statements for Islands Trust. These are subsequently included in the Islands Trust Annual Report and forwarded to the Minister. The SOFI is an associated financial report that provides more detailed information with respect to specific expenditures included in the financial statements.

The SOFI report is prepared as per the *Financial Information Act* (FIA) Guidance Package requirements and parameters. The reporting components and deadlines are defined in the FIA. Section 2 (3) of the FIA states the following:

"Within 6 months after the end of each fiscal year of a corporation, it must prepare a statement of financial information for that fiscal year that includes the following:

(a) a schedule showing
(i) in respect of each employee earning more than a prescribed amount, the total remuneration paid to the employee and total amount paid for the employee's expenses, and
(ii) a consolidated total of all remuneration paid to all other employees;

(b) a schedule showing
(i) the total amount paid to each supplier of goods or services during the fiscal year that is greater than a prescribed amount, and

(ii) a consolidated total of all other payments made to suppliers of goods or services during that fiscal year."

The Financial Information Regulation states that for the purpose of this schedule: "employee" includes "an officer, director, commissioner, elected official or similar person employed in or appointed to a position in the corporation".

Islands Trust finance prepares this report annually. Following review by the CAO and Financial Planning Committee, and approval by Trust Council, the report is submitted to the Ministry to fulfill the legislated requirement.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: The SOFI will be submitted to the Ministry by September 30, 2025, to ensure compliance with legislated deadlines, and will be posted to the Islands Trust website.

FIRST NATIONS: None.

OTHER: Islands Trust will be legislatively compliant with the FIA.

4 RELEVANT POLICY(S): None.

5 ATTACHMENT: 2024/25 Statement of Financial Information

RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee forward the 2024/25 Statement of Financial Information to Trust Council for approval.

Alternative:
None.

Prepared By:	Finance Officer Director, Financial and Employee Services
Reviewed By:	CAO/August 14, 2025

Islands Trust

STATEMENT OF FINANCIAL INFORMATION APPROVAL

The undersigned represents the Trust Council of Islands Trust and approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.

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Laura Patrick
Chair, Islands Trust Council

Islands Trust

The Statement of Financial Information (“the Statement”) is prepared in accordance with the requirements of the Financial Information Act (“the Act”). The Statement is prepared by management, and the integrity and objectivity of these statements are management’s responsibility. Management is also responsible for ensuring that this information is consistent, where appropriate, with the information contained in the annual audited financial statements.

Management is responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Islands Trust Council is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Audit Committee of Trust Council. The Audit Committee meets with management and the external auditors two times a year.

The external auditors, KPMG, conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the annual financial statements. Their examination does not extend to the schedules contained in this Statement. Their examination includes a review and evaluation of organization’s system of internal control and appropriate tests and procedures to provide reasonable assurance that the annual financial statements are presented fairly. The external auditors have full and free access to the Audit Committee of Trust Council when they meet each year.

On behalf of Islands Trust,

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Director, Financial and Employee Services

SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS

Islands Trust has not given any guarantees or indemnities under the Guarantees and Indemnity Regulation.

STATEMENT OF SEVERANCE AGREEMENTS

There were no severance agreements made between Islands Trust and its non-unionized employees during the year ending March 31, 2025.

Prepared under the Financial Information Regulation, Schedule 1, Subsection 6 (7).

On behalf of Islands Trust,

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Director, Financial and Employee Services

[redacted]

SCHEDULE OF REMUNERATION & EXPENSES FOR TRUSTEES

For the year ended March 31, 2025

Prepared as required by Financial Information Regulation, Schedule 1, section 6

Allen,	Alexander	Trustee	$	14,126	$	990
Bernardo	Joe	Trustee		14,273		1,298
Boland	Mairead	Trustee		12,558		386
Borthwick	Sam	Trustee		14,307		886
Campbell	Aaron	Trustee		17,828		-
Dodds	Jeanine	Trustee		14,468		165
Elliott	Tobi	Trustee, Council Vice Chair		70,248		10,872
Evans	Kristina	Trustee		11,481		1,432
Falck	Dag	Trustee		10,581		-
Fast	Sue Ellen	Trustee		5,061		788
Gauvreau	Lisa	Trustee		16,407		-
Gedye	Judith	Trustee		5,411		1,803
Graham	David	Trustee		14,707		347
Harris	Jaime	Trustee		41,169		-
Hunter	Ken	Trustee		11,685		187
Kahn	Charles	ITC Board Provincial Appointee		1,050		1,160
Lironi	Mikaila	Trustee		11,629		1,449
Luckham	Peter	Trustee, Council Chair (9 Months)		66,613		9,303
Mabberley	Benjamin	Trustee		14,357		-
Maude	David	Trustee, Council Vice Chair		59,518		11,213
Middleton	Lee	Trustee		11,858		-
Morrison	Deborah	Trustee		17,428		583
Patrick	Laura	Trustee, Council Chair (3 Months)		45,279		2,617
Peterson	Timothy	Trustee, Council Vice Chair		57,380		25,934
Scott	Grant	Trustee		13,476		-
Smith	Risa	ITC Board Provincial Appointee		1,550		1,241
Stamford	Kate-Louise	Trustee		13,673		1,075
Tanner	Timothy	ITC Board Provincial Appointee		600		661
Yates	Susan	Trustee		24,797		433
TOTAL			**$**	**613,519**	**$**	**74,823**

Disclosure of contracts with Elected Officials:

There were no contracts with Elected Officials relevant to the requirements of the Community Charter

SCHEDULE OF REMUNERATION & EXPENSES FOR EMPLOYEES

For the year ended March 31, 2025

Prepared as required by Financial Information Regulation, Schedule 1, section 6

EMPLOYEE	POSITION	TOTAL REMUNERATION & TAXABLE BENEFITS	EXPENSES
Baugh, Stephen	Island Planner	$ 95,324	$ 1,209
Beeston, David	Information Systems Coordinator	143,939	1,173
Buchan, Christopher	Island Planner	92,468	615
Cermak, Stefan	Director, Planning Services	151,803	3,170
Chadwick, Narissa	Island Planner	105,374	3,507
Cox, Ian	Planner 2	85,499	975
Dingman, Warren	Bylaw Enforcement Manager	93,873	7,451
Elliott, Joseph	Senior Indigenous Relations Advisor	89,277	1,858
Frater, Clare	Director, Trust Area Services	143,202	6,258
Green, Jemma	Covenant Management and Outreach Specialist	81,186	11,237
Hotsenpiller, Russel	Chief Administrative Officer	84,545	1,247
Hutton, Chris	Regional Planning Manager	113,692	4,295
Jamurat, Renee	Regional Planning Manager	122,604	2,169
Kojima, Robert	Regional Planning Manager	133,453	1,259
Marlor, David	Director, Legislative and Information Services	146,428	6,106
Martell, Kathryn	Ecosystem Protection Specialist	76,146	1,632
McCargar, Marlis	Island Planner	91,057	4,194
Miller, Nicole	Employee Services Coordinator	75,581	864
Mobbs, Julia	Director, Financial and Employee Services	168,644	6,694
Murphy, Nuala	Property Management Specialist	79,070	5,578
Richards, Michael	Strategic Fund Development Specialist	82,664	1,403
Roggers, Nancy	Finance Officer	87,721	561
Shaed, Daphne	Applications Programmer and Support Analyst	77,624	386
Shulba, Wlliam	Senior Freshwater Specialist	101,992	1,033
Smith, Bradley	Island Planner	108,752	5,844
Stockdill, Kimberly	Island Planner	102,282	3,488
Testemale, Phillip	Planner 2	86,024	702
Thomaidis, Margot	Island Planner	81,470	1,357
Trifonidis, Alexandra	Executive Coordinator	79,094	1,235
Youman, Jason	Senior Policy Advisor	100,845	879
TOTAL OVER $75,000		**$ 3,081,632**	**$ 88,380**
TOTAL $75,000 OR LESS		**2,115,006**	**57,301**
GRAND TOTAL		**$ 5,196,638**	**$ 145,682**

RECONCILIATION OF EMPLOYEE REMUNERATION AND EXPENSES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2025

The variance between the Schedule of Employee Remuneration and Expenses (“the Schedule”) to the Annual Financial Statements is attributable to a number of factors including:

- The Schedule is prepared on a cash basis whereas the Financial Statements are prepared on an accrual accounting basis.
- The Schedule includes amounts paid for gross salary and wages, unused vacation pay-outs, and taxable benefits only.
- The Financial Statements includes employer-related payroll costs such as remittances for Canada Pension Plan, Employment Insurance, Employer Health Tax, pension plan contributions, etc.

On behalf of Islands Trust,

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Director, Financial and Employee Services

Islands Trust

SCHEDULE OF PAYMENTS TO SUPPLIERS
For the year ended March 31, 2025
Prepared as required by Financial Information Regulation, Schedule 1, section 7

SUPPLIERS NAME		AMOUNT PAID
1322146 BC Ltd	$	71,850
BC Hydro CAD		31,503
Blackman Support		236,962
Caorda Solutions Inc		45,352
Cedar Shore Consulting		30,790
Cityview A Division of N Harris Computer Corp		179,899
Coast Victoria		32,371
Colliers Macauley Nicolls		160,869
Dream House Kitchens & Interiors		58,644
ESRI Canada Ltd		43,093
Harbour House Hotel		31,769
Itziar Management Ltd.		169,139
K'omoks First Nation		30,000
KPMG		27,526
Leaders International Executive Search		66,485
Local One Construction		131,250
Minister of Finance		1,295,199
Minister of Finance - Kings Printer		29,544
Municipal Insurance Association of BC		199,513
Pacific Blue Cross		66,801
Receiver General		126,972
Qatalyst Research Group Inc		132,720
Shaw Business Solutions		38,233
SHI Canada ULC		82,023
Telus Mobility		27,241
Urbanics Consultants Ltd		105,504
Young Anderson		519,133
Zoom Video Communications Inc		30,156
TOTAL PAYMENTS OVER $25,000		**4,000,542**
TOTAL PAYMENTS $25,000 OR LESS		**488,224**
GRAND TOTAL	**$**	**4,488,766**

RECONCILIATION OF PAYMENTS FOR GOODS AND SERVICES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2025

The variance between the Schedule of Payments to Suppliers of Goods and Services ("the Schedule") to the Annual Financial Statements is attributable to a number of factors including:

- The Schedule is prepared on a cash basis whereas the Financial Statements are prepared on an accrual accounting basis.
- The schedule includes disbursements for purchases of capital assets, which are not included in expenses in the Financial Statements.
- The Schedule includes GST paid to suppliers, where applicable, whereas the annual Financial Statements do not.
- The Schedule excludes disbursements for staff and trustee remuneration, as well as non-cash amortization expense, whereas these items are included in the Financial Statements.

On behalf of Islands Trust,

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Director, Financial and Employee Services

Islands Trust
Description of Vendor Services reported in SOFI 2024/25
For trustee information only. Not to be included in official SOFI report.

1322146 BC Ltd	$	71,850	*Office Lease and associated costs - Gabriola Island, BC*
BC Hydro CAD		31,503	*Office Lease and associated costs - Salt Spring Island, BC*
Blackman Support		236,962	*Technical support/computer hardware and software purchases*
Caorda Solutions Inc		45,352	*Technical support/website support/applications support*
Cedar Shore Consulting		30,790	*Freshwater sustainability technologist work for freshwater atlas and suitable land analysis*
Cityview A Division of N Harris Computer Corp		179,899	*Cityview planning system, Cityview bylaw system, and related licensing*
Coast Victoria		32,371	*December 2024 Trust Council meeting venue, catering, and accommodations*
Colliers Macauley Nicolls		160,869	*Office Lease and associated costs - Victoria, BC*
Dream House Kitchens & Interiors		58,644	*Salt Spring Island office design and renovation*
ESRI Canada Ltd		43,093	*Web and Moibile Application consulting support services and licensing*
Harbour House Hotel		31,769	*June 2024 Trust Council venue, catering, and accommodations*
Itziar Management Ltd.		169,139	*Office Lease and associated costs - Victoria, BC*
K'omoks First Nation		30,000	*Capacity Funding - Denman Housing and Hornby OCP/LUB Projects*
KPMG		27,526	*IT and ITC Audit Fees*
Leaders International Executive Search		66,485	*CAO search and recruitment*
Local One Construction		131,250	*Thetis Island property bylaw enforecement cleanup*
Minister of Finance		1,295,199	*Reimbursements to PSA for employer pension contributions, EHT/CPP/EI/Workers Comp/benefit premiums, etc. and a fee for processing*
Minister of Finance - Kings Printer		29,544	*BC mail services and off-site storage/movement of files*
Municipal Insurance Association of BC		199,513	*General Liability Insurance*
Pacific Blue Cross		66,801	*Trustee extended benefits plan premiums*
Receiver General		126,972	*Remittances on Trustee remuneration (CPP, Income Tax)*
Qatalyst Research Group Inc		132,720	Consulting work for Salt Spring Island complete communities assessment
Shaw Business Solutions		38,233	*Internet and connectivity costs - all offices*
SHI Canada ULC		82,023	*Software Licenses for Windows and other renewals*
Telus Mobility		27,241	*Mobile phones and internet sticks*
Urbanics Consultants Ltd		105,504	*Consulting work for housing needs assessessment*
Young Anderson		519,133	Legal fees
Zoom Video Communications Inc		30,156	*Zoom licenses*
TOTAL PAYMENTS OVER $25,000		**4,000,542**	

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	August 20, 2025
From:	Financial and Employee Services - Finance	**Date Prepared:**	August 8, 2025

SUBJECT: JUNE 30, 2025 FINANCIAL REPORT

RECOMMENDATION:
That Financial Planning Committee forward the June 30, 2025 Financial Report to Trust Council for approval.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The first quarter financial report indicates that Islands Trust is generally following the financial plan for 2025/26 to June 30, 2025. Continued close monitoring will be important to ensure anticipated spending remains within the available budget.

1 PURPOSE:
To summarize the findings of the June 30, 2025 first quarter financial report.

2 BACKGROUND:
Islands Trust *Policy 2.3.1 Council Committee Systems* requires the Financial Planning Committee (FPC) to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and forwarded to Trust Council as part of this requirement.

Financial Report Findings

The benchmark for non-tax revenue sources and operational expenditures after three months of operations can be estimated at 25% of the annual budget.

As at June 30, 2025 Islands Trust has consumed a net 22% of the annual approved budget, slightly below the straight-line benchmark for this time of year. Individual areas may experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 25% benchmark (where significance is determined as more or less than 10%, and more or less than $5,000) are discussed in this report.

Revenues

Total Revenue is lower than the benchmark by $2,470,488 (23%) due to the following:

- *Fees* are higher than benchmark by $16,000 (8%), due to applications advancing through due process slightly ahead of budgeted averages. The amount of fees revenue received in the first quarter was $74,000. The portion of fee recognised as revenue correlates with the portion of the application process completed.

- *Provincial Grant - Unrestricted* revenue reports at nil as the Provincial Grant was not yet received by the end of Q1. This amount has subsequently been received in Q2 at usual amounts.

- *Federal and Provincial Grants – Restricted* is currently $15,000 (4%) above benchmark, primarily due to the recognition of $25,000 in unbudgeted grant revenue recorded in Q1. This revenue relates to the Housing Needs Assessments project, for which the grant was budgeted in the prior fiscal year but partially recognized in the current year upon project completion.

- All revenues from taxation *(General Property Tax Levy, Special Property Tax Requisition, and Bowen Tax Levy)* report at nil as taxes and levies are received in the second quarter of the year, in accordance with customary timelines.

- *Investment Income* is lower than the benchmark by $27,000 (13%) due to the draw down of surplus funds to pay for first quarter operations in advance of receipt of the 2025/26 property taxes. Investment income is expected to increase later in the year when property taxes are received and invested.

Expenses by Service Area

Council Services

Council Services expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus an allocation of general administrative expenses. Inclusive of the general admin allocation, these expenses report at $414,000 (22% of budget) which is lower than the 25% benchmark by $65,000 (3%). Individual expense lines within Council services that deviate from benchmark are as follows:

- Trust Council spending is $17,000 (3%) below benchmark due primarily to:
  - Trustee Remuneration Review Project scheduled to take place later in the fiscal year.
  - Trust Council Policy Review project scheduled to take place later in the fiscal year.
  - Trust Council’s June meeting costs coming in slightly lower than expected.

- Trust Area Services spending is $25,000 (3%) below benchmark due primarily to:
  - Staff vacancies: 3 months for the Temporary Senior Policy Advisor, and 2 months for the Grants Manager
  - Stewardship Education programming planned for later in the fiscal year.
  - Secretariat Services programming planned for later in the fiscal year.

Local Trust Committee (LTC) Services

LTC Services expenses include costs related to five main areas: Local Trust Committees (LTCs); planning services projects; planning services staff; facilities; the Salt Spring Island office move/renovation; and bylaw enforcement; as well as an allocation of general administrative expenses. Inclusive of the general admin allocation, these expenses report at $1.8M (23% of budget) which is lower than benchmark by 171,000 (2%). Individual expense lines within LTC services that deviate from benchmark are as follows:

- **Local Trust Committees (LTC) costs** are comprised of rent, phone, internet and office service for on-island trustee offices, the trustee portion of insurance costs, general legal costs, bylaw enforcement legal costs, legal litigation costs, statutory notices, EC travel expenses to chair LTC meetings; trustee-incurred expenses, LTC and APC meeting expenses, LTC communications, special project expenses, LTC statutory notices and the LTC portion of trustee remuneration and benefits. Total LTC spending to June 30, 2025 is $200,000 (21% of budget), lower than benchmark by $44,000 (4%), due primarily to the following:

- Legal General costs are lower than benchmark by $15,000 (16%) due to fewer legal advice requests sought by Local Trust Committees in Q1.
- Bylaw Enforcement legal costs are below benchmark by $154,000 (96%) due to the court-ordered cost recovery of $147,000 related to a property clean up on Thetis Island. The costs incurred by Islands Trust for the property clean up were incurred last fiscal year, but with that fiscal year closed, these awarded costs will offset legal expenses in the current year.
- Litigation costs are significantly higher than benchmark by $119,000 (114%) due primarily to significant legal files progressing through the courts. This line also includes $29,500 in legal cost recoveries awarded to Islands Trust for files on Galiano Island and Salt Spring Island.

- **Planning Projects** costs are comprised of all LTC and Regional Planning Committee projects, including the housing strategy, housing needs assessments and building footprint data updates, as well as coordination and project work undertaken by the Salt Spring Island Watershed Protection Alliance (SSIWPA). Planning projects report at $74,000 (16% of budget), which is less than benchmark by $38,000 (9%). Straight-line benchmarking is less appropriate for project work as project plans often see work advancing in uneven portions throughout the years. Underspending on planning projects is due primarily to a combination of the following:

  LTC Major and Minor Projects: Spending on LTC major and minor projects reports at $37,000 (8%), less than benchmark by $72,000 (17%). This is primarily due to planned completion of projects later in the fiscal period:

- **Denman Island LTC Housing Review**
  Spending to date is $2,000 (14% of budget)**,** which is $2,000 below benchmark, primarily due to a legal review that is scheduled for completion in the coming months.
- **Denman OCP Amendment – Technical and First Nations Updates**
  No spending in Q1. Project expenditures are expected toward the end of the project timeline.
- **Galiano – Small Island LUB Update**
  No spending in Q1. Project is scheduled to begin in Q3**.**
- **Gambier – OCP/LUB Review**
  Minimal spending in Q1. The LTC is currently conducting a review of the project, with the majority of expenditures anticipated in the remainder of the fiscal year.
- **Lasqueti – OCP/LUB Review**
  No spending in Q1. Project initiation is expected in Q3**.**
- **Mayne Island – Housing Project**
  No spending in Q1. A public hearing is pending, with expenditures expected later in the fiscal year.
- **North Pender – Raptor Nest DPA Update**
  Minimal Q1 spending. Community consultation and a public hearing are pending; expenditures are expected later in the fiscal year.
- **North Pender – Housing Access and Affordability**
  Minimal Q1 spending. Community consultation and a public hearing are pending; expenditures are expected to follow.
- **Salt Spring – OCP/LUB Review**
  Budgeted at $204,000, with no funds spent in Q1 due to delays in contract finalization as a result of contract term revisions requiring legal review and negotiation with the consultant. Funds are expected to be spent over the remainder of the fiscal year.
- **Salt Spring – Housing Action Program**
  No Q1 spending against the $5,000 budget, due to staffing shortages at the SSI office, which has limited capacity to advance the project.
- **SSIWPA – Plan Coordination**
  No Q1 spending against the $55,000 budget, also due to SSI office understaffing impacting project initiation.

- **Salt Spring – Groundwater Sustainability Strategy**
  No Q1 spending against the $16,500 budget, again attributed to insufficient staff capacity in the SSI office.
- **Saturna – Minor Housing Review**
  No Q1 spending. A public hearing is pending, with expenditures expected in Q2**.**
- **South Pender – LUB Minor Amendments**
  Minimal Q1 spending. A public hearing is pending; expenditures are anticipated in Q2**.**
- **Thetis – Targeted LUB Amendment**
  No Q1 spending. Project expenditures are scheduled for later in the fiscal year, aligning with end-of-project deliverables.

- **Other projects –** Spending on other planning projects is higher than benchmark by $34,000 (284%):
  - Regional Freshwater Management – the budget of $12,000 has been fully spent in Q1 on a consultant for the Freshwater Atlas.
  - Housing Needs Assessments – there was no budget for spending on The Housing Needs Assessment in this fiscal as it was expected to be completed by the end of the prior year. Therefore, this is showing as overspent by $25,000. This overspend if offset by an equal amount in grant revenues recorded.

- **Planning Staff Costs** include employee salaries, benefits, training, travel, and contracted human resources supporting planning activities. As of June 30, 2025, spending totals $831,000, representing 24% of the annual budget — slightly below the benchmark by $23,000 (1%).
  - The Northern Office Planning Team was fully staffed during Q1, with salaries and benefits expense reporting at 25% of budget, which is the benchmark. Any BCGEU retroactive wage increase may increase this in future quarters.
  - The Southern Planning Team has been fully staffed during Q1 with salaries and benefits expense reporting at 27% of budget, slightly over benchmark, due primarily to overtime worked by Island Planners and Q1 accrued vacation balances not fully used in Q1.
  - The Salt Spring Island Planning Team has not been fully staffed, and salaries and benefits expense report at 21% of budget. There have been several staff movements within this team to cover for temporary assignments, but despite best effort to recruit an Island Planner, this team has experienced a vacancy in an Island Planner role for all of Q1, as well as a 2.5-month vacancy in the Legislative Service Clerk position.

- **Bylaw Enforcement** costs include staff salaries and benefits, training, mobile devices, travel costs and the Cityview Bylaw Portal project. Spending to June 30, 2025 reports at $124,000 (23% of budget), which is lower than benchmark by $13,000 (2%). This is due primarily to lower-than-expected spending in quarter one on the Cityview Bylaw Portal project, which is planned for completion in the third quarter.

<u>Islands Trust Conservancy Services</u>

Total ITC expenses include costs related to four main areas: Board expenses; Operations expenses; Property management expenses; and Programs as well as an allocation of administrative expenses. Inclusive of the general admin allocation, these expenses were lower than benchmark by $92,000 (6%). Individual expense lines within ITC services that deviate from benchmark are as follows:

- **Board** costs include board honoraria, board meeting, and board training and conferences costs. Board expenses report at $1,000 (10% of budget), lower than benchmark by $1,500 (15%) due to fewer in-person board meetings in Q1, and no spending on board training and conference costs which take place later in the fiscal year.

- **Conservancy Staff and Associated** Costs include employee salaries, benefits, safety equipment, memberships, mobile devices, training and travel costs, as well as any contracted human resources associated with ITC work. Conservancy Staff and Associated expenses report at $213,000 (22%), lower than benchmark by $27,000 (3%) primarily due to underspending on salaries and benefits where the ITC Team Lead position was vacant for the entirety of the first quarter (3 months).

- **Property Management** costs include Professional Consultant Fees, ITC property management expenses, ITC conservation planning and land securement expenses, and First Nations engagement planning. Property management expenses report at $25,000 (11% of budget), lower than benchmark by $34,000 (14%). This is due primarily to the following:
  - *Professional Consultant Fees* – these costs report at nil for the first quarter, lower than benchmark by $5,000 (25%) due to delay in bookkeeper and First Nations advisor consultant search. Expenditures are expected to take place during the remainder of the fiscal year.
  - *Property Management* – these costs report at $25,000 (15%), lower than benchmark by $18,000 (10%) due to a delay in initiating management planning process and archeological surveys to be completed for two most recent Nature Reserves. These expenditures are expected to take place during the remainder of the fiscal year.
  - *Conservation Planning & Land Securement* – these costs report at $250 (1%), lower than benchmark by $7,000 (24%) due to a delay in planning of securement celebrations due to vacancy in the communications specialist position, delay in legal services contracts for securements and extension for First Nations referrals on new covenant securement project. These expenditures are expected to take place during the remainder of the fiscal year.
  - *First Nations Engagement Plan* – these costs report at nil for the first quarter, lower than benchmark by $5,000 (25%) due to delay in First Nations engagement for the ITC Five-Year Plan. These expenditures are expected to take place in the third and fourth quarters of the fiscal year.

- **Programs** costs include costs for communications, ITC Ecosystem Mapping, and legal. Program costs report lower than benchmark by $6,000 (12%) primarily due to underspending on legal costs where land securement activities did not take place during the first quarter.

General Administration

Total general administrative expenditures include costs related to six main areas: Executive Office; Financial and Employee services; Office Operations; Legislative and Information Services; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three service areas of the Trust (Council, LTC, and ITC) based on their relative dollar magnitudes for the period. In aggregate these expenses are reported at $618,000 (22% of budget), which is below benchmark by $95,000 (3%).

- **Financial and Employee Services** costs include staff salaries, benefits, training, and travel costs. These costs report at $141,000 (21% of budget), which is lower than the benchmark, primarily due to a vacancy in the Manager of Finance and Accounting position for the entirety of the first quarter (3 months) offset by staff overtime and unused vacation earned.

- **Office Operations** costs include costs for audit fees, bank charges, internet, payroll processing, insurance, portion of office rent and services contributed to the general admin area, postage and courier, recruitment costs, stationery and supplies, telephone, mobile devices, organization-wide training, and all staff meetings and recognition. Office operations costs report at $80,000 (22%), which is lower than benchmark by $9,000 (3%) primarily due to underspending against budget for audit costs where these expenditures occur in the last quarter of the fiscal year.

- **Legislative and Information Services** costs include all software support and licensing, technical support, technical supplies, meeting streaming services, mobile devices salaries, benefits, training, and travel costs associated with legislative and information services staff as well as costs for Freedom of information and records management. Information Systems costs report at $217,000 (22% of budget), which is below benchmark by $30,000 (3%). This is primarily due to vacancy in the Senior Technical Analyst position (3 months) and the Information System Coordinator position (3 months).

Consolidated Expenses by Object

Public Sector Accounting Standards determine that financial reporting for government entities be reported "by function" (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses "by object" (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results expenses by object are shown as follows:

Object	2025/26 Approved Budget	3 months ending June 30, 2025	3 months ending June 30, 2024	% of Budget Consumed
Staff Salaries and benefits	7,095,962	1,658,034	1,655,718	23%
Office Operations	1,456,242	327,517	274,973	22%
Council and trustee costs	1,111,872	264,584	278,050	24%
Programs	944,410	136,192	131,430	14%
Legal - General	90,000	7,794	12,262	9%
Legal - Bylaw Enforcement	161,000	(113,647)	43,681	-71%
Legal - Litigation	105,000	145,995	49,653	139%
Legal - Statutory Notices	15,000	7,687	9,725	51%
Travel/training and recruitment	219,245	61,159	71,613	28%
Subtotal	11,198,731	2,495,315	2,527,105	22%
Amortization	211,000	28,693	31,328	14%
Total Expenses	11,409,731	2,524,007	2,558,433	22%

Staff salaries and benefits are currently 2% below benchmark due mainly to the following:

DEPARTMENT	FY2026 Budget	ACTUALS TO JUN 30, 2025 Actuals	Actuals OVER (UNDER) BUDGET	*Portion of Annual Budget Consumed (%)*	PRIMARY REASON
Trust Area Services	654,118	144,078	(510,040)	*22%*	3 month vacancy in Temporary Senior Policy Advisor and 2 months for the Grants Manager
Islands Trust Conservancy Services	902,189	192,008	(710,181)	*21%*	vacancy for 3 months in Team Lead position
Southern Planning Services	877,456	233,356	(644,100)	*27%*	Overtime by Island Planners
SSI Planning Services	783,351	163,597	(619,754)	*21%*	2.5 month vacancy in Legislative services Clerk, and 3 month vacancy in Island Planner slightly offset by implementing Planner 1 into Planner 2 position
Northern Planning Services	996,359	245,083	(751,276)	*25%*	At benchmark; retroactive wage increases may increase this in future quarters
Planning Services Director & Specialists	680,775	175,670	(505,105)	*26%*	Slightly over benchmark due to $3K of overtime; retroactive wage increases may increase this in future quarters
Legislative Services	111,823	36,424	(75,399)	*33%*	Total $8K over budget due to prior year reversal of leave liability in Executive Office where these positions moved to a new department this fiscal
Information Services	535,048	82,131	(452,917)	*15%*	3 month vacancy in both Senior Technical Analyst and IS Coordinator. Slightly offset by $5K in additional GIS temporary staffing
Financial & Employee Services	666,183	140,455	(525,728)	*21%*	3 monht vacancy in Manager Finance and Accounting
Executive Office	454,063	113,275	(340,788)	*25%*	tracking to budget
Bylaw Compliance and Enforcement	419,596	108,946	(310,650)	*26%*	Overtime
SubTotal Salaries and Benefits	7,080,962	1,635,023	(5,445,939)	*23%*	
Contracted Temporary Staff all departments	15,000	23,011	8,011	*153%*	
TOTAL Expense	7,095,962	1,658,034	(5,437,928)	*23%*	

In addition, negotiations are underway between the Province and the BCGEU on a renewed collective agreement. In the absence of a new agreement, staff wages remain at prior-year levels. This has contributed to underspending on salaries and benefits across the organization, as the 2025–26 budget includes wage increases effective April 1, 2025. It is anticipated that, once ratified, the new collective agreement will include retroactive wage increases to April 1. As a result, salaries and benefits expenditures are expected to rise in future quarters as retroactive adjustments are processed.

Office Operations costs are currently below benchmark, primarily due to a new mobile phone service contract that included a $26,000 upfront credit. This credit is being applied monthly to offset mobile device costs as they are incurred.

Council and trustee costs are tracking as budgeted.

Program costs are currently below benchmark, primarily due to the timing of planned project expenditures later in the fiscal year, and in some cases, delays in project advancement.

Total Legal expenses are below benchmark, broken down as follows:

- Legal General costs are lower than benchmark by $15,000 (16%) due to lower than expected general legal advice sought by Local Trust Committees.
- Bylaw Enforcement legal costs are below benchmark by $154,000 (96%) due to the court-ordered cost recovery of $147,000 related to a property clean up on Thetis Island. The costs incurred by Islands Trust for the property clean up were incurred last fiscal year, but with that fiscal year closed, these awarded costs will offset legal expenses in the current year.
- Litigation costs are higher than benchmark by $119,000 (114%) due primarily to a significant legal file on Gabriola Island progressing through the courts. This line also includes $29,500 in legal cost recovery awarded to Islands Trust for a file on Galiano Island and Salt Spring Island.
- Statutory Notices are higher than benchmark by $4,000 (26%) due primarily to large number of statutory notices on applications being processed during the first quarter.

Traveling/training and recruitment costs are above benchmark due timing of staff training events.

Amortization expense is tracking as expected, given assets in development and use updated later in the fiscal year.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to June 30, 2025 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing staff will continue to receive financial reporting on their respective areas of oversight throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Islands Trust Policy 2.3.1 Council Committee System
Bylaw 201 Islands Trust Financial Plan Bylaw, 2025-2026

5 ATTACHMENT(S):

June 30, 2025 Financial Report

RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee forward the June 30, 2025 Financial Report to Trust Council for approval.

Alternative:
None.

Prepared By: N. Roggers, Finance Officer
Reviewed By: Director, Financial and Employee Services
CAO/August 13, 2025

Islands Trust
Detailed Statement of Operations
For The 3 Months Ending June 30, 2025

Expected % of Budget Received/Used as at Report date = 25%
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% and +/- $5000 include explanations

Description	Approved Annual Budget	3 months ending June 30, 2025	3 months ending June 30, 2024	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
REVENUE:					
Fees & Sales	198,100	65,970	9,727	*33%*	*132,130*
Provincial Grant - Unrestricted	180,000	-	180,000	*0%*	*180,000*
Federal and Provincial Grants - Restricted	415,931	119,334	134,318	*29%*	*296,597*
General Property Tax Levy - All LTAs	9,262,200	-	-	*0%*	*9,262,200*
Municipal Property Tax Levy - Bowen Island Municipality	460,000	-	-	*0%*	*460,000*
Investment Income	211,000	26,016	48,004	*12%*	*184,984*
Total Revenue	10,727,231	211,320	372,049	*2%*	*10,515,911*
EXPENSES:					
Trust Council Services					
Trust Council	495,108	107,090	121,658	*22%*	*388,018*
Executive Committee	138,400	29,569	32,826	*21%*	*108,831*
Trust Area Services	804,128	175,816	138,848	*22%*	*628,312*
General Admin Allocation - 16%	478,850	101,302	98,093	*21%*	*377,548*
Total Council Expenses	1,916,486	413,777	391,426	*22%*	*1,502,709*
Local Trust Committee Services					
Local Trust Committees	975,053	200,170	260,753	*21%*	*774,883*
Projects - **Note 1**	448,000	73,690	89,661	*16%*	*374,310*
Planning Staff	3,416,860	831,027	849,466	*24%*	*2,585,833*
LPS Facilities	380,130	88,964	90,274	*23%*	*291,166*
Salt Spring Island Office Move/Renovation	98,000	29,674	-	*30%*	*68,326*
Bylaw Enforcement	549,281	124,194	115,359	*23%*	*425,087*
General Admin Allocation - 71%	1,954,297	436,921	470,015	*22%*	*1,517,376*
Total Local Trust Committee Services	7,821,621	1,784,641	1,875,528	*23%*	*6,036,980*
Trust Conservancy Services					
Board	10,350	1,030	2,201	*10%*	*9,320*
Conservancy Staff and Associated Costs	959,945	213,371	222,887	*22%*	*746,574*
Property Management	234,460	24,860	16,714	*11%*	*209,600*
Programs	49,200	6,617	5,631	*13%*	*42,583*
General Admin Allocation - 13%	417,669	79,712	82,743	*19%*	*337,957*
Total Trust Conservancy Expenses	1,671,624	325,590	330,175	*19%*	*1,346,034*
General Administration Services					
Senior Management	459,371	112,451	162,738	*24%*	*346,920*
Financial and Employee Services	676,199	140,847	148,432	*21%*	*535,352*
Office Operations	353,980	79,584	82,965	*22%*	*274,396*
Legislative and Information Services	987,166	216,941	181,735	*22%*	*770,225*
Computer/Furniture & Equipment	163,100	39,419	43,654	*24%*	*123,681*
Amortization Expense	211,000	28,693	31,328	*14%*	*182,307*
General Admin Recovery	(2,850,816)	(617,935)	(650,852)	*22%*	*(2,232,881)*
Net General Administration Services Expenses	-	(0)	0		
Total Expenses	11409731	2,524,007	2,597,129	*22%*	*8,885,724*
YTD Surplus (Shortfall)	-682500	(2,312,687)	(2,225,080)		
Amortization Adjustment	(211,000)	n/a	n/a		
Capital adjustment	n/a	39,419	43,654		
Adjusted surplus (shortfall)	(471,500)	(2,273,269)	(2,181,427)		
<u>Funded by:</u>					
Transfer from (to) General Revenue Surplus Fund	201,000	2,236,699	2,150,286		
Transfer from (to) LTC Project Reserve Fund	199,000	36,570	31,141		
Transfer from (to) Special Tax Requisition Fund	71,500	-	-		
Net Unfunded Balance	-	(0)	(0)		

Description	Approved Annual Budget	3 months ending June 30, 2025	3 months ending June 30, 2024	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
Note 1: LTC & Planning Services Project Spending					
LTC Projects					
LTC Projects funded by Reserve Fund	9,000	-	-	*0%*	*9,000*
Denman Housing Review	15,750	2,230	47	*14%*	*13,520*
Denman Amend OCP for technical + First Nations updates	4,000	-	-	*0%*	*4,000*
Gabriola OCP/LUB	48,000	24,492	78	*51%*	*23,508*
Galiano Small Islands LUB update	4,000	-	-	*0%*	*4,000*
Gambier OCP/LUB	10,000	75	-	*1%*	*9,925*
Gambier Keats Island Shoreline Protection Review	-	-	4,077	*0%*	*-*
Hornby OCP/LUB	18,750	8,750	-	*47%*	*10,000*
Lasqueti OCP/LUB	15,500	-	-	*0%*	*15,500*
Mayne Island Housing	8,000	-	-	*0%*	*8,000*
Mayne LUB Minor Amendments	-	-	1,241	*0%*	*-*
North Pender Raptor Nest DPA update	5,000	688	-	*14%*	*4,312*
North Pender Housing Access & Affordability	8,000	218	180	*3%*	*7,782*
Salt Spring OCP/LUB	204,000	-	25,000	*0%*	*204,000*
Salt Spring Housing Action Program	5,000	-	-	*0%*	*5,000*
SSIWPA Plan Coordination	55,000	-	-	*0%*	*55,000*
Salt Spring Groundwater Sustainability Strategy	16,500	-	-	*0%*	*16,500*
Saturna Minor Housing Review	2,000	-	-	*0%*	*2,000*
South Pender LUB Minor Amendments	3,000	117	517	*4%*	*2,883*
Thetis Targeted LUB Amendment	4,500	-	-	*0%*	*4,500*
Total All LTC Projects	436,000	36,570	31,141	*8%*	*399,430*
Regional Freshwater Management	12,000	12,000	5,300	*100%*	*-*
Cityview Planning Portal (LGDAP)	-	-	53,220	*0%*	*-*
Housing Needs Assessments	-	25,120	-	*0%*	*(25,120)*
Total All Projects	448,000	73,690	89,661	*16%*	*374,310*

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	August 20, 2025
From:	Trust Area Services	**Date Prepared:**	August 12, 2025
SUBJECT:	**PUBLIC FEEDBACK ON 2026/27 BUDGET PRIORITIES**		

PURPOSE:
This briefing provides Financial Planning Committee (FPC) with a summary of the results of the pre-budget public consultation process for Trust Council's 2026/27 budget, which took place between May 1 and June 28, 2025.

BACKGROUND:
Under its Terms of Reference, FPC has responsibility for representing the interests of Council, Executive Committee, and Council Committees throughout the budget process, which includes designing the process for public input.

Following FPC discussion on the timing of the budget consultation, volume of survey responses from the public, and whether public engagement on previous budgets had resulted in meaningful changes to the budget, Trust Council did not engage on the draft budget in 2024/25. At the Financial Planning Meeting of August 28, 2024, FPC directed staff to develop a pre-budget survey to gain early insight into the public's priorities and values to inform Trust Council's budgeting process for 2026/27.

<u>Promotion</u>
The survey was promoted via subscriber notice, social media posts, the Islands Trust website, and printed ads in local newspapers. A public webinar on the Islands Trust's budgeting process was hosted by the Chair of the Islands Trust Council on May 8th, with support from the Chief Administrative Officer and Director of Financial and Employee Services.

<u>Survey Highlights</u>
There was a total of 343 responses to the survey, which equates to a sample size of approximately 1% of the Trust Area population.[1] As such, it is important to note that the survey results cannot be considered as statistically valid or representative of broad public opinion. Rather, they point to key trends and areas of concern that Trust Council should take into consideration.

Some key observations from the survey results include:

- The local trust/island municipality areas with the highest number of respondents were Salt Spring (70 participants, 20%), North Pender (43 participants, 12.5%), and Gabriola (42 participants, 12%).

[1] 343 responses were received to the survey, as compared to a total population of approximately 30,000 for the Islands Trust Area.

- 77% of respondents were full-time residents in their local trust area or island municipality and 17% were part-time residents;
  - 18% expressed support for increasing funding for long-range planning services, while 30% supported keeping the funding the same, and 30% want to see a decrease in funding.
  - Similarly, 17% expressed support for increasing funding for current planning services, while 31% supported keeping the funding the same, and 31% want to see a decrease.
  - 35% of respondents think applicants should bear the full cost associated with processing their applications
  - 28% of respondents want to see the Islands Trust continue to sponsor fees for development applications from non-profits and government agencies that have community benefit.
  - For Trust-Area Wide Programs, 16% of respondents expressed support for increasing funding, while 30% supported keeping the funding the same, and 37% want to see a decrease in funding.
  - 31% of respondents expressed support for increasing funding for the Islands Trust Conservancy, while 28% supported keeping the funding the same, and 28% want to see a decrease in funding.

ATTACHMENT:

1. 2026/27 Pre-Budget Survey Report

AVAILABLE OPTIONS:
Receive the attached information for consideration when making final budget recommendations to Trust Council.

Forward the pre-budget consultation results to Trust Council.

Make recommendations for budget consultation methods for subsequent years.

FOLLOW-UP:

A revised version of this briefing will be provided to Trust Council from the Financial Planning Committee in Trust Council's March 10-12, 2026 meeting agenda package.

Prepared By: Chloë Straw, Program Coordinator, Trust Area Services, August 12, 2025

Reviewed By/Date: David Marlor, Acting Director, Trust Area Services, August 13, 2025

Islands Trust 2026-27 Pre-Budget Survey Report

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Appendix

Executive Summary

Between May 1 and June 28, 2025, the public was invited to complete a pre-budget survey designed to gauge the priorities and values of Islands Trust Area residents to support the development of Islands Trust's annual budget.

The anonymous survey was completed by 343 members of the public and took, on average, 14 minutes to complete with a 64% estimated completion rate. It asked respondents to comment on funding levels for: long-range and current land use planning services; bylaw enforcement services; Trust-area wide programs; the Islands Trust Conservancy, and quarterly Trust Council meetings.

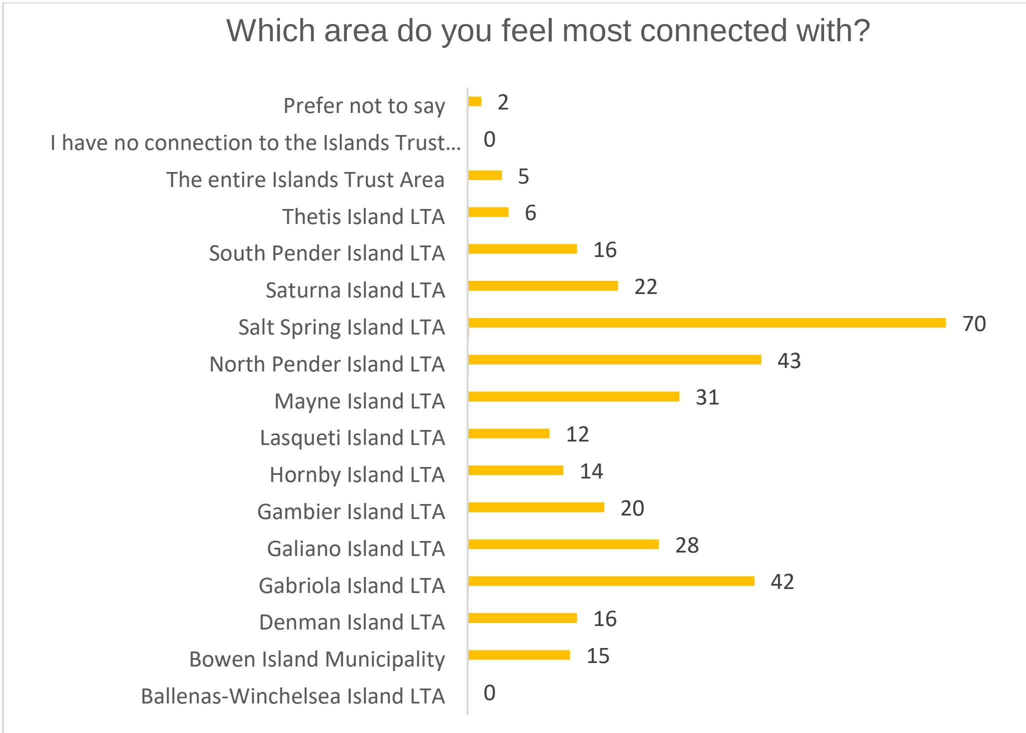
The survey was promoted via subscriber notice, social media posts, the Islands Trust website, and printed ads in local newspapers. A public webinar on the Islands Trust's budgeting process was hosted by the Chair of the Islands Trust Council on May 8th, with support from the Chief Administrative Officer and Director of Financial and Employee Services.

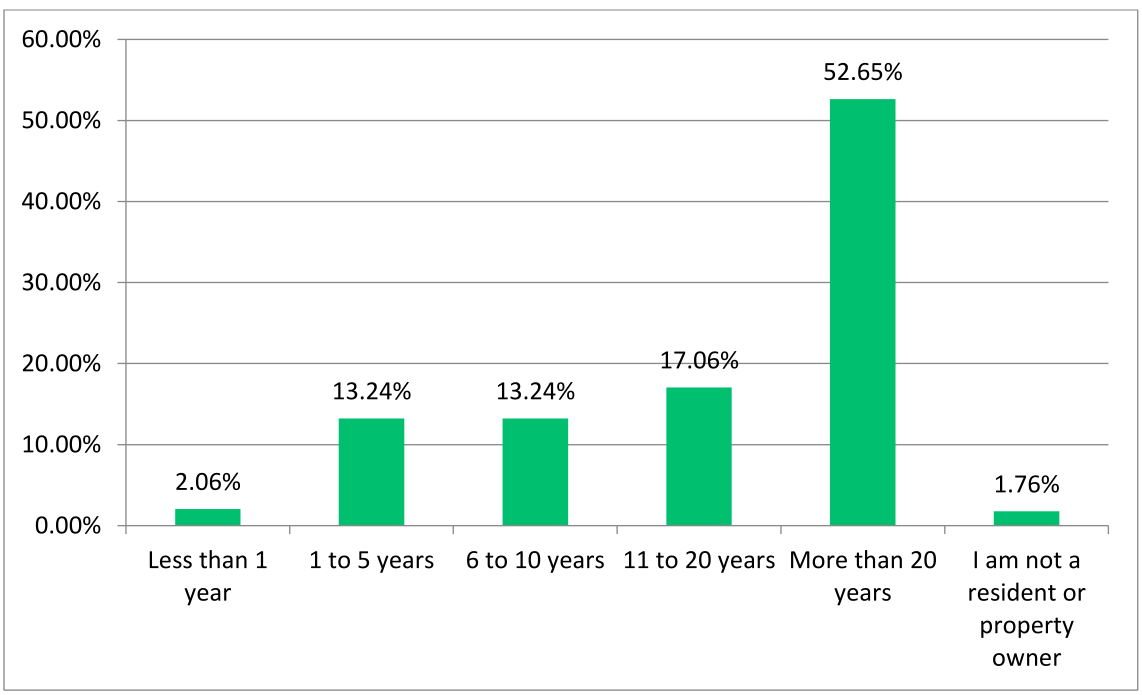
This report includes provides a summary of public feedback received through the survey, including key themes and trends in priority spending areas at the Trust. The appendix includes raw survey data for the key funding areas listed above, as well a copy of the full survey. Breakdowns of responses by Local Trust Area can also be made available.

Demographics of Respondents

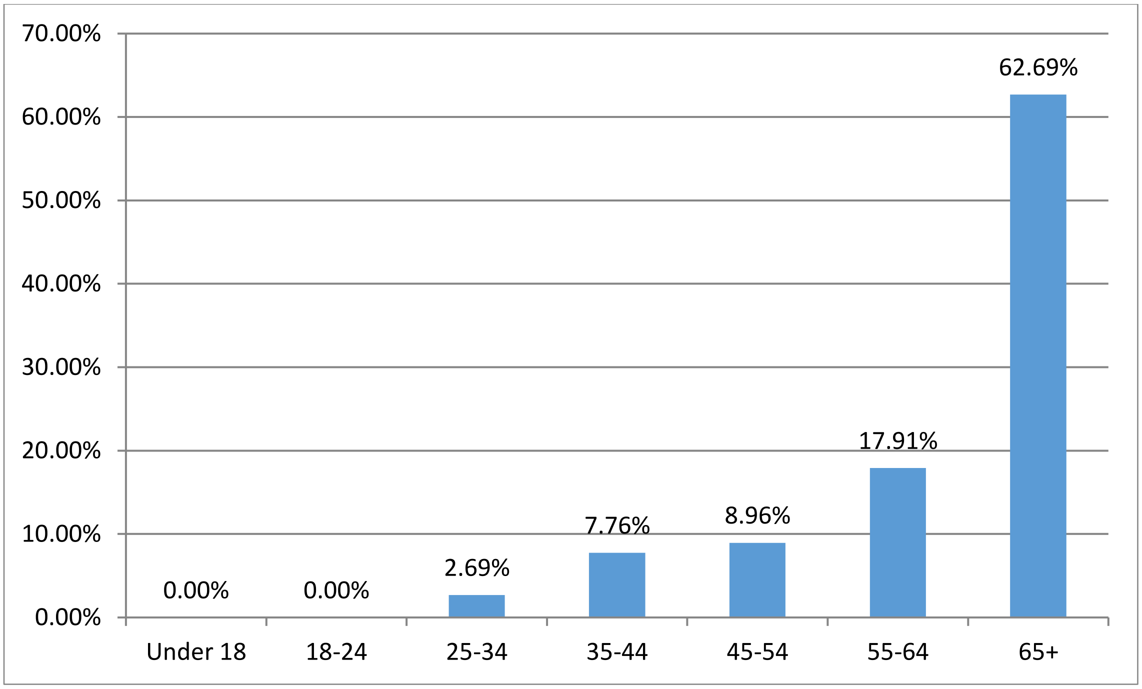
A total of 343 responses to the survey were received. Of these respondents, 77% identified as full-time residents, 17% as part-time residents, 6% said they were non-resident property owners.

Over half of those who responded to the question (52%) reported that they have lived or owned in the Trust Area for more than twenty years. Respondents were also asked which of the 13 local Trust Areas they feel most connected with. The table below displays the geographic breakdown of respondents.

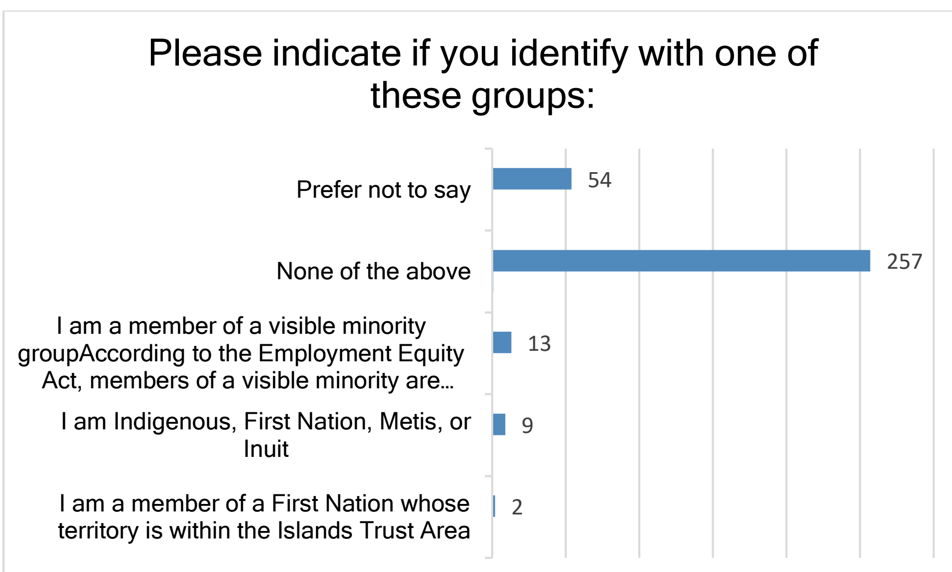




The majority of respondents were aged 65 or older, with no respondents identifying as under the age of 25. Nine people skipped the question about respondent age.



The survey also asked people to identify whether they are: a member of a visible minority group; Indigenous, First Nation, Métis, or Inuit, and/or a member of a First Nation whose territory is within the Islands Trust Area. As outlined in the table below, there were 334 responses to the question, 13 respondents (3.88%) identified as members of a visible minority, 9 (2.69%) identified as Indigenous, First Nation, Métis, or Inuit, and 1 (0.59%) is a member of a First Nation with territory within the Islands Trust Area. Sixteen percent of respondents selected “prefer not to say” and 77% selected “none of the above.”



Trust-Wide Budget Areas

In developing the proposed budget for 2026/27, Islands Trust Council assumes that Islands Trust will maintain existing service levels. Islands Trust taxes make up a portion of residents' total property tax bill. Last year, the increase to the rural property tax levy and the Bowen Island Municipal tax levy[1] for the Islands Trust budget had the following implications:

The local trust committees (LTCs) of Islands Trust are responsible for land use planning and decision-making within their respective local trust areas (LTAs). Each LTC consists of two locally elected trustees and one appointed chair from the Islands Trust Council. Their primary role is to develop, maintain, and implement Official Community Plans (OCPs), zoning bylaws, and land use regulations that guide sustainable development while protecting the environment, cultural heritage, and community character of the islands. LTCs review development applications, hold public hearings, and engage with residents to ensure that land use decisions reflect local priorities. Their work directly shapes how each Local Trust Area grows and evolves, balancing the need for housing, economic activity, and environmental preservation to maintain the long-term sustainability and unique character of island communities.

Funding for Land Use Planning

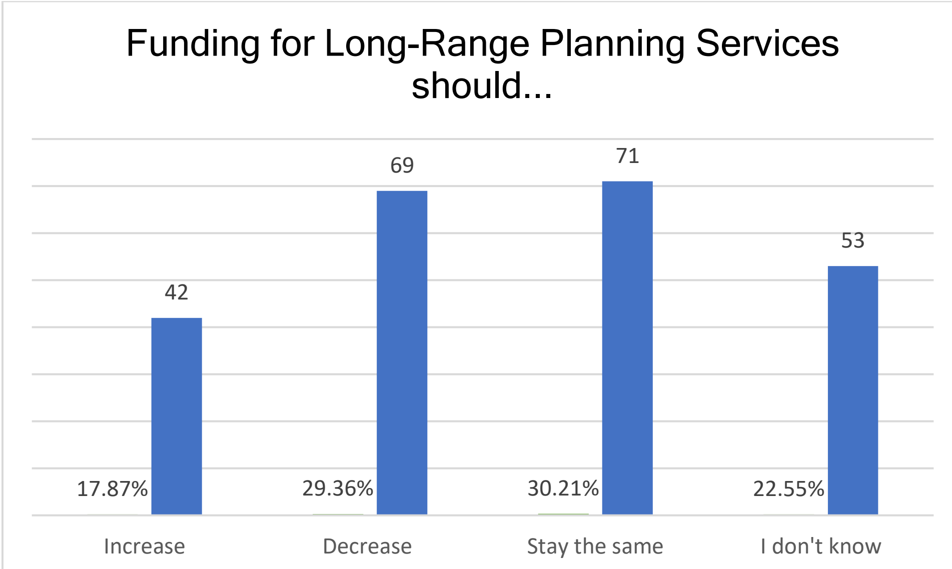
The Planning Services department of Islands Trust plays a vital role in preserving and protecting the environment, cultural heritage, and unique island communities through land use planning and regulation. The department maintains and updates 20 official community plans and land use bylaws, and provides planning services to local trust committees. It supports sustainable development, environmental protection, and community planning by managing zoning applications, enforcing bylaws, hosting community information meetings, answering public inquiries, and conducting development review processes.

Long-Range Planning Services

The survey asked respondents whether funding for long-range local land use planning services should increase, decrease or stay the same. "I don't know" was also an answer choice. As illustrated in the table below, there were 235 respondents to this question; 30% of whom support keeping the funding the same, an additional 30% want to see a decrease in funding, and 18% expressed support for

[1] **Bowen Island has a special status in the Islands Trust Area as the only island municipality. Property owners on Bowen Island pay property taxes to Bowen Island Municipality, which then pays a levy to Islands Trust. Bowen Island residents benefit from all Islands Trust Area-wide programs and services in the same way as local trust area residents. The percentage increase/decrease for Bowen Island Municipality often differs from local trust areas as the Municipality contributes to a different set of expenses (i.e. does not contribute to land use planning expenses).*

increasing funding for long-range planning services. The remaining 22% of respondents indicated they don't know.



Input offered through the comments field revealed concern about the Islands Trust's effectiveness, efficiency, and spending. Some view the organization as overly bureaucratic, with administrative costs growing disproportionately to its impact. Some see planning processes as overly complex, duplicative of other regional services, and disconnected from local community needs. Some respondents expressed frustration with constant revisions to community plans (OCPs) that often lack clear implementation or enforcement, while some question the Trust's relevance altogether.

Those respondents who want to see funding levels for long-term planning sustained or increased want to see a clear focus on environmental protection and climate adaptation. Others would like to see budget cuts, citing poor results, staff bloat, and overreach into areas outside the Trust's core mandate. There's a call for streamlined, transparent, and action-oriented planning that prioritizes local input, affordable housing, water management, and enforcement of existing rules. Overall, the feedback reflects a desire to refocus the Trust's work on core, tangible outcomes while reducing inefficiency and restoring public trust.

"In the interest of sustainability, i.e., what taxpayers can afford, land use planning should be limited to maintaining or improving ground water and erosion control." -Survey respondent

"The Trust spends too much money endorsing or actively advocating for programs they have no jurisdiction over." -Survey respondent

"Do not allow tangent projects to be funded. Focus on environmental protection." -Survey respondent

"Since the IT provides few services but a lot of discussion, the budget should be reduced to eliminate much of the discussion and change the focus to action-oriented goals with benchmarks and annual evaluation."

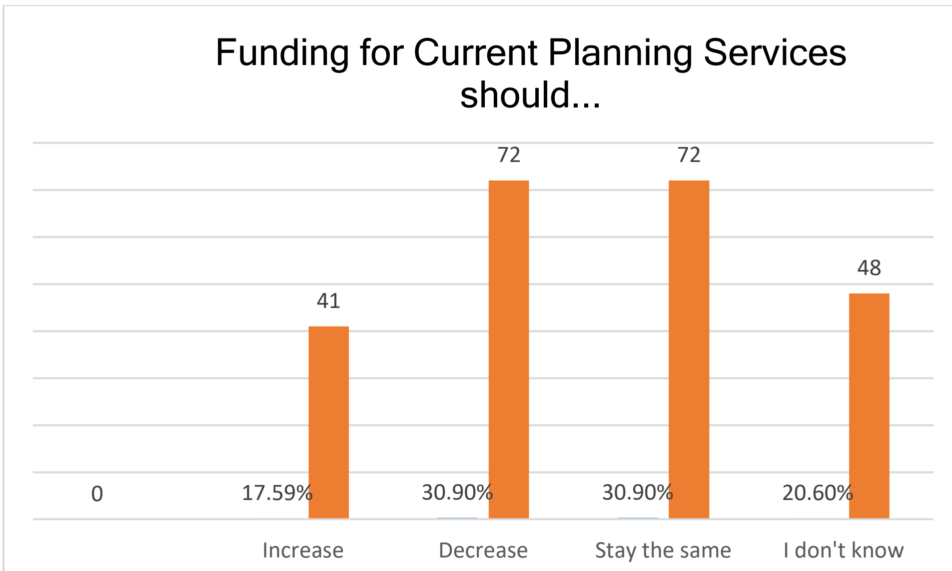
-Survey respondent

Current Planning Services

Similar to the overall feedback on long-range planning services, the majority of respondents do not support an increase in funding for current planning services. As illustrated in the table below, of the 233 responses to the question, approximately 31% of respondents support keeping the funding the same, an additional 31% want to see a decrease in funding, and 17% expressed support for increasing funding for current planning services. The remaining 21% of respondents indicated they don't know.

"The planning costs for the Islands Trust seem to be much higher on a per capita basis than other local jurisdictions just outside of the Islands Trust area. We would prefer that the planning be done more cost-effectively, and more similarly to local non-IT governments (like the CRD, or the Comox Valley RD)."

-Survey respondent



Respondents' comments highlighted concerns about high costs, bureaucratic inefficiencies, and slow processing times. Many believe applicants—especially developers—should cover most or all costs associated with their applications, with higher fees for large or luxury projects and reduced fees for affordable housing projects and other forms of development with clear community-benefit.

The permitting process is seen as overly complex, inconsistent, and duplicative—particularly where responsibilities overlap with the regional district. There is a call for streamlining, clearer policies, and better enforcement. Opinions on development itself are divided: some see it as essential for community vitality and housing needs, while others view it as a threat to environmental sustainability and rural character. Overall, while some support additional funding to improve service delivery, others emphasize the need for greater efficiency and accountability rather than increased spending or taxes.

"Too many build without permits and get away with it because no one complains or is afraid to do so."

-Survey respondent

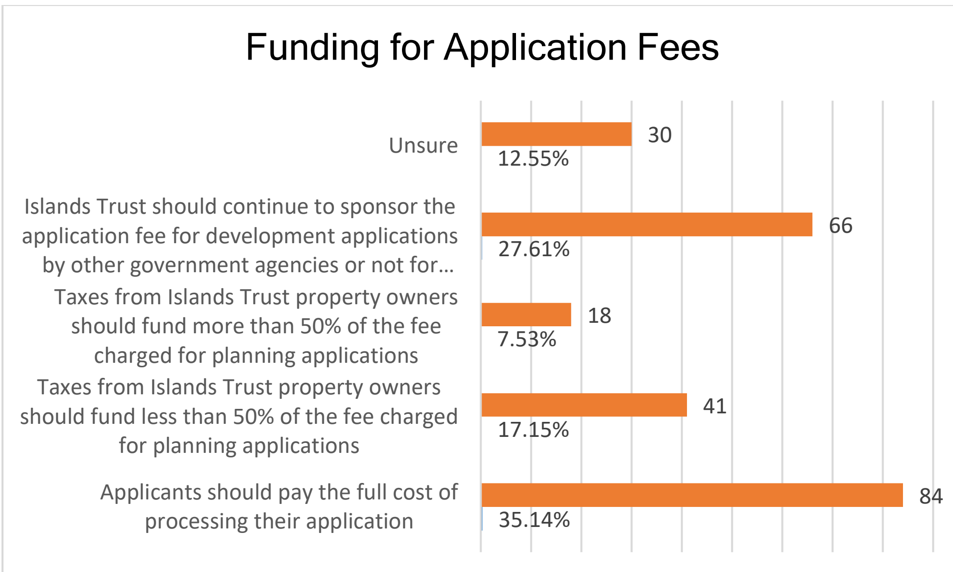
"Until proper studies on land use and water resources can be completed. Freeze on subdivisions and multi-unit developments with wells. Require rainwater collection to get permits."

-Survey respondent

Planning Application Fees

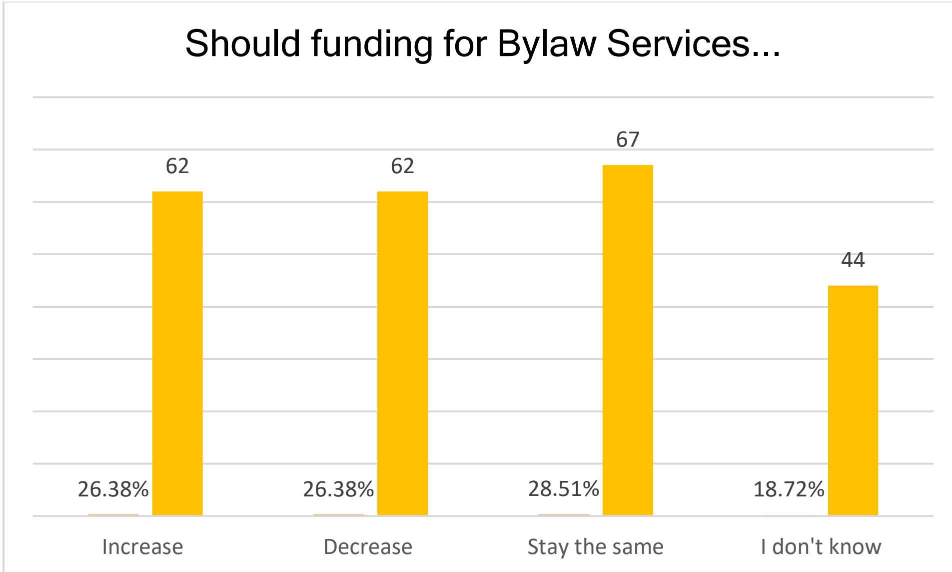
Currently, Islands Trust spends more than $1.5 million annually on Planning Services staff time and dedicated software systems to process development applications. Application fees received are typically about $274,000 annually. This gap occurs because Islands Trust charges applicants less than the cost of processing applications, based on local trust committee approved fees. The rest is subsidized by general property taxation and other revenue sources (excluding the Bowen Island Municipal levy).

Last year, the Executive Committee sponsored $8,115 in fees for applications by other government agencies or not-for-profit organizations for initiatives that have community benefit, including affordable housing. The survey asked whether respondents would like to see the Islands Trust consider changes to application fees. There were 239 respondents to this question, 35% of whom supported applicants bearing the full cost associated with processing their applications. Nearly 28% of respondents want to see the Islands Trust continue to sponsor fees for development applications from non-profits and government agencies that have community benefit.17% of those who answered the question think taxes from Islands Trust property owners should fund less than half of the actual fee of planning applications, and 7.5% believe property owners should fund more than half of the actual application fee. An additional 12.5% of people indicated they were unsure.



Funding for Bylaw Enforcement Services

The survey gathered input on the desired funding levels for the Islands Trust's bylaw enforcement services. Responses were almost evenly split between those who want to see the funding level increase, decrease, and remain the same. Nearly 20% of the 235 respondents to this question indicated they didn't know.



Feedback on Islands Trust's bylaw enforcement services reflects a divide. Many respondents feel that bylaws are inconsistently or ineffectively enforced, often citing a complaints-driven, slow, or even biased process that fosters conflict between neighbours.

Some view enforcement as overly bureaucratic, duplicative with other agencies like the Capital Regional District (CRD), and wasteful of limited resources, while others see it as critical for protecting the environment, water quality, housing stock, and community character. Concerns include under-resourcing, long response times, unclear jurisdiction, and lack of transparency.

Comments provided suggested better training, more local accountability, and clear priorities—especially for issues like short-term rentals, environmental degradation, and illegal development. Others argued for less enforcement, advocating for local self-governance, reduced government spending, and more trust in community-based solutions. Overall, there's a clear sentiment that enforcement, if maintained, must be fair, transparent, efficiently resourced, and aligned with clear environmental and land-use goals. The following comments represent the types of feedback shared:

"Our groundwater aquifers are being contaminated by pollution and naturally by saltwater intrusion and over use. Institute a requirement for rainwater collection on all new builds and enforce it!"

"All is complaint driven, so, often one homeowner must make changes while a neighbour with more egregious "offences" is left untouched."

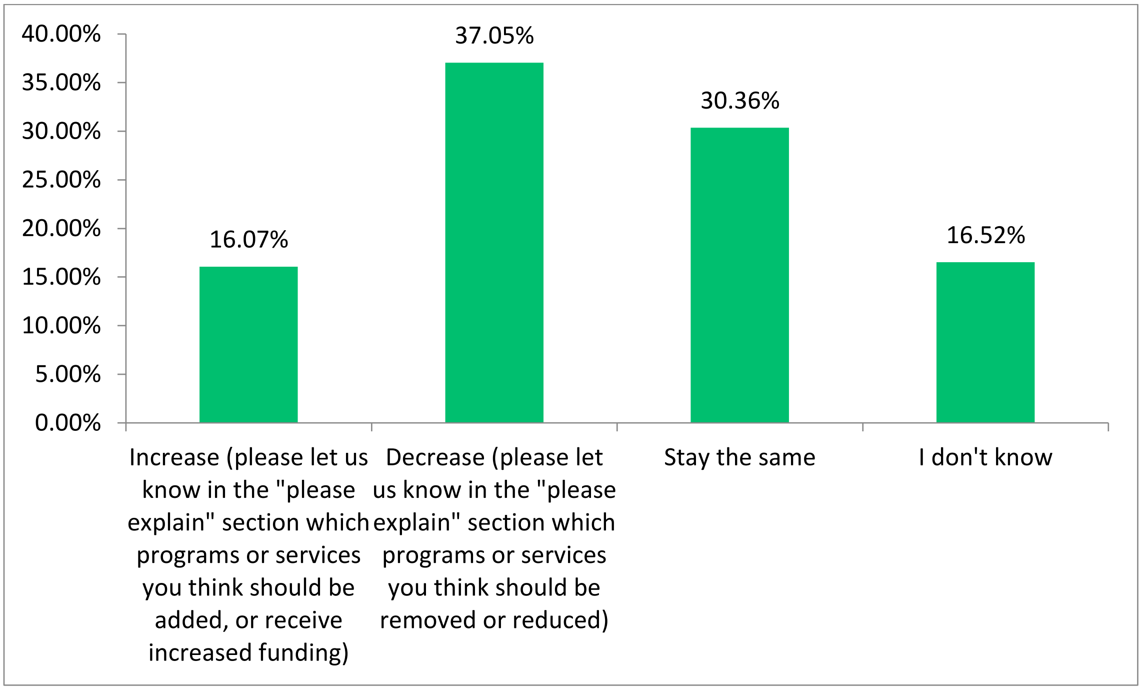
"No point in bylaws if they cannot be enforced."

"It is under-resourced. If you are going to have bylaws, you should have resources to enforce them."

Funding for Trust Area-Wide Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs such as communications; public education sessions; stewardship education resources; advocacy about decisions and initiatives that affect the islands; ecosystem mapping; and cooperating with other governments, including First Nations, to benefit the Islands Trust Area.

The survey asked whether funding for Trust Area-wide programs should increase, decrease, or stay the same. Respondents were also asked to suggest which programs or services they think should be added, augmented, reduced or removed.



The 224 responses to this question reflect a wide range of opinions on Islands Trust programs, but several consistent themes emerged. Many respondents feel Islands Trust should return to its core mandate of land use planning and environmental protection, with less focus on advocacy, First Nations engagement, public education, and external partnerships, which some see as duplicating provincial or federal roles. Others strongly support First Nations engagement, conservation, and education, especially where they directly support the "preserve and protect" mandate.

Among those supporting a decrease in funding for Trust Area Services, there is concern over cost, bureaucracy, and inefficiency, with calls for greater fiscal restraint, streamlined operations, and more measurable outcomes. Some see current programs as ineffective or redundant, especially when local conservancies or regional governments already do similar work. However, others praise specific initiatives like ecosystem mapping and stewardship webinars, advocating for their continued or increased funding.

Additionally, there is a noticeable divide: some want increased investment in stewardship and environmental protection, while others feel these programs are misaligned with the Trust's role or are contributing to unaffordability. Lastly, there's frustration over duplication of services, lack of clarity in mandate, overreach, and perceived politicization of the Trust's functions.

"The Trustees need to be clearer on their mandate and stick with it. The public needs to be better informed - the resources are available for this, it just takes time to read through and attend meetings. The frustrating thing is the same questions and complaints circulating every year without the public's informed understanding of the purpose and history of the Islands Trust." - Survey respondent

"More programs that tie the Trust Area together." - Survey respondent

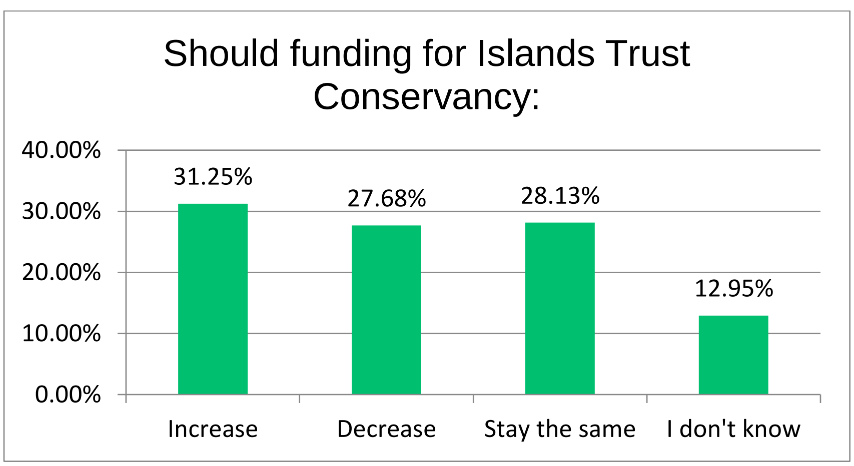
"Programs need to be created like permits for tree removal, poisonous Daphne removal, broom pullout and deer population control." - Survey respondent

"*Each island has its own stewardship, nature conservancies etc. I believe there is duplication of effort and each Trust Area should assess the overlaps and enable cost reductions. Locals do better more meaningful work that really matters to residents, vs a IT could ever accomplish."* - Survey respondent

Funding for Islands Trust Conservancy

The Islands Trust Conservancy (ITC) is the land conservation branch of Islands Trust, dedicated to protecting the unique ecosystems, natural landscapes, and biodiversity of the Islands Trust Area. ITC works with landowners, community groups, and conservation partners to preserve ecologically significant lands in perpetuity. The Conservancy uses funds to manage protected areas, restore habitats, and support conservation initiatives that safeguard rare species and sensitive ecosystems. Funds from taxation are not used for acquiring protected areas – new protected areas are donated. The Islands Trust Conservancy has been entrusted with the protection of 115 private properties, totaling over 1,375 hectares through conservation covenants (81) and through donation as nature reserves (34).

The survey asked whether funding for the Conservancy should increase, decrease or stay the same, with an option to select "I don't know." The results are summarized in the table below.



Respondents' comments reflected a mix of support and skepticism toward the Islands Trust Conservancy (ITC). While some appreciate its role in fulfilling the "preserve and protect" mandate through land conservation and ecosystem protection, others question its effectiveness, citing concerns over high costs, redundancy with local conservancies, and lack of measurable outcomes.

Some respondents would like to see for more financial transparency, operational efficiency, and better collaboration with island-specific groups.

Among those who would like to see funding for the Conservancy decrease, there is a sentiment that conservation should be funded through donations or higher government levels rather than local taxes. Some respondents support conservation efforts conditionally—only if they are cost-effective, locally beneficial, and aligned with the Trust's core mandate—while others view the ITC as overreaching or irrelevant, urging a return to basic land-use planning responsibilities.

"The public needs to know more about this Trust function."
-Survey respondent

"The ITC should be entirely self-supporting -maybe through grants- or eliminated. No tax money should go to this."
-Survey respondent

"We need to protect ecosystems, landscapes and maintenance is expensive."
-Survey respondent

"The ITC is in a stand-still mode right now because of understaffing. It is essential that any increase in funding be used to remedy this situation."
-Survey respondent

"Most of the land in the Trust Area is private. A critical way to protect habitat is conservation covenants but these cost the landowners money even if they get a NAPTEP funding. There are people who want to establish covenants who don't because of cost. This could be covered by the Trust Conservancy."
-Survey respondent

Funding for Islands Trust Council Meetings

Islands Trust Council meets virtually and in-person four times per year, and the meetings are generally livestreamed. The budget for an in-person Trust Council meeting ranges between $30,000 – $35,000. Given this, respondents were asked how frequently Trust Council should meet in-person. Their answers are summarized in the table below.

In addition to the selecting from the multiple choice response options, respondents also provided 125 comments. Key themes emerging from the comments included: frustration about the high cost of in-person meetings when these tax dollars could be redirected to more urgent issues such as housing, water projects or protected parks and a preference for more virtual or hybrid meetings to make it easier for the public to attend and ensure equitable access across the islands.

It was suggested that Trust Council could meet in-person once or twice a year to maintain some in-person contact and that alternative governance models be explored to meet a desire for greater transparency, strategic leadership, and accountability. The full list of comments received is available in Appendix F.

Answer Choices	Responses	
Two times a year, with other meetings conducted virtually	26.87%	61
Once a year, with other meetings conducted virtually	23.35%	53
Four times a year	18.50%	42
Unsure	12.78%	29
Islands Trust Council should always meet online	11.45%	26
Three times a year, with other meetings conducted virtually	7.05%	16
	Answered	**227**

Organizational Areas of Strength
The survey asked respondents what they think the Islands Trust does well. 150 people answered the question. The full list of comments is available in Appendix G.

Respondents expressed a wide range of opinions about the Islands Trust, with many valuing its “preserve and protect” mandate and crediting it with preventing overdevelopment and maintaining the character of the islands. Appreciation was also expressed for the professionalism and helpfulness of individual staff and trustees.

However, the feedback also reflects a deep division and a theme of dissatisfaction with the Trust’s current operations, which are described by some as overly bureaucratic, inefficient, and disconnected from the needs of residents. Concerns include wasteful spending, lack of tangible results, excessive focus on internal processes, and poor communication with the public.

While some praised individual staff or specific initiatives like ecosystem mapping and housing toolkits, many feel the Trust has lost its way, with several calling for major reforms, downsizing, or even elimination in favor of regional or municipal governance.

Organizational Areas for Improvement
Respondents were asked what Islands Trust could improve on. 181 people responded to this question. The full list of comments can be viewed in Appendix H.

Key themes from the responses reveal tensions between residents and the Islands Trust, centering on governance, costs, communication, and adherence to core values. Many respondents express strong support for the Trust’s “preserve and protect” mandate, especially regarding ecological conservation. Some feel that the organization has become unnecessarily bureaucratic, inefficient, and overly politicized. Included with this is a call for streamlined operations, more local representation, and reduced overlap with other levels of government.

Concern for fiscal responsibility and transparency were expressed, with many advocating for budget cuts, reduced staff, and prioritizing essential services. Enforcement of bylaws—especially those related to development, environmental protection, and land use—is seen as inconsistent and complaint-driven. Others seek stronger environmental protections, including against overdevelopment, water stress, invasive species, and ecological degradation. Some respondents also demand better public engagement, clearer communication, and faster, more responsive decision-making. Overall, there’s a strong desire to refocus the Trust on its core purpose while becoming leaner, more accountable, and genuinely responsive to the unique needs of island communities.

Other Feedback

The final survey question asked: “Did we forget to ask something that is meaningful to you? Please provide additional thoughts.” There were 98 responses to this question.

The feedback revealed several key themes about the Islands Trust’s role, effectiveness, and priorities. Many respondents emphasized that private developers and homeowners should bear the full costs of permits and that the Trust should focus strictly on its core mandate—protecting the unique environment and ecosystems of the islands—rather than expanding into areas like affordable housing, Indigenous relations, or broader social issues.

There is significant concern about bureaucratic bloat, inefficiency, and overreach, with calls for budget cuts, streamlining, and greater accountability. Property rights and local voices are repeatedly cited as being undervalued, with frustration about complex permitting processes and enforcement inconsistencies. Many urge stronger protection of shorelines, foreshore areas, and forests, while balancing the needs of local residents and businesses.

Some express skepticism about the Trust’s effectiveness and call for internal reform or even disbandment, while others still value its environmental mission. Issues like off-island investment driving housing pressures, ferry traffic, and infrastructure challenges were mentioned repeatedly, alongside calls for better communication and transparency. Overall, the input reflects a deep tension between preserving the islands’ natural character and addressing evolving community and economic needs, with a broad desire for clearer focus, fiscal responsibility, and respect for local property owners. The full list of comments can be viewed in Appendix I.

APPENDIX A:
Comments received re: Funding for Long–Range Land Use Planning Services

- Since the IT provides few services but a lot of discussion, the budget should be reduced to eliminate much of the discussion and change the focus to action-oriented goals with benchmarks and annual evaluation.
- Decrease the Island's Trust Bureaucracy
- The planning costs for the Islands Trust seem to be much higher on a per capita basis than other local jurisdictions just outside of the Islands Trust area. We would prefer that the planning be done more cost-effectively, and more similarly to local non-IT governments (like the CRD, or the Comox Valley RD).
- Preserve and protect doesn't call for a lot of planning. Consult with biologists and monitor wildlife, plants, erosion etc.
- Population growth; need for better mapping; including more local knowledge, especially re natural amenities; taking appropriate time
- the current OCP reflects an anti-affordable housing bias that I believe needs to be altered
- Scientific research studies must be done to support long term planning decisions.
- to keep up with increasing demand to alter OCPs
- I expect Islands Trust to come to the best conclusion on this
- We need all OCPs and LUBs to be current in the Islands Trust. Not funding that now will cost us more in the long run. This should be a priority for the Trust and should involve provincial funding to accomplish it.
- In the interest of sustainability, i.e. what taxpayers can afford, land use planning should be limited to maintaining or improving ground water and erosion control.
- Gabriola is under the RDN. They are supposed to enforce. Zoning and planning needs to be the RDN only because IT impact increases costs and slows down the process.
- The Trust spends too much money endorsing or actively advocating for programs they have no jurisdiction over
- There is no more money
- Funding should be increased for forest development to resupply the groundwater. Planning funds need to be redirected to groundwater protection.
- do not allow tangent projects to be funded. Focus on environmental protection
- Because this is the most important framework for my community
- If that is what is needed (financially) to ensure deep advocating for the natural environment then the financing to do needs to be available.
- It is adequate at present
- Come up with a reasonable plan and stick with it. If it was good it need not be reinvented all the time.
- Decrease planning budgets and increase funds for free Protective covenants for property owners
- There is a disconnect between Galiano development and the regional development - should be integrated with Sidney and CRD
- Planning without by-law enforcement is useless
- duplication of services with CRD
- Developers should pay at least 50% or possibly more of Planner time devoted to their projects. The proportion of the budget that goes to Planners is much too high relative to the essential work of conservation that is grossly underfunded.
- The OCP represents local a land use, and reviews reflect the ever changing nature of island life - whether demographics, climate change or new understandings of rural life.

- Planning should be simplified.
- These are the road maps for policy implementation. The deeper into the future you look, the more the present gets put into context.
- The wheel doesn't need to be reinvented. Yes, things change over time, but I feel I'm just a piggy bank for the LTC to spend on whatever whim they have.
- The planning seems to be based on political agenda rather than actual resident needs.
- Huge reports that are boilerplate simply wastes time and energy
- The Trust does not have staff who go out to view properties when there are concerns/disputes yet they are issuing permits but cannot effectively enforce by-laws. Recently a delegation from Thormanby Island explained to the LTC how an application from a property owner was going to adversely affect views, privacy, and enjoyment of neighbouring houses. If there were lot plans and photos this was not available to anyone other than the Trustees and Trust staff. In looking online at Thormanby there are some remote and isolated lots and some dense clusters of properties that are small lots. Ultimately, without visiting the site to understand the situation, the Trustee approved the permit! Once done, it cannot be undone and perhaps several nearby property owners will be negatively impacted by this rash decision.
- I have not been too involved in these past years
- I think the communities are growing, so more planning services would be better
- Why would costs need to increase?
- Keats Island has had impact by recent set back changes and I do not know what further long term planning can do save for dock access for the island so funding should reduce.
- I don’t think the trustees have enough information or understanding of local issues to make good long range decisions.
- Land use is rapidly changing with a large turnover of new owners on Keats. I think we need to establish the norms for what we all want for Keats, for local traffic and for water traffic e.g. banning Seadoos within 0.5km of the shore due to noise concerns.
- We need more parks all around the Howe sound—it needs to be a kayaking heaven
- Probably increase cause everything just keeps costing more to do. Ours on Hornby has been a long arduous process and seems to be dragging on forever.
- I believe that we need more well grounded accurate studies on current land use for residents to review before we can be informed in our support or disagreement with proposals coming from Islands Trust.
- Most island residents are committed to preserving the character of their island.
- We need to get away from constant growth
- The majority of OCP components (i.e., priorities) shouldn't change frequently
- The Trust has become top heavy with administrative costs.
- less government is best.
- bloated bureaucracy
- We don't want your urban planners' vision of "preserving and protecting" us. It has already proven to do the opposite.
- We thought our new plan was finished in 2020, but it is just sitting, becoming out of date. When will it be finalized?
- overspending already for limited results
- They don't have the credentials to be making any land use planning decisions
- This is an important role and needs to be maintained as costs increase
- More plans needed? Parking? Noise, traffic of large trucks?
- Curate priorities to fit within a constrained budget.

- Zoning should be taken over by CRD as they already handling building
- that's where people get to express their desire for the island
- important to plan for the next level of population growth and fire preparedness as summers get hotter
- Most land on Mayne is privately owned and zoning is clear. Very little need for more planning unless there is a request for change. We are restricted by drinking water storage issues.
- I feel that the islands are fractured into so many different groups working on different priorities that it is hard to imagine what value official community plans have. We need funding to implement the actions proposed by the plan.
- More thought is needed for the repercussions of the decisions !
- It appears that on Mayne long term planning becomes ineffective when by laws are flagrantly ignored and nothing is done.
- From the outside it looks like there is too much money spent on overlapping issues with CRD and it's rules. Islands Trust officers do not live on island (too much time spent on travel)
- Needs updating to include consequences of climate change and water availability studies
- The budget of the Trust has ballooned over the past several years. Just look at the huge mess trying to re-write the Policy Statement has caused. That effort alone has cost taxpayers hundreds of thousands of dollars and now the Provincial Government is rejecting the changes and wondering why the Trust ever started down this long road in the first place. Many of us are wondering this as well. There was no mandate turn a well written two page policy statement into a short novel that will only make life more challenging for most of us and will not ultimately do any better for the lands and waters within the jurisdiction of the Trust.
- I think the trust committee's work is optimized for the ideal, thanks to the high Level of competence of its leaders.
- Inasmuch as this feels like the best use of current funds.
- The expense is far too high.
- Island trust already way too involved
- Too much bureaucracy. Slash the excessive permitting process. Relax restrictions for owners to build on and expand their residencies.
- Island Trust is costing too much money without significant results. Ends up getting involved where they shouldn't. Keep focused on overall landuse planning/zoning stay out of the details.
- It is SO confusing trying to navigate what the official community plans even ARE. I am in support of an organization that preserves the integrity of the islands. But are you actually doing that? And if not, then no, we shouldn't be spending money on it.
- Too expensive. More costly than our vital services.
- Not evenly implemented now. Worst offenders continue to flaunt regulations with no apparent repercussions
- Increased funding does not necessarily mean increased output. Too much staff bloat.
- The planning department seems to favour rapid development, rather than consulting with the local community about the Community Plan.
- Most of what Island's Trust claims to do can be done by CRD.
- We already have a large budget for the Islands trust and it seems to increase by approximately half $1 million each year. Maybe our overhead is too expensive
- Yes. Islands Trust and all government bodies need to greatly constrain their imposed costs and stop the cycle of endless increase and endless expansion of services.
- This is the proactive part of the job, anticipating challenges and designing mitigation. Climate change is an example
- Very little has changed on Pender Island in the 35 years I have been here yet the staffing levels increase as does the budget. Why?

- I don't trust the Trust with my tax money.
- To keep the integrity of SSI
- Property permits for large mansions should be held until we can get funding to support the middle class that work in the stores and small businesses.
- It seems that with current staff the SSI OCP is not happening, despite the rehtoric. Possibly more money could help?
- I'd like to say "Increase" but that's just too big an egg to hatch
- Outreach to the public will take additional time.
- Should decrease unless prepared to give appropriate attention and support to local plans like the one for Piers Island
- Update community plans, but unsure why that would require more funding. Rate of expenses at Trust is already growing faster than inflation.
- As I said, too much focus on this versus environmental matters.
- Costs need to decrease
- I have the impression that development proponents are actively undermining the "preserve and protect" responsibility of the Trust.
- OCPs are satisfactory as-is.
- I want to see the office used better, but I have no idea what an appropriate level of funding could or should be.
- Because we're not doing enough to revitalize our community…it's dying.
- We have a good OCP, it needs to be honoured.
- There is no long term planning as there only appears to be reaction planning and planning to support housing development.
- Restructure land use planning to focus on increasing efficiency and reducing costs
- Salt Spring's OCP desperately needs updating with a lot of community input
- More discussion about balancing development with environmental / resource management
- We have WAAAAAY too few planning resources. We are half the population at least and have 1.5 FTEs. This is not right.
- I don't know that more/less money would make a difference.
- The process needs to be simplified and made transparent. If there is a relevant plan in place, and the should be after all the time and money put int developing one, it shouldn't need a complete overhaul for any perceived potential eventuality.
- Something needs to be cut. This is a possibility
- Sustainability is achieved through long term planning
- We have increased developmental pressures
- Play areas for the young, activities for teens
- Seems to be an expensive intellectual exercise with no deliverables or impact
- We need more low cost housing and better water management.
- Overplanning is chronic, building is difficult, rules are selectively enforced, backing off is hard.
- All municipalities have planners. I do not see how the Islands Trust protects the environment. Fire breaks and deadfall removal for wildfire? No. Culling of invasive animals- deer and goats? No. Removal of invasive plant species- broom? No.
- Any to over protecting lands and cutting people off from these areas so remove funding so as to remove this over protection
- I think the OCP are adequate
- The taxes we pay to live here should go towards the services to live here. If there are rules to protect the land like Bylaws - they should be enforced. If you aren't going to enforce them,

then it’s not worth the money to protect, it’s just lip service. Provide tangible services and enforce bylaws.

- Local LU Planning should be strictly local & not done from expensive Victoria office. Taxes are too high.
- I am not in favour of increasing restrictions, and increasing funding would likely mean increased staff hours, which would likely mean increased restrictions. We have more than enough zoning restrictions.
- The Trust in general terms has overstepped their mandate. They have added cost and complexity to every step in the planning and development process
- The IT's spend is out of control - they need to scale back activities.
- Ways must be found to reduce the administrative costs of every aspect of the Trust’s work. The Trust’s mandate is straightforward yet the amount of bureaucracy that has to be navigated to accomplish any meaningful work is beyond excessive and highly inefficient.
- I think the local jurisdictions could handle more of this.
- Better efficiency could reduce costs.
- Need to make a plan and stick with it rather than tweaking it all the time
- These are not followed nor actually used. Skip them
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- The South Pender Island OCP is decades past the specified review timeline
- Long range planning at the Trust is an oxymoron
- Nothing ever changes here
- Private property owners should have more say & less rules on their own property. For example, Small businesses
- Review and rewrites of OCPs is an administration task, not an action. Short term actions such a restricting vehicle access to beaches (Sunrise Point, TI).

APPENDIX B:
Comments received re: Funding for Current Planning Services

- So that more of the cost would be shouldered by the applicant
- Decrease bureaucracy
- Should be done as cost-effectively as possible.
- Shift focus away from development
- processing has been too slow
- until proper studies on land use and water resources can be completed. Freeze on subdivisions and multi-unit developments with wells. Require rainwater collection to get permits.
- slow the folks down!
- As above. Too many build without permits and get away with it because no one complains or is afraid to do so.
- What is the current cost percent to land owners?
- Approve development permits quicker
- There should be fewer requirements for applications and permits, limited to ground water, erosion and disaster prevention.
- Applications/permits should be fully paid for by applicants
- Developers would hopefully pay their own costs
- Keep the funding, but spend some time next year reviewing how you can lower the application burden financially and administratively for property owners, and for the islands trust.
- RDN’s job.
- Bill the applicant
- Not from the tax base. Individual applicants should be responsible for the cost.
- We need to limit density increases on many islands that are at the tipping point of environmental health or whose groundwater is stressed or in decline
- increase cost to applicants rather than budget tax income
- If it is for anything more than 1500 sq ft it should increase
- Applicants should bear full cost of the process
- Have a building code light so people have the choice. Applications are part of the current unaffordable housing crisis.
- Increased enough to perhaps ensure such applications that they will not be considered at will.
- The application applicants should pay higher fees.
- I think that applicants should pay more of the costs associated with applications, with the exception of applications that have a community benefit
- Quicker turnaround
- These costs are already excessive.
- Less funding equates to longer development rates which translates to more thought care for the pace of development as defined as a harm to natural habitats. All human development harms the natural habitat synergies in some way.
- It should not take 4 years to go through any process. But increasing funding won’t necessarily fix it, often it make it worse.
- Planning permits and building permits, development, etc. should be the responsibility of CRD

- The cost for developing should be covered by the property owner. On the other hand the process has to be streamlined and be efficient.
- Duplication of services with CRD building permits
- 2,000+ just to *apply* for a variance is astronomically high
- Over twenty year old buildings should be grandfathered as existing non conforming.
- It seems that permitting has way more to consider now and it would seem to require more expertise, eyes and decision makers. Because regulation of permitting is in the communities interest my taxes should fund a significant portion of the cost.
- I see this as a type of user fee. We built a home a few years ago and these fees were fairly low.
- These costs are already excessive.
- I don’t think it is working in our area of water access only properties.
- It's difficult to say, but if increased funding would facilitate shorter review/approval timelines than this may be a good suggestion. However, streamlining the application and approval processes should be considered.
- Way too much interference without knowing the facts or situation.
- We need less restrictions and more park docks
- Prices for everything has increased so islanders can afford it.
- use the existing resources better.
- We need to get away from constant growth
- We are being overtaxed, government is overpaid and the average person can not afford excess spending
- depends on the project
- Reduce spending
- We have an OCP and LUB that reduces these applications and planning staff are continually trying to change this. Less staff hours means less staff interference and less influence.
- Absurdly slow.
- Should be discontinued. These folks, although likely very nice folks, are not skilled in this area
- This is also an important role but cost increases should be passed onto the applicants.
- To make it more economical to make applications
- Mayne has reached its designated population. Housing Development should be stopped. Wells are running dry. Water is being trucked in in areas ..further housing makes no sense.
- CRD should take over development applications/building permits
- customer should pay for changes, user pay
- Mayne Island already has too much development for the area available. The new massive houses do not seem appropriate for this rural area.
- As above, there is very little opportunity to develop Mayne unless it's spot zoning. All of this could be handled by the CRD.
- I have not had personal experience with one but I have heard their are delays so if more staffing or resources are needed to make sure it is keeping up with demand then they will need funding.
- There are not enough meetings for anything to be addressed in a timely fashion. Seems to me too much money spent on travel related time and movement costs
- Applicants should bear the costs of development applications

- As long as reasonable application wait times are maintained.
- Applications should more or less cover their cost. The costs must first be dramatically reduced by initially cutting red tape (and I could write at length about this topic). The cost of an application should not be subsidized by all other taxpayers. Force the Trust to be held accountable for the outrageous amounts of money spent on dealing with what out to be simple applications.
- It shouldn't take 71 planners to look over applications or permits
- Need to speed up timeline so owners can build and go on with their lives.
- Greatly simplify the bureaucracy, requirements and restrictions.
- Time for permitting is an obstacle to development
- Paying taxes for decades, shouldn’t have to pay high fees for applications
- Find ways to create effiencies in permit approvals and processing. Find ways reduce administrative burden and reduce costs.
- Again, no idea. What gets approved or allowed seems totally arbitrary. What gets blocked seems arbitrary. It's exhausting.
- We pay taxes and should not be charged extra for application
- less bureaucracy more decisions
- why are there so many planners for the IT area?
- Need clear and consistently applied policies. Too many variances by well to do making it through
- Same as above. Much can be done by CRD. I would rather see funding go there. There also seems to be overlap, with IT taking much too long.
- Costs and regulations are contributing to increased housing challenges for everyone and seem to be related to raising funds more than the cost of the actual service provided.
- Applicants for DPAs, Variances etc should pay
- Permit costs are ridiculous and not well suited to project type. My permit for rebuilding a deck cost the same as building a house.
- it seems pointless to have applications when everything seems to be allowed anyway.
- While the cost to governmental and non-profit organizations are reasonable, private developmental applications should pay the full cost of processing.
- Depends on what the permit is for, for the whole or making a few people richer.
- Permit processing time is adequate, the red tape is not.
- I'd like to see DPAs be thoroughly examined, not rubber stamped for efficiency. So that takes time and money.
- There seems to be an emphasis on efficiency of processing applications. i.e. The Professional Reliance Model. This puts local neighborhood groups at a disadvantage in advocating for the sustainability of their area.
- I think more public input on DPA3 applications would require additional staff/planner time.
- This issue is irrelevant in the Piers Island context.
- Larger developments should pay increased fees to develop land and the burden of associated cost to analyze. Small applications should remain at lower prices.
- Costs need to go down
- Funding should be commensurate with current and projected needs. If it is, no more funding. If not, increase funding but manage the budget efficiently and effectively.
- Accelerated decisions

- I'm hearing that it still takes a very long time for permits to be approved. If more funding would help, then that's great.
- delays should decrease
- Developers and others should receive speedier replies to their requests--one way or the other.
- The planning office seems to have a high turnover. Having planners here over years makes them better at their jobs; maybe if they were paid more they would stay longer.
- More opportunities for new requests.
- recover the costs for applications
- Again stream line process to save costs and time.
- If funding needs to be increased to make the process faster, then I would be in favour
- We need more community spaces
- Funding for applications for true affordable housing should come from other building permits. There needs to be a priority put on affordable housing over new build single family or large estate style homes built in forested areas.
- Be more efficient with the funds as is.
- Revenues need to cover costs, presuming costs are "monitored"
- These costs are exorbitant and the service is terrible. This is part of the slicing by delay bureaucracy that has been used to stifle development.
- This may have to be reduced.
- There is a housing shortage and infrastructure upgrades needed.
- Development is essential for a healthy community.
- It's OK
- Takes too long to get any developments approved. We need more housing
- Applicants should bare the cost of all related expenses to process their applications.
- Get them through, don't inspect like it's the city.
- Basically the IT has planners. We pay more per capita in taxes to the IT than comparable sized municipalities.
- Allowing the removal of restrictive measure to allow development so the island can keep its residents and allow newcomers to come build and grow their families with sustainable living and work.
- The process seems to work ok
- Funding for applications should come from application fees, not property tax revenues.
- The permitting process is arduous and overly expensive
- My IT tax contribution is already unaffordable so it needs to decrease
- meaningful work is beyond excessive and highly inefficient.
- Depends on what the cost is and what it is meant to cover
- Stop over regulating. Everything has become so onerous for everyone
- The Trust permit cost is a very small portion of an application and should not be increased and add further burden to the applicant
- Applicants should cover costs.
- We already pay the CVRD. Double taxes for what services? too much bureaucracy
- There is no employment on most islands, therefore affordable housing is a fantasy, not required. Focus should be returned to original purpose of setting criteria and enforcing compliance in concert with muni and CVRD.

APPENDIX C:
Comments received re: Funding for Bylaw Enforcement Services

- More bylaw enforcement should first be handled by the Trustees, locals and neighbours, before going to Bylaw Enforcement. The costs for Bylaw Enforcement in the I.T. seem a lot higher per capita than other nearby jurisdictions (like the CRD or the Comox Valley RD). It would be better if the work could be done like the other local governments and more cost-effectively.
- The bylaws should be enforced. My understanding is that the lack of enforcement is not based on a lack of funding, but rather an indefensible exercise of discretion by the Trust to pick and choose amongst the bylaws to decide what rules will be enforced and what rules will be ignored. If the rules are wrong they should be changed - not ignored at the whim of the Trustees of the day.
- complaints-based is best
- Our groundwater aquifers are being contaminated by pollution and naturally by saltwater intrusion and over use. Institute requirement for rainwater collection on all new builds and enforce it!
- currently only complaint-driven
- I assume it's not enough because so many people think it doesn't matter if they defy bylaws
- All is complaint driven, so, often one homeowner must make changes while a neighbour with more egregious "offences" is left untouched.
- The direction to by-law is to focus on short term rentals - I wish they would remove the trailers being parked in sensitive areas and reduce mini-villages without permits
- All over BC there is a tendency for people to think rules do not apply to them
- No point in bylaws if they cannot be enforced
- Bylaw enforcement should be managed by the RDN. Having multiple government entities enforcing bylaws is redundant and wasteful.
- Too many awful trailers parked everywhere and where does their sewage go?
- Short term rental accommodation rules need to be enforced so that properties on the Islands become more affordable and lessen the economic discrepancy between property owners and renters.
- so obvious we need more bylaw enforcement
- Not being enforced now so why would you add more costs? Septic tanks are draining through our creeks and full contamination as they enter the ocean. Residents renting out RV pads without enough septic space and water. You guys tell us why?
- There appears to be little enforcement after application is approved and especially there needs to be more protection of wells for diminishment in quality and quantity.
- prioritize environmental protection activities. focus on use of homes for tourism is less important for this government - that is a BC gov responsibility
- Long waiting list for enforcement action; some problems are not attended to
- People should be able to talk to each other instead of tattling on each other. We have to learn to live together without big brother coming to sort things out.
- It is under-resourced. If you are going to have bylaws, you should have resources to enforce them.

- I've been told the IT has no funds to escalate multiple bylaw infractions to the courts. Once the public understands this, every bylaw infraction notice will be ignored.
- People ignore the bylaws because they are not enforced
- I resent being in a police state or subject to vindictive bylaw enforcement.
- Bylaw enforcement should not promote the neighbors turning on each other. And should not be apply unequally to the popular vs unpopular
- It does not make sense to have both Islands Trust bylaw enforcement and CRD bylaw enforcement - wasteful duplication of services
- They have to be more effective. Inspector was on Phyllimore point and Parker Island Beginning of May, 2025, he could have visited Wise Island at the same time. Instead I was asked to provide transportation to Wise that has nothing to do with my property. What a bizarre set up.
- Focus on those who break the rules and destroy the environment.
- Duplication of services with CRD bylaw enforcement
- I don’t believe there is any bylaw enforcement, besides the one building inspector when he is visiting here anyway.
- If planners followed the OCP and required proposed projects comply with OCP requirements there would likely be less need for bylaw enforcement. It's an open secret that developers should build first and ask questions later, if necessary. Ex: Crystal Mountain Retreat
- Focus on by enforcement for non compliance.
- Because it appears that not enough enforcement is done, which is probably because of the budget.
- Bylaw enforcement is non existent. On my little island several buildings are being built without permits. Crd does nothing about it.
- Depends on the bylaw infraction identification process. It is best that identification be done by enforcement officers and then the system needs more money.
- Hostile and vindictive bylaw officers, needs a third party approach as it just gets worse
- Recently a couple of residents on Gambier who were angry at bylaw infractions (at least 1 of which had been ongoing for at least 3 years) and complaints had not been responded to. They went online with their complaints and I recently learned an SCRD bylaws officer was sent over to Gambier but had no way to view the areas under dispute. A local resident with a vehicle was commandeered to drive the SCRD officer around. The effect was pitting residents against each other that other residents are unhappy about. The follow up should have happened much quicker and the process, as I heard about it from a couple of local people, was rather unsavoury and poorly dealt with. We have a Trustee on the island and perhaps some early conversations between the Trustee and the property owners might have avoided the scenes that unfolded a couple of weeks ago. While this isn’t 1st hand observation on my part, it was unsettling and unpleasant for a number of residents and could/should have been handled better.
- I'm not certain on the demand required for bylaw compliance management, so I can't say.
- We don’t get enforcement services as it is, why pay more?
- Keats is largely self policing due to its location and access.

- We had never been bothered by Islands Trust until recently. It was a very negative experience. We had a bylaw officer who doesn't know the bylaws. He had an agenda that was all about himself rather than trying to understand the historic development of the area. These bylaw people are not legal experts and need way more training in that area. People on my Island are pretty honest and this bylaw officer basically tried to trick them and then use their statements against them but the bylaw officer couldn't even get their statements correct making false accusations. Furthermore you don't need bylaw officers making up their own interpretations of the bylaws. The bylaws have clear and obvious intentions and bending them to suit your own personal agenda is not acceptable.
- If parking regulations are instituted on Keats as suggested above then by law enforcement will be needed on Mondays after a weekend when many cars are left parked, or perhaps on Thursdays so owners receive the nice on arrival on the weekend.
- We need less governmental and First Nations direction
- I've never seen a bylaw officer on Hornby but some people complain about tourist noise in STVR and never take action if this is even a real problem?
- Hornby currently has a loud subset of its population who think that enforcement is unwelcome or will be used in a personal, vindictive way. I'd like to see more neutral, outside enforcement presence actually checking on violations.
- It is unclear who is responsible for enforcing the rules on the island
- enforcement for water usage and STR violations esp. septic systems & noise
- We do well watching over ourselves
- We need to get away from constant growth
- People taken a wink-wink view to bylaws, rendering them somewhat irrelevant
- Too much money for the services delivered
- less government is best.
- by-laws don't seem to be enforced at present
- get rid of UNN involvement
- All spending should be reduced
- We are more than capable of taking care of ourselves. Your bylaw enforcement provides an opportunity for cowards to make anonymous complaints instead of keeping it on island and creating a community dialogue.
- I am not very sure of the effectiveness of bylaw enforcement
- By law enforcement is non existent except when a complaint is made. In most cases the complaints are vindictive, and from a self serving special interest individual
- This is an important role and needs to be maintained as costs increase
- don't know how much is spent on enforcement- if there are issues they should be dealt with immediately
- Because people put up signs on their property which they have no right to e.g. no parking signs on public roads
- Our complaints are not getting solved satisfactorily. Often here that CRD won't come over …CRD not interested…can't do anything because of CRD.
- The bylaw enforcement creates division in the community
- fairly good

- We have had huge issues with a neighbour using property inappropriately. Many neighbours complained, but the LTC seemed unable to assist.
- not sure what the funding is but we need enforcement to improve and need female officers in our force for the obvious reasons that only male officers are available for females in distress
- Important issues of health and safety are handled by CRD anyway
- I am concerned that bylaws often are weaponized against lower earning members of the community and do not serve to achieve any purpose outside of raising property values.
- More lenient decisions are needed with more insightful thought
- Too many bylaw infractions appear to be ignored on Mayne Island
- As long as the by laws are enforced which on Mayne can go ignored in certain instances. We fight back and nothing is done.
- North Pender Island started taking a stance to actively look for violations and not use the deal with by complaint as was stated in Islands Trust document. This started a bunch of unfounded complaints from people not even close to issues they were not affected by thus increasing the budget.
- Egregious infractions of DPs and other environmental issues go un-investigated
- Community plans are only as good as the people who choose to live in accordance with them. For a plan to be successful it needs to be buy-in and consequences for those who choose not to do so.
- Increased occurrences of unleashed pets, chasing deer/killing chasing livestock
- Trust in the people of Pender and they'll trust in you.
- Eliminate the anonymous complaint machine. It serves no one and divides everyone.
- Properties with junk cars, boats and rusty toys are blots on the beauty of the island
- Tends to be vindictive and personally based
- Not an issue on the island and most complaints seem to be unsubstantiated wasting time and money.
- What bylaws are there??? It's so confusing trying to figure them out! If there are bylaws about ENVIRONMENTAL preservation (not just how many feet your outhouse can be) then yes, please enforce them.
- Again too expensive. Time to cut back.
- if bylaws are not enforced then get rid of the bylaw
- why do both CRD and IT have bylaw enforcement? consolidate
- There doesn't seem to be much bylaw enforcement and not sure that is a priority, therefore I think it is an area that can be explored for decreasing. Stats and a quick summary on number of bylaw actions taken and results would be useful to determine if my comments are in line.
- The job of bylaw officer should be offered to island residents.
- I have heard from residents that Bylaws are rarely enforced or it can take literally years for there to be a conclusion.
- Byelaw enforcement has changed if there’s a complaint we now have to register our name phone number contact information so that the Individual placing the complaint will be fully exposed. When you called the Crd, they switched you to the Islands trust

when you talk to the Islands trust they send you back to the Crd. Does anyone know what we are paying for if no one knows who to direct us to

- I don’t know the current funding or how it is used.
- Costs for everyone is meaning having less. All citizens need their governing agencies to first, constrain the budget significantly and control future increases based on actual costs and not raising funds.
- Community members often are not able to find channels to report concerning activity.
- At present bylaws are not enforced. I don't think it is the Trust's job to enforce the bylaws. They should document infringements and a provincial body with teeth should enforce.
- Bylaw enforcement should not be complaint driven. There are far too many eyesore properties and travel trailers/motor homes used as permanent or temporary housing.
- All you have to do is grease a few palms to have bylaws waived.
- maybe if bylaws were enforced we wouldn't have two homes crowded on to a tiny lot, helicopters in the front yard, 10,000 sq ft homes being contemplated and amendments to bylaws allowed.
- To ensure those living/visiting SSI maintain the natural surroundings
- Not to waste money on chickens in court that’s for sure.
- When there is no functional bylaws on this Island, enforcement becomes harassment.
- More time for by-law officers means more people can be consulted on contested issues.
- Trust needs to demonstrate that it is giving appropriate support to enforcement for Piers Island.
- More enforcement. Particularly, enforcing the number of dwellings allowable on a given piece of land. e.g. my neighbor has three dwellings; one dwelling is house, the second dwelling is a barn workshop but the stove & shower were installed after final inspection, 3rd dwelling is a tiny home with extensive build out building attached to the tiny home. I would like to see more enforcement without filing a complaint on my neighbor.
- Prevent the current private clear cutting
- There is a lack of timely enforcement for important matters, i.e., housing that is damaging the environment or unsafe; vessels that are unsafe, have no containment equipment, are in environmentally sensitive areas; need to purchase a vessel to enforce bylaw regulations in our harbours; need more enforcement officers on SSI.
- Inaccessible bylaw enforcement for serious off-leash dog issue.
- Need to regulate Air B and B's and the like.
- the office needs more support
- It seems that things take too long. e.g. the salty dog place is still operating even though they are not within the rules
- Fix your bylaw policies first
- We have many many rules/bylaws with seemingly haphazard enforcement. Why have rules if you don't enforce. This needs to be done efficiently.
- So many people pay no attention to the rules as they know they won't be enforced
- Eliminate laws that restrict alternative housing like tiny homes or include them in building codes and guidelines for inspections.

- ONCE we get a revised OCP and LUB. Not now.
- I don't know that more/less money would make a difference.
- Bylaws need to be enforced (using “discretion”)
- More people should be sued to make sure they comply.
- As we are expanded for the tourist season we need more enforcement of dogs and abusive people. Also traffic speed.
- It’s ok as is
- Every OCP Salt Spring has developed has prohibited STVR's and because enforcement has historically been very lax, each year we see more and more opening. Cleaning companies openly advertise the cleaning of B n B's. On and off island investors have purchased one, two and three houses for the sole purpose of year round commercial rentals. These are not hard to find and definitely remove rental housing from the residential rental market. One of the quickest and cheapest ways to address our housing crisis is to enforce the existing bylaw.
- Only for rentals to become legal, and rat less.
- In its current form it is a poor use of resources. They spend a lot of staff time and target infractions with little impact
- Why bother to increase when you don't bother to enforce anything.
- I have never seen a bylaw enforced on Saturna in over 20 years
- To many protectionist bylaws.
- I don’t see a need for further bylaw enforcement on Saturna.
- If bylaws aren’t being enforced presently due to lack of funds then increase the funding. To me, it seems to be lack of interest of our local trustees to enforce the bylaws they write.
- There doesn’t seem to be much bylaw enforcement on Saturna
- Most islands don't need bylaw police coming into their communities from the city.
- We have enough enforcement thanks
- My IT tax contribution is already unaffordable so it needs to decrease.
- Meaningful work is beyond excessive and highly inefficient.
- Let neighbors talk to neighbors with out blowing the whistle on them.
- There may be ways to improve efficiency.
- Haven’t had any dealings with bylaw enforcement and hope to never have to!
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- By-law infractions are investigated/report basis. Clear metrics should be provided on an Island by Island basis
- Non-enforcement encourages more infractions. Without enforcement there is little relevance to bylaws
- No bylaw enforcement here
- Private property owners should have the right to more freedoms. There have only been a couple of extreme situations in the past 30+ years where IT has had to get involved.
- To prevent construction of illegal and undermined docks.

APPENDIX D:
Comments received re: Funding for Trust Area-Wide Programs

- The region wide programs that I have connected with have been excellent as is. The ecosystem mapping that I saw on your website was top notch, as were, the one or two education sessions that I attended.
- If Trust employees were paying the costs I think there would be far more restraint and efficiency.
- Housing, housing, housing for ordinary residents, not for Architectural Digest.
- The program to be supported should be closely related to the preserve and protect the natural environment and natural amenities.
- I think more resources are needed for First Nations engagement and support.
- The people of the trust area should not be burdened with the expense of preserve and protect it should be funded by provincial and federal government since it was put upon the islands by them. Where else in the country does this happen. For a small amount from governments the Islands Trust could purchase hundreds of acres over time on all islands and actually conserve and protect land for future generations instead of spend millions of dollars trying to manipulate people and regulatory bodies those of which over 35 years of watching has been alot of money spent on discussion groups, surveys, travel with little results.
- Islands Trust should not be providing ANY funding to special interest groups, and NGO's. That is not the original intended role of the trust. Look it up.
- In its primary function as an island-wide "trust" these activities should get more funding while activities related to reviewing and approving development should decrease.
- In line with inflation, quality and value of the programs should be better vetted.
- Islanders don’t need management from two governments. Duplication is waste of human time energy & money.
- I don't see public education helping when the agency itself is broken.
- Develop More Modern Initiatives.
- Stick to zoning and stay away from political activism.
- If I'm correct the SFU 5-principles of public engagement will take more time and renting venues for consultation.
- Stewardship Awards, History and Heritage Conservation Grants in Aid.
- The Gambier Conservancy seems to be well engaged with the public in terms of education and participation in preservation programmes. The Trust also has, according the website, a conservancy programme but isn’t this redundant? And if the Trust has a Conservancy programme is it really necessary when we have a Conservancy on Gambier, many other islands probably have their own Conservancy, and we also have the BC Conservancy. Too many groups doing the same or similar. The public education and engagement for the OCP has been a dismal failure for Gambier’s OCP process so I cannot support continuing or adding to the programmes the Trust wants to do.
- The IT seems out of touch with island life. Just stick to planning and supporting our community plans. You are not educators or advocates.
- Dump all of the above and get rid of the conservancy!
- Too many of the programs are non-productive. Programs should be action oriented only.

- Unfortunately, there was no place to comment after the previous question. I am in favor of property taxes increasing to cover some of the additional application costs IF the voices of those who are paying the taxes are represented accordingly in the conversation. Ownership allows for input; those with skin-in-the-game often care deeply about future outcomes.
- This is the art of managing a budget and should focus on environment. Example derelict boat removal.
- Trust programs waste money and do not help residents or the environment - instead pay inexperienced students to drive around polluting our environment.
- None of these initiatives provide any benefit for Piers Island owners.
- Funding and cost to each area should reflect the true cost of services delivered. Programs should be analyzed for mandate and efficiency.
- Public education and ecosystem mapping costs must be more expensive and they are worth paying for.
- Spending in this area is extremely ineffective and should be examined based on value-for-money principles.
- The webinars are great, maybe they need more $?
- I think Island Trust action does not aline with preserve and protect mandate. Therefore the funds are poorly spent. First Nation consultation are also a great financial burden. The organisation has to be run more efficiently.
- Can't do todays work with past funds!??
- Focus on your core mandate. Get out of politics.
- Costs need to decrease.
- Fund a contest for removal of invasive species per neighbourhoods and between Islands like rag weed, foxgloves, broom etc.
- Each island has its own stewardship, nature conservancies etc. I believe there is duplication of effort and each Trust Area should assess the overlaps and enable cost reductions. Locals do better more meaningful work that really matters to residents, vs a IT could ever accomplish.
- Need more public education on groundwater protection and invasive species removal.
- I don't know because I do not follow
- IT is suffering from severe over reach into areas the Province & Regional Districts already has & which are overlapped.
- This does not seem to happen on Hornby at all, perhaps due to lack of funding?
- Decrease the bureaucratic costs by being more efficient.
- Only communication is articles by Laura Patrick in The Driftwood. This is sufficient.
- Less government oversite. When the Trust was developed there was a need to preserve the islands. Now, with zoning and bylaws that need is past.
- Eliminate the Island Trust entirely.
- Island trust should focus on approval of projects.
- Except for ecosystem mapping for the sole purpose of protecting the environment, I doubt whether any of the other programs are useful, particular as the Trust has listed in its "major" accomplishment section of the annual report the sending out of welcome packages to new residents - - an example of waste.
- Simplify the responsibilities and role to reduce cost. Banning use of popular areas is out of control.

- I'm uneasy with "advocacy". The LTC is excessively politicized and excessively ideologically driven.
- Island Trust should be doing all of these things! Not arguing about whether someone can put a window in a barn.
- Overall costs for the Island Trust need to come down, either find efficiencies or make some reductions in optional programs.
- Not needed as a land use body.
- Funding should be pushed into local media (Driftwood, Undercurrent, Sounder) and not tech companies like X and Facebook to communicate to residents. Utilizing local media demonstrates the Trust understands the links between local business and preserving communities.
- Stay in your lane; protect from overdevelopments like Magic Lake not everything else.
- For better public transportation.
- I can only speak for Mayne. I have seen little of the above from Islands Trust and all of the above from Mayne Island Conservancy.
- This is not the appropriate role but should fall to the ministry of education.
- Need it to be higher level not so micromanaged.
- The Trustees need to be clearer on their mandate and stick with it. The public needs to be better informed - the resources are available for this, it just takes time to read through and attend meetings. The frustrating thing is the same questions and complaints circulating every year without the public's informed understanding of the purpose and history of the Islands Trust.
- There is an affordability crisis. All programs should be done as cost-effectively as possible.
- I would advocate for a much smaller ITC footprint overall.
- Depends if Trust policies are going to be consistently applied.
- More outreach and education is needed.
- Water related services and support should be improved.
- I think the Island Trust should focus on its core responsibilities, being land use planning and the OCPs, and leave advocacy to the many established groups already doing so.
- Currently wasting money and time putting out useless press releases.
- Families in the islands that are struggling should not be paying for overpriced "planners" that do not benefit the community.
- The Islands Trust Council should not engage in any activity that falls outside of community land use planning, and communicating to citizens about community land use planning decisions. We have entire provincial and federal ministries dedicated to stewardship and environmental issues.
- All the programs listed should be given more attention.
- Lowering costs is necessary from so many standpoints. Less staff, fewer programs, more attention to the essential issues.
- This like the last question the supplied answers are limiting. Funding from taxes should be voted on by the residents of the island. The cost of applications should be applied equally to all applicants. If the costs ore too high perhaps a simpler method should be adopted.
- More programs that tie the Trust Area together.

- Conservation of endangered ecosystems, i.e. old growth forests, wetlands, streams, lakes and aquifers
- Pretty much everything above should be moved out from under Island Trust's purview. They are not accomplishing enough to warrant the budget they demand. There should be a complete review of all things under the 'control' of Island's Trust.
- Remove stewardship, advocacy, "cooperating" with FNs. Just focus on the statutory mandate.
- I would support an increase if programs were delivered on time and useful to the greater population
- Most of the list above has no impact on my life on the island. Please spend money on things with a measurable benefit.
- Stronger stewardship programming
- Reduce funding for First Nations advocacy that already receives such funding
- We need to get away from constant growth
- conservancy serves this function quite well
- Less Islands Trust everything
- With inflation, Islands trust has become too expensive to maintain at its current levels.
- Waste of money!
- Focus on doing the actual work. Not just talking about it. Stop with all the land and reconciliation signalling. Get to work and preserve and protect.
- Stop duplicating provincial and federal responsibilities. Use funds to demonstrate how the province is neglecting to fund a program that is meant for all BC residents. The island are not just the residents responsible based on how they are regulated
- programs need to be created like Permits for tree removal, poisonous Daphne removal, broom pullout and deer population control
- Suitable Land Analysis should be abandoned. The tool being used is poorly thought out, hard to change and does not work.
- I see advocacy as the most productive role of the ITC.
- In general I support increased funding for the good of the community.
- Garbage removal is an issue, building entire houses without permit should stop.
- For First Nations joint governance programs
- Funding for Keats Island should be curated to its needs which are unique from other broader IT projects
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- The services of the Islands Trust should be rolled into the regional district, duplication of fees for services, building permits for instance is unnecessary and reduced IT staff required in this area could free up staff time and costs.
- Look at reducing a percentage of spending in all areas.
- There are too many programs that provide no real value. Cut the bureaucracy and the waste
- Costs have become a source of social and individual distress.
- The Trust is a layer of government and bureaucracy that is not needed and basically duplicates other levels of government.
- Islands Trust has too much power and not enough accountability. Too many one issue trustees that have no idea of the diversity of various regions.
- The board needs a better balance between preservation and development

- Ecosystem mapping
- Most programs and educational sessions have not had any significant success. The public is mostly ignorant about the Trust and the difference between the Trust and a local government, either a regional district or municipal council.
- Increase support for proactive work on implementing the preserve and protect mandate. Decrease expenditure on managing requests for variance, DPAs etc.
- Advocacy projects are money pits
- Too much money is spent on this to no productive use.
- Government needs to be downsized
- I have accessed the extensive resources and found them very informative.
- The Trust needs to demonstrate the effectiveness and efficiency of each program. I feel that taxpayers are getting a lot of "hot air" from the Local and broader Trust rather than real projects that accomplish something. Talk is not conservation or protection.
- Too many trust committees....
- Education FN programs and Environmental Protection are key.
- Eel grass helps increase fish habitat as a good example.
- I don't know how funds are allocated
- Preserve is not always the best option
- This is necessary to attend robustly to its agenda for environmental wellbeing.
- The IT perpetuates mission creep duplicating projects that are already done better by senior government. It should pare back to activities within its remit and ditch the constant stream of eco projects that duplicate work that is the responsibility of the Province. It more resembles an activist eco-NGO than my local government.
- Preserve and protect seems to be ignored at this time. This islands population has reached capacity from what I understand yet islands Trust is pushing to increase the population in spite of water issues in particular.
- Advocacy is a waste of money.
- Little to no use
- That is the main task of the Trust -- funding for other initiatives can be reduced.
- Increase funding for communications, cooperating with other governments
- Waste of time
- Purchase of bare lots to increase green space or to implement fund raising to this effect
- The Trust should focus on its core mandate of land use planning and enforcement.

APPENDIX E:
Comments received re: Funding for the Islands Trust Conservancy

- doing a great job at the moment
- Other actors have proved more nimble, but the local item connects islands to the ecosystem.
- private ownership is just fine

- Just here on North Pender Islands in the past 50 years literally hundreds more hectares could have been purchased on less of a budget
- The Islands Trust should not be providing funding to the Conservancy. It is not their role.
- Most of the land in the Trust Area is private. A critical way to protect habitat is conservation covenants but these cost the landowners money even if they get a NAPTEP funding. There are people who want to establish covenants who don't because of cost. This could be covered by the Trust Conservancy.
- In line with inflation.
- Do not take on projects that cost money like this. Provincial govt covers parks. Our taxes are too high & climbing. Income is decreasing & cost of living is rising.
- Need more conservation projects
- Buying and then conserving the land decreases the tax base increasing the tax burden of the remaining shrinking number of property taxpayers.
- The public needs to know more about this Trust function.
- Just answered this above. The Islands Trust Conservancy makes for 3 levels on Conservancies for some islands. If I were choosing to work with a Conservancy to donate some or all of our land, I would choose the Gambier Conservancy. If there is a need for an Islands Trust Conversancy it might be for islands within the Trust that do not have their own Conservancy due to small population. If the islanders choose to start up their own Conservancy, the funds and lands held by the Islands Trust funds should be given to the newly formed Trust specific to that island.
- The islanders protect the island.
- How would we know when we don't know how much you pay?
- It should be completely eliminated!
- The ITC should be entirely self-supporting - maybe through grants - or eliminated. No tax money should go to this.
- See my comment above re. skin-in-the-game values.
- Depends on priorities
- Islands Trust Conservancy land could be better used for the community and not for the private gain of grossly overpaid Island Trust Conservancy staff
- Pendulum has swing too far, time for serious cutbacks
- Again, is irrelevant in the context of Piers Island.
- too expensive
- Because we need to protect ecosystems, landscapes and maintenance is expensive.
- It should be run as a non-profit society and operate in the same manner as all other land conservancy organizations. Most respondents will once again not have the facts and information to properly evaluate and answer this question. If you re-worded the question to say: Are you in favour of 20% of your Islands Trust taxes being donated to a local land conservancy organization (that is equally or more effective as the LTC has been), what you do the answer would be? Obviously, the percentage of 'No' answers would be far higher than even the number of "Decrease" answers resulting from this survey. Again, this question shows the inherent bias of a growing bureaucracy. And just so you know, I donate significant sums to land conservancy organizations and very much support their efforts.
- They do great work across the islands

- Conservancy is preserve and protect. All tanker anchorage should be disallowed by making all waters a park.
- Vital work, maintenance.
- invest and apply for grants for LAND BACK-As UNCEDED LAND should include a plan to fund the buying back of parcels of significantly important lands for Indigenous Communities=increase indigenous managed lands
- No increase above inflation please.
- The ITC should reach out to volunteers to do work & become exceedingly more efficient.
- We need more conserved area to protect natural ecosystems.
- These are vital areas and must be supported
- Let private donors take care of this.
- I have seen nothing done by the Conservancy for protecting our valuable and unique harbours and adjacent shorelines.
- This program has tangible, positive results
- The rate of property acquisition is satisfactory or excessive as-is.
- I have not seen the case made for any of the above options
- There are increasing risks (fire, invasive plants, deer) in reserves and high public use. These have to be managed.
- YES! And the initiatives should expand to all properties on the Gulf Islands.
- Provincial responsibility
- The Islands Trust has too much say in our private properties. WE have the CRD and OCP. Enough
- Decisions need to be transparent and include reasonable access by the public to findings related to archeological finds, and critical habitat.
- this should not be IT's role, there are other groups doing this work
- people should raise funds separately if they want to conserve lands
- they don't seem to do much
- The ITC is in a stand-still mode right now because of understaffing. It is essential that any increase in funding be used to remedy this situation.
- Over the years Property maintenance and taxes will keep increasing.
- I'm not comfortable with the Islands Trust becoming a major property owner or custodian in the community.
- Funding for the conservancy should be by donation only.
- Need to have a better definition of what preserve and protect means and how conservancy plays into that
- Enough.
- We looked into this program in the past, and support it in principle, however I think its up to the current owner and nominal checks to ensure the intent of the covenant is being respected, not using tax dollars to police it.
- There is an affordability crisis. All programs should be done as cost-effectively as possible.
- But only if people are not excluded from conserved lands
- More land protection is needed
- Staff drive to and from conservancy increasing climate change - it is in reality an anti-environmental organization; land should be repatriated to First Nations

- At least cover their costs
- Your "conservancy" is intentionally removing rare, viable, off-grid homesteads on our island. We don't want your conservation. We want to live peacefully off all of the grids. Nature is dominant here and will always be if you respect our wishes rather than ramming utilities down our throat!
- The lands should be returned to the First Nations. This is stolen land.
- The Conservancy is the only piece of the Trust that actually preserves and protects anything. The local committees are hampered by their desire to be popular, so they approve every application that comes their way.
- These properties should be handed over to the province of BC, which manages protected areas under several robust legal frameworks, including the Park Act, Protected Areas of British Columbia Act, and Wildlife Act. This is not the role of local government.
- Increase management of properties and include local volunteers to help
- The private donation and volunteer stewardship of these properties seen as separate to the overall agenda of the preserve and protect of the Islands Trust Council
- This is a core purpose of why we should have an Islands Trust, of course it should be prioritized.
- The more protected the merrier
- there is waste and over reach (meaning creating more and more programming which do little) that could cut from the budget
- Conservation of donated land is one consideration, but shouldn't our general Provincial and Federal governments cover such conservation of land through its systems?
- Most important work of Islands Trust
- Check out Duck's Unlimited for an idea of how Conservancy can be done much more efficiently.
- This is a laudable goal but I don't know how the funds are spent.
- There are so many other things to spend money on - i.e. cleaning up the harbour
- Fund the species at risk program permanently,
- We need to get away from constant growth
- need more land preserved
- Less Islands Trust overreach
- We should have enough money in the IT budget to maintain these properties without having to increase the budget. $12-$13 million per year on such a small area with less than 30,000 in population is quite expensive again overhead might need to be decreased.
- Stop spending so much!
- Focus on conserving
- Not funded by provincial or federal funds. Only use provincial and federal funds to protect areas that are their jurisdiction and don’t make residents pay for it.
- these islands are a National treasure and need protection
- Area under protection by ITC has increased and more is expected
- We have a lot of protected areas, particularly on Saturna. We do not need IT funding to protect any more.
- It's even more urgent now, with climate change, to fund projects under the umbrella of ITC.

- support land protections now to benefit our collective future
- That's preserving nature
- Probably need to increase to cover inflation. What is missing from the conservation aspirations?
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- If protected areas are donated why is there a cost to the IT to support? There are many conservancy organizations that could benefit the Islands without this added cost center
- My experience has shown that species on my land were not managed by ITC and therefore did not need any funding.
- Let the people who want to save the spaces Fund the programs.
- Funds for these should come from conservancy societies not the public purse.
- Our Conservancy on Mayne does a good job at the current level of funding.
- Let the individual owners manage their properties!
- We are overly protected. There is little land available for affordable housing
- Ensure preservation and protection of increasing scarce and threatened natural environment
- Need to extend Conservancy to local waters, Federal and Provincial governments have too much control with little or no local knowledge
- The Conservancy is the only success story in the Trust.
- Most of the islands are private property. There are few ways to actually preserve and protect the unique ecosystems that stimulated the formation of the Trust. Developing covenants and nature reserves are an important mechanism.
- Invasive species need to be removed, eroded beaches repaired and protected areas selectively purchased when they become available
- The tax base cannot afford increases
- To purchase large land holdings at higher elevations to protect forests and groundwater recharge areas.
- Environmental ideology has hindered the good use of the Howe sound—we need more parks with docks
- An increase might be required if more land has been accumulated.
- Again the Trust Conservancy has not demonstrated that it is accomplishing any real on the ground advancements.
- Environmental Protection is paramount
- Increased properties require more protection and/ or development.
- This is where the Trust Conservancy should be centered 100%
- Necessary to get the robust advocacy job done.
- The ITC should be abolished and its covenanted properties passed to a non-profit which could run them more efficiently at no cost to tax-payers. The ITC is extremely dysfunctional and cannot manage the properties it controls. The ITC budget is wildly out of control.
- There are very serious issues here such as water which are not being addressed. Bringing more people will exacerbate the problem. Developing land, at this time, is nonsensical. Preserving it is required.
- The costs of on-going management of Conservancy areas will increase.

- Why are there two conservancies on Salt Spring? Is the Trust conservancy redundant?
- Why is this a separate entity?
- I think this is pointless. Example, a friend has such a property 'protected"' as sharp tailed snakes have been found there. But the neighbour has two cats that roam. So - all that is happening is that this property is providing more hunting for the cats.
- I fully support the Conservancy’s work but sources of funding other than property taxes should be used, as with any other land conservancy.

APPENDIX F:

Comments received re: Frequency of In-Person Trust Council Meetings

- It's a luxury to be able to meet face to face now with the good technology we have.
- Online works, could happen more often.
- Why burden we the tax payers with paying more for their trips when everyone, including us taxpayers, could meet online with our concerns.
- more communication is essential
- these are costly meetings both in time and money
- If we believe that vehicles are bad for the environment and that is a big part of Islands Trust mandate why would anyone support all that travel.
- They should NEVER meet, because the Islands Trust should be dissolved/eradicated/poof/gone
- Virtual meetings are very efficient and cost effective.
- With today's technologies and communications the need to meet is no longer a necessity.
- Too expensive, increased footprint on the earth with travel, not necessary.
- The extra money could go to housing.
- Need some in person meetings, but not all
- In-person mixed with on-line give people more opportunities
- It's good to meet once in a while in person, say spring and fall, but now online meetings made a lot more sense and help keep budgets down
- Why in the world would it cost $30,000 - 35,000 for a trustee to attend a meeting? That's more than I have ever earned when I worked full time.
- I think the Trustees know how much they benefit from in-person meetings.
- Need to reduce costs for meetings, but it is recognized that meeting in person is important.
- I really don't know.
- Virtual meetings work. Meet once a year in person.
- Cost. Was torn between once and always online.
- The costs for in person meetings are artificially inflated by the trust.
- In person meetings are too expensive.
- 2x a year balances budget constraints with relationship connectedness.
- I don't think there should be an Islands Trust - just CRD
- Very wasteful of my tax dollar. Teams meeting work well.
- How does a single meeting cost $35,000?
- While there is a cost to meeting in person, I think it's important to do so at least 2x
- Middle of the road choice. Travel expenses and modes of travel from island to island are expensive, but in-person meetings are valuable.
- Just spend the money wisely. Do you recall a report on the effectiveness of the Trust from a few years ago? It said the Trust was doing a poor job in most areas, including providing good value for the money spent. Read that report, make drastic changes and stop wasting your time and ours with these largely useless surveys.
- They should allow residents to attend and be on one of the islands
- If it is convenient, no hotels or long travels they can meet in person.

- Technology better used for costs
- This would be every fourth meeting, right? That seems like the proper balance.
- At this day in age there is absolutely no reason a meeting should cost over $30,000
- Try half of current meetings and see how it goes.
- face to face is important and all the Islands need to be visited for the other trustees to understand the unique challenges of each Gulf island
- If you have the tech, it cost money to acquire and prepare, therefore use it.
- Don't use tax dollars to meet in person and pay for travel, it's a waste of my money.
- Decreased costs
- I don't know enough about the issue to provide an effective comment
- The ITC should always meet in the communities they serve, taking turns on various islands.
- Save costs on this, remote meetings are adequate if interspersed with in person meetings
- cheaper
- Local Trust is important. Meetings of the entire group are far less important.
- Save costs and by meeting virtually others can participate/view.
- A typical corporate board of directors meets quarterly except in urgent situations that require its attention. Since the Trust is legally a corporation, it should act and conduct itself accordingly.
- No strong opinion
- Climate change ought to be factored into decisions to travel to meetings.
- Most biz can be done virtually. But meeting in person every so often can greatly enhance the effectiveness of online meetings.
- Too expensive and too many trustees. One trustee per island.
- Proper governance dictates that the members meet regularly in order to communicate in a professional way. Online is insufficient.
- meet once, twice or three times per year
- fiscal responsibility plus opportunity for team building
- It is important for trustees to talk directly to one another. Socializing is important in getting things accomplished as well, and this cannot be done as efficiently in a virtual meeting.
- Status quo appears to be fine.
- In person meetings should be at the expense of trustees.
- Allows more people to attend every meeting and less time and $$ spent on transportation etc.
- That seems like a good balance
- Given the cost, once per year is sufficient
- There is an affordability crisis. All meetings should be done as cost-effectively as possible, and meeting as a whole more than once is expensive.
- The cost of live meetings is prohibitive.
- Face to face is the only way to build meaningful relationships
- reduce costs
- save money which could be used on water related projects

- I think it’s important for some in person meetings, but given the cost difference between in person and virtual, I think the majority should be virtual.
- I don't think there should be an Island Trust
- They have met here (Gabriola) before, it would be nice to see them here (Gabriola)
- Not just online, we need to attend sometimes
- Only 2 meetings per year, in person. No other meetings. You aren't that important. Your meetings are luxury vacations; you can make the meeting days longer and even reduce them if you had well facilitated meetings and Trustees that came prepared (imagine!).
- Stop wasting public funds
- Why on earth does it cost $35,000 per person per meeting??
- Reduce spending on Islands Trust overall to reduce tax burden / costs and overall over governance.
- It is worth connecting in person once a year to provide opportunities for more communication.
- That is a shocking number. Similar meetings in the not-for-profit sector cost less than half of that.
- Not sure what the benefits are of in person meetings or what is lost from only online.
- Ec dev opportunity for Islands which you meet on, opportunity to get island orientations all together.
- As we all learned during Covid a lot can be achieved through virtual meetings
- Finding means to control cost should be paramount, which could include finding less expensive means of meeting in person.
- Is there a cost component involved?
- 4 times is minimum for Council to get work done and it must be in person
- Explain to me why it should cost that much for 26 people to meet in person?
- these days most things can be done in an online meeting and twice a year should be enough
- Money can be used more wisely elsewhere.
- Meeting in person is very expensive
- Again expensive to meet with little measurable benefit
- I think it's essential that IT trustees get to know each other
- There are not a lot of opportunities to build relationships and trust among trustees with very different views. In person meetings provide valuable opportunities to bridge the gaps and find common ground.
- We need to get away from constant growth
- need more outreach between islands
- I think the online meetings are pretty efficient.
- We do not need two trustees per island. We are in North Pender and we are next to South Pender each island has two trustees too expensive. Let’s bring it down to one for each island.
- News to me! What a waste of tax payer’s money.
- Stop wasting my money
- It is important to get together but can be done virtually as well as connecting in person.

- That's a lot of money per meeting. I see the value of meeting in person sometimes, of course. But most issues can be dealt with quite well by email, phone calls and virtual meetings. I'm not sure what the best number per year is, though.
- Not sure whether online or in-person increases the participation of Trust Council members.
- the benefits of in-person meetings, the relationship building and communication benefits are critical to a more cohesive Council
- Both in person and online simultaneous
- In face is best practice at least once a year.
- I just don't see online meetings supplanting in-person meeting for that number of people.
- Need to “keep on top of things”.
- In person meetings are ultimately more efficient.
- In-person is good, but other than setting priorities and budgets, then doing a mid-year assessment, virtual is fine for people these days.
- Assuming that presentations by the public could still be accommodated
- The quality of the trustees, in experience and knowledge, makes Council worthwhile. Currently, it is too dysfunctional and lacks any coherent leadership
- I find these meetings repetitive and unfruitful
- First of all, the cost for meeting in person need to be itemized before the decision could be made however, given that we have the ability to meet online, the trust should do everything they can to save the tax space money
- This is one place to save some money.
- We need to meet to build more parks
- If trustees find the meetings valuable then they should continue. Should be open to fully remote if that is requested. Maybe more in person for smaller regional groups.
- Until the Trust demonstrates that it is strategic, effective, and efficient, the Trustees, executive and staff need to do many things to substantially reduce costs. Costs for face-to-face meetings are expensive because of the number of Trustees, the size of the Executive and the number of staff who attend. Accommodations, meals, other expenses and travel costs and time are not cheap.
- Online works
- As a dynamic changing community we need better quicker decisions.
- Meetings should prevent any gaps & eliminate Interference !
- Government works best when people in government can see and speak in person not on Zoom
- That's a decision for the ITC dependent upon need.
- Much better use of funding. Also the highly dispersed organisation makes in person difficult.
- A lot of communication is better in live groups than online.
- The organization is moving too slowly, so Council should meet every two months, with two meetings each year in person and other meetings online. Also the attendance rules should be updated. No more seat-warmers!
- It’s important to be available in person
- This strikes a balance between fiscal responsibility and effective collaboration. All meetings should be shorter in duration.

APPENDIX G:

Comments received re: What does the Islands Trust Do Well?

- I have been quite impressed with the staff that I have had contact with through the Hornby Island OCP development.
- At the inception of the Trust, the vision was strong and very supported by communities. It seems to have become too big and more removed from the citizens/ taxpayers it was intended to serve.
- Cope with chaos.
- Providing satellite trust offices.
- very little now, except increasing salaries and the budget
- Not enough information to comment
- Listening to the individual trustees and hearing what they bring to the table on behalf of their community members.
- Talk, study, survey
- Talk, talk, talk, and meet.
- Some excellent studies. For example the Housing Toolkit and the Tiny Homes study
- Most things.
- Not sure what they do for our island.
- Not sure
- Monitors Development
- Maps
- collect money
- They have a hard job in the constant face of more low cost housing and developers desire to subdivide. Sticking to their mandate of Preserve and Protect is so important with constant pressure from so many different groups.
- Our islands would look like Parksville if we didn't have the trust. I say Thank-you for the trust and its mandate to preserve and protect the gulf islands landscape.
- Public discourse
- Come up with ridiculous requirements disguised as preserving and protecting other people's private land. Ignoring private property rights. Provide a home for activists.
- Stop us from being a Municipality. Has the "preserve and protect" mandate - I think this is ESSENTIAL.
- Nothing comes to mind
- Prevents more excessive commercial developments such as blocks of condos.
- Promotes itself.
- Preserve and protect
- Not much!
- In its day it restricted un-checked development on the islands. Now there’s less need and less demand for this and the TC wastes a lot of public money discussing this.
- Looks at the present with eyes on the future.
- focuses on local by-laws
- Creates a lot of high paying jobs in Victoria
- The Island trust had its place and its time has come to cut it back way back and overhauls it’s over protective mandate.

- Preserve and protect, but unclear how trust is dealing with systemic increase in house prices pushing long time islanders out of other homes. There must be some forward looking provisions to increase density in limited areas to allow for non-wealthy to live. Not have the islands become solely retired folks, with hard to locate services due to lack of staff.
- Advocating for itself, talking.
- stays relevant
- The Trust has kept so-called "development" to a mostly reasonable level. However, it has done so at great cost, so it's hard to say this has been done well.
- Well we don't look like Surrey so they must be doing something right.
- Please let me know. It is a difficult task to preserve and protect because the pressure to develop is so great.
- Unsure
- Preserve and protect
- Continues to enforce their mandate.
- Protect environment.
- I think island trust is doing a very good job, delivering work that can be described as competent and very responsible. The island trust is doing everything well.
- following the colonial system
- Protection
- Stone walling
- Spend money.
- I am not familiar enough with what they do on Hornby and so far, the word of mouth information I have received from others is not very positive.
- conservation
- Zoning issues
- I think The islands trust is multiple layers of bureaucracy and maybe is no longer necessary
- Spends taxpayers' money.
- Spend money.
- Raising awareness of the unique and precious land where we live.
- Nothing. Just experts at talk.
- Honestly, nothing. It has become a self serving bureaucracy, with excessive requirements, permits, and restrictions.
- Discharge its fundamental mandate.
- When it upholds its mandate - to preserve and protect - it is the ideal form of local land use governance. When it considers changes to the policy statement by defining "amenities" in human-centred rather than ecosystem-focused ways, then it is going down the wrong path.
- Honestly, I don't actually know. Right now it just seems like a confusing bureaucracy that is sticking their oar into stuff that isn't really their business, while neglecting things that should be. The "complaints" driven system means that bylaw infractions are investigated inconsistently while things that really matter (conservation of the land, the trees, water sources, wildlife, density of buildings etc.) get ignored.

- Not much currently, seems to be extremely inefficient. I am appreciative of the passion, time and effort of the trustees but feel that a focus needs to be made on core services and keeping within their mandate.
- Communications
- Preserves our environment
- staff running the show
- Slowing down development in a pristine and delicate environment. The strength of the Trust, ironically, is its inefficiency.
- Attempts to bridge the gap between its ambitions and the general desire of residents to be left alone. 'That government which governs least governs best'. Usually.
- Very little that I'm aware of.
- Talk, discuss, commission reports. Creating the optic of doing something without doing anything.
- Not much
- Protecting the natural environment
- Sorry, nothing comes to mind.
- Nothing.
- Some land use planning initiatives
- I think the islands trust has clear land use planning, bylaws, and OCPs.
- Wastes taxpayers' money on an unnecessary fourth level of government. Should only be local government (CRD), province (BC) and federal (Canada).
- News reports
- Meetings are usually interesting
- Nothing. At. All. Unless frivolously spending taxpayer's hard earned money qualifies.
- Waste money.
- Not sure!
- Right now, I am not impressed with the Islands Trust because my island is being developed by urbanites faster than the condos going up in Vancouver. However, the Trust does a lot with very little.
- Build its own empire.
- Prevent massive development.
- Some attempt to control development increase.
- It keeps us informed of the procedures involved in protecting the land use.
- education webinars
- Bureaucracy - attention to the minutiae of meetings, procedures, protocols, the 'visuals' of being a Trust with not enough substance.
- promoting preserve and protect
- They try to mediate and help go forward on things that are to preserve and protect
- I am very discouraged by the Islands Trust and I think they have drifted too far from their mandate. Unfortunately, it is hard for me to think of anything that they do well.
- Hold meetings
- Nothing.
- Preserve and protect, at least historically. Thank goodness the Islands Trust Act was put in place in 1974.
- Bureaucracy!

- everyday business
- - nothing to note at this time
- Nothing
- I have no clue. In my time of 8 years, all I have personally experienced is IT costing me money and personally when I was adding a secondary building with an RDN application/approval; IT ended my plans with idiotic demands. One was I needed to have my existing home measured for height! Then an additional new setback from the foreshore! I decided to cancel as the investment wasn't worth the cost.
- Not much. Spends most of its time, talking about reconciliation and housing while not preserving and protecting the islands. Focus on your core mandate, which is land use. Stop wasting time and meetings with land acknowledgments, and reconciliation of which you cannot do anything about. That is a federal responsibility.
- Nothing
- serve and protect and steward these islands for future generations,
- Conservation
- The IT has done an effective job of slowing development in the SGI. There are benefits to this, along with harms.
- Reviews and enforces land use by laws.
- communications
- Didn't you ask this at the start of the survey? I don't know what you do well. Do you have clearly articulated goals, metrics and timelines by which you measure your success and do you share these?
- Wasting money, inefficient business conduct.
- Staying calm and carrying on.
- Those who volunteer their time should be acknowledged for the time commitment and general contribution to our ecosystem.
- It supports the trust charter well.
- Honestly I don't know. I used my property for over 60 years and my first experience with the islands trust was completely negative and continues to be negative. Until this recent experience I had no idea what the islands trust was all about. It was a good idea that has gone completely off the rails.
- Establishes plans and bylaws to protect ecosystems.
- Gives a coherence to the SGI that otherwise would be each island going it alone
- Waste money. The Trust has missed so many opportunities to achieve its mandate that I question its credibility and relevance.
- Spreads the meetings well geographically.
- To be honest, I am not sure the islands trust is preserving the mandate.
- They basically support developers.
- The conservancy does a good job of protecting land.
- Mapping, data gathering
- I do not think the Trust does much well. There is much discussion and debate, but over 35 years I have not seen evidence that the Trust is accomplishing much to fulfill its Objective as per the Act. Talk and debate does not advance conservation and protection. The Trust's focus on manipulating the Policy, as has been advanced for 3+ years, to eliminate the human benefit Addict of the Objective is misleading and dishonest

- Organizing water testing
- Env protection. Overdevelopment
- Land protection
- Land use management
- They try to Prevent Planning problems
- Consult
- Stops some large and/or inappropriate developments such as subdivisions, casinos, etc.
- Involving community in decision making although I don't often agree.
- It is nearly 'alone' in its mandate to ensure natural environment (ecosystem) wellbeing. An uphill struggle but ITC is doing its best.
- communication
- Nothing - it has no real function other than to expensively mirror being an eco-NGO at tax-payers' expense. It isn't a local government - CRD does that for us. Environmental activities are done for us by the Province. A much more efficient and effective service could be provided by eliminating the IT and devolving land use planning to CRD in Saturna's case and local municipalities in the case of other islands. I'd reckon CRD could replace the IT reducing cost by 2/3.
- I'm not sure right now. It used to be more focused.
- Honestly I don't know. The organization is not trusted by the public and it does a very poor job of communicating with the public. The staff have an imperious attitude and the Trustees mostly seem inexperienced and under-skilled to govern across complex issues.
- Play politics and waste money on things outside the trust mandate, zoning
- spend money needlessly
- Spending money
- Sorry - nothing.
- Create highly paid employment for people living outside the Islands Trust area. Create complex and bloated bureaucracy. Increase own budget year over year at a rate that exceeds inflation. Slow down land use planning and development. Increase the cost of living in the Trust area.

APPENDIX H:
Comments received re: What could the Islands Trust improve on?

- getting scientific data on resources to make planning decisions that are sustainable
- More fiscal restraint!!!!
- Chaos. Too much CITY planning for country needs. Too many rules that cannot be enforced. Too much one size fits all. Everyone understands the Trust in is crisis. But really the steps out of this are still just baby steps.
- Stand up for truth, expose the lies being perpetrated against we the People, the lies of climate alarmism. The overall effect and ultimate reach of the policies being implemented are to force people off their rural land. Stand up for our rights to own property, to subsist on our properties, and be as independent of government as possible.
- Educating people unfamiliar with the Islands Trust on its mandate and purpose. And standing up more firmly for that mandate and purpose.
- less bureaucracy
- it doesn’t matter what you are doing there is always room for improvement/ forward action
- Real transparent communication with Islands residents. Enforcement of bylaws. To have less close door meetings. Staff should not act as if they are representing the applicants, instead they should represent the mandate of the Trust. Trustees should be Trustees of the Islands Trust and not act as local government employees. There should be less specific programs to reduce costs, and less committees. The Islands Trust should have an environmental specialist as part of their staff, and the planners should be trained in environmental issues that affect the Trust area.
- Not enough information to comment
- Not enough is being done to hold development in line and protect the environment.
- Take the time to hear what comments are made as per a specific situations and evaluate those comments to see where they can be applied in the bigger picture of the trust work.   Your best asset is the community of the Trust area.
- connected walking trails, work with Parks Canada and Ministry of Transport to get a bike and walking trail to the ferry terminal from the most populated area, Magic Lake
- Nothing, it should be disbanded.
- Development Applications
- Ensuring that the main P and P mandate is its primary activity and the primary activity of the local trust councils
- Yes, there is always room for improvement no matter the group.
- Public involvement and inclusion.
- Stop the geoduck licence in front of Thetis. Ask hydro to take responsibility for invasive broom that is taking over. We need road improvement desperately.
- Serving the people who live permanently on the island.
- Novel thinking in areas such as the properties on the NE shore of Galiano
- Make the changes necessary internally so that the Trust can truly function and be successful in its mandate to preserve and protect.
- do something to increase healthy island businesses
- Don't get pressured into adding more low cost housing when the one proposal is still struggling. Let it get finished and then see how the results are before planning

anything else. Water and sewage are both critical concerns with these projects. Also, where you may consider some secondary dwellings, make sure they have the water and septic installations needed to accommodate the secondary dwelling BEFORE APPROVAL.

- I wish it was stronger
- Institute a Stakeholders category (with funding) re: development applications. so that opposing views have the same opportunities to be professionally supported and documented as proponent applications
- Learn how to make cost effective decisions.
- Finding better ways to manage and counter anti-Trust sentiment. It's boring and unhelpful.
- Implement recommendations from the Governance review. Simplify the meetings and make them focused on outcomes not the process.
- Work with owners to prevent ocean erosion instead of prohibiting the owners from safeguarding their property. Excuses such as "you cannot put rocks along your waterfront property to prevent erosion as some boaters may find them unsightly".
- At least in Gambier Island’s case: engagement, education, transparency, inclusion in just about everything. There is little recognition the needs of water access only properties. All we get for our taxes is an annual barge for the Islands Clean Up and had I not intervened with the SCRD we probably still wouldn’t have dock side pick up - the ONLY way many water access only residents can benefit from this annual event. I know our taxes support hospitals and schools as is required but for many of us who are based in the lower mainland, we use hospitals in North Vancouver and Vancouver.
- Cut the administration in half. Move the planners to the islands they plan and support.
- Not wasting the money of residents on regulation that costs more than it adds.
- Everything, but that would be unaffordable to the constituents!
- The corporate plan if implemented would be a huge improvement.
- Recognizing that sometimes (often?) saying a smaller no to one or more minority interests allows for a larger yes for the majority to benefit. In the face of opposition, being confident that short-term pain often prevents long term injury ... in our physical health, personal relationships, and land use, too. But this is easier to type than believe in the midst of heated community meetings!
- Prioritizing the environment rather than the needs of Humans. We should be reducing the ability of people to move to the islands, not maximizing (optimizing) the use of the land for humans.
- Eliminating the high paying jobs in Victoria
- The above
- Budgets keep increasing over rate of inflation. Reduce budget to rate of inflation. Fiscal discipline.
- Being efficient with taxpayers’ money. Focusing on typical tasks of a local government not advocacy for special interest groups. Improving turn around times for applications through streamlining not spending more money on planners that do very little.
- Lobby government to reduce the number of tankers dropping anchor and parking amongst the Gulf Islands.
- Finding ways to preserve more of the trees and sensitive ecosystems from over development (especially when it’s for profit rather than personal homes). And limit the number of private wharfs and docks.

- Please refer to the report commissioned by the Trust from a few years ago. Very little if anything has changed since that report. The number of Trustees should be weighted much more heavily on population, and very little on geography. It's ridiculous that Thetis Island, Saturna, South Pender, should have the same voting weight on Trust Council as Salt Spring, Gabriola and North Pender. The vast number and depth of improvements are far too numerous to mention. Again, read the report from Great Northern Management Consultants from 2022. I am amazed (sort-of, but not really) at how short the memories are of taxpayers and more importantly, of Trustees and whichever staff were involved in the writing of this unnecessary and unhelpful survey.
- Sticking to the mandate of preserving and protecting what's left of the natural environment
- Streamline processes- be more efficient. Have a willfully built new building demolished and set a precedence.
- Community engagement and collaboration versus perceived policing.
- Get out of politics and focus on preserving and protecting.
- we all have room to grow
- Land use planning needs more flexibility or fewer restrictions
- evolving to be in touch with Indigenous stake holders for all major decisions/ work with Islands to help produce better parks signage/ dog poop bags & garbage
- They could provide meaningful support of full time residents and ensure that the bylaws they write are enforced.
  Trailers/campers that are not permitted for driving and are permanently used for weekend camping for example should not be allowed, and according to our bylaws, trailers are only allowed on land in RR or RG if a house is getting built and yet, there are trailers on properties that are used for camping. These trailers do not fall under affordable housing because they are used part time. This is a simple bylaw that I never see enforced. It's clear who on the island is breaking this bylaw.

  Other bylaws is commercial logging on properties under 2.5 acres, again a bylaw that is simple to enforce and yet, is not. There is commercial logging in residential neighbourhoods and it goes unnoticed, and seems to be allowed. Commercial logging without environmental assessments in environmentally sensitive areas should never be allowed. There's a watershed on East Point that provides all the water for all of East Point and yet commercial logging is allowed on it, why?

  If you want to protect the land, start with protecting it with the bylaws you have already in place and stop allowing these culprits to get away with "skirting" the rules indefinitely. I want to see the Islands Trust be an action oriented community that vigorously enforces bylaws and ensures our backyards are safe and future proof.
- Speed up times for applications
- More public outreach and education. Oversight of Local Trust Committees to make sure they consult provincial agencies when enacting bylaws that could be damaging to the environment
- IT should stay in their own lane & stop over reach i.e. local planning only. Stop spending taxpayer money & time on things they have no jurisdiction over.
- Public perception seems to be that the elected trustees misuse their roles, don't actually have skills to facilitate dialogue so that their proposals are actually representative of the population in a coherent way (instead of just voting on things that

are divisive because they are not grounded in having consulted and discussed effectively).

- decrease bureaucratic costs
- Have Board members do more of the work which is assigned to staff.
- I think the islands trust should work with the CRD to dissolve the trust and only keep one representative from each island as an elected official to liaise with the CRD
- Islands Trust should be shut down immediately.
- Cost savings and having staff who actually live on the islands they are governing.
- Should be more caring for residents on the island. This power trip of extreme control of the land (who care if you have to cut some ferns to build a house) is way too much.
- More efficiently spending taxpayer funds; prioritizing and acting timely to address important matters -a sad example is the recent amendment to the policy of the Trust that it will now prohibit buoys in environmentally sensitive areas - - what took so long!!!
- Eliminate the complaints department and bylaw enforcement. Let CRD handle that. And require complaints to provide proof.
- I have had limited success obtaining detailed budget information. It appears that 80% of the budget is applied to three items: potable water treatment, waste water treatment, and solid waste disposal. Any discussion of increased development, densification, subsidized housing must address the obvious associated costs. Water is a limiting factor. Discussion of another utility, electric power, is entirely absent.
- The costs of the permit approval process given in question 12 are alarming. The question should have had another option: find efficiencies in the process to reduce the difference between the costs and the revenue received through fees. Take a serious look at what is unique and necessary in the IT permitting process, what is already covered by municipalities, CRD and/or the province. Make appropriate cuts and changes.
- Reducing costs and annual budget by deciding what is "in scope" and what is "out of scope" with regard to fulfilling their mandate.
- Communication - about mission, vision, what they've done and what's on the plan

  Bylaws that actually preserve the integrity of the land (tree ordinances, the water table, limits on use of 5th-wheels over environmentally sensitive permanent structures). Consistent enforcement of bylaws (not just complaint driven when someone has a beef with their neighbor)
- I don't see much in the way of creativity or adaptive management. The Gulf Islands should be a model of ecological stewardship and a test bed for better building technology and experimental housing solutions. I get that it's harder to regulate, but if not this then what is the purpose of the Trust? We can't stay frozen in amber forever.
- Too many special interests get too much air time. Focus on core mandate and look to find efficiencies and reduce costs.
- Communication
- Protect private property rights and facilitate reasonable maintenance and development of private property. IT is biased against private property owners and ignores legal precedent.
- Cutting their budget by 50%.
- Focus on the basics, quit with the scope creep like slapping DPAs over every inch of land. Improve communications with islanders about decisions at the local trust level. Stop trying to claw back existing zoning. Focus on things that improve liveability. IT

was meant to stop developments like Magic Lake from happening again, not turn the islands into a conservation area.

- housing
- Responding to requests. So much money is waisted by the long time and many applications that developers and others have to make to get their requests completed.
- Live within OUR means. Rising taxes are one of the costs which steadily price lower income people out of their communities.
- Being more efficient with costs as the budget is many times more than other jurisdictions per capita. It seems to have ballooned due to special interest catering and corruption. Therefore it should be eliminated and replaced with a new more efficient form of governance.
- Make tangible, meaningful progress on crisis proportion issues, like housing.
- Play a higher level role only
- Protecting the natural environment
- Look for ways to reduce costs and duplication of processes that are also responsibilities of other levels of government. Focus and streamline roles of the Trust.
- Almost all programs, planning, and budgets seem to be done more expensively than other local planning departments in local governments (such as the CRD or the Comox Valley RD). As VIHA is responsible for both water and septic, there should be no jobs or budget related to these areas, and they just seem to be jurisdiction over-reach with no authority (as VIHA has that, for an example). During an affordability crisis, extra "government" or "planning" departments with no authority should be removed.
- "Abundance" should be required reading for all IT trustees and staff. We need a lean, streamlined government that responds to the needs of the people it serves.
- Consistency of policy applications and regulations enforcement
- Environmental protection and education. Decrease red tape. Limit large building development. Use zoning and development permits to protect ecosystems.
- provide more support for water related issues
- I think the islands trust should reduce spending on programs that are duplicated by others efforts. I think a lot of conservancy work is already being done by local groups.
- Transfer land use planning for Galiano to the Capital Regional District to better integrate building permitting and construction bylaws.
- Focusing on why you exist. I don't mean spending our money trying to expand your mandate, but doing the planning work on any gulf islands that are under development pressure (remember that?) and leaving those without the pressure alone. Eliminate your woke agenda. And why are you incentivizing Trustees to subdivide and grow the population on their islands by paying them according to how many lots and people there are? Preserving and Protecting? NOT!
- Reducing the budget and transferring responsibility for Mayne Island land use planning & enforcement to Capital Regional District
- Clarifying what it does exactly to local residents - for example, what is the difference between the Island Trust Conservancy & the Pender Conservancy? What do you do that the CRD does not do?
- Stick to your knitting
- Trustees need to be paid more so that the role is accessible to everyone in the community.
- Fulfill the duties of a local government.

- Its focus on preserve and protect instead of functioning like a municipality.
- More initiative in creating bylaws that don’t allow massive builds and mega mansions
- preserving and protecting the rare CDF ecological zone from human development while reducing the cost of their government
- they should be meeting on the islands they serve
- True consultation with Trust area First Nations and knowledgeable islanders who know island ecosystems. Following your mandate!
- Stop the money grab? Again, Island's Trust doesn't do enough to warrant even HALF their budget. Do a review and revamp or terminate this group. It is exceeding it's mandate.
- dealing with infractions of by laws
- I don't think they really gather the facts well and. Seem to be somewhat bias and bring personal preferences into the mix..and decisions.. They could improve on that..being neutral and really listening to their constituency..I feel we need new trustees.
- Focus on their statutory mandate and don't try to solve Reconciliation with FNs, Climate Change, and the providing low cost housing for British Columbia - leave this to the senior levels of government and just do what the Island Trust Act directs them to do.
- Take actions on addressing the issues that matter
- Improve governance so staff are held accountable for productivity. If the CAO can't improve productivity get rid of him/her and hire someone who can. Stop wasting time and money; make decisions and act on them - DO SOMETHING!!!
- Enforcement; respecting the original mandate
- Integrating and enforcing protection of sensitive ecosystems and species and ecosystems at risk in the planning process. Benchmark best practices in other jurisdictions and learn from successes.
- Better roads
- I have given up on expectations of improvement
- public education
- Stay out of Bowen Island Municipality business altogether. Stop trying to control every detail about the other islands.
- Cutting back on fees, planning permits should be included in our taxes.
- Getting along better with one another.
- By law enforcement, preserving and protecting.
- More energy solving the fallow deer issues; fewer big developments.
- Everything
- creating a LAND BACK FUND for bequesting islanders of their parcels of land and moneys in their wills or part of an estate to the Indigenous peoples who are still living stewards of these islands -funds can be used when important parcels of land become available for sale for more than just conservation but for Indigenous led developments and indigenous future generations...
- Working with Communities
- Halt the creation of any further zoning restrictions or covenants. We have enough. Communities are near to a breaking point.
- Communication! And, not a criticism, but "green" affordable housing is vital to the demographic health of each island communities. That's an area to focus on.

- Streamline processes.
- Seeing the islands 250 years from now.
- Communication and listening to residents concerns.
- It seems to get bogged down and can't reach decisions.
- Recognize that the Islands have changed and reset the Trust Policy to recognize. Be more efficient, the Trust Policy is a good example, after years of discussion rewrite not completed. Spend less time considering areas where the Trust does not have jurisdiction.
- They are too restrictive (almost punitive in some cases) when landowners want to subdivide large lots. Demanding that a large portion of the lot be "donated" to the Islands Trust in order to get approval is a form of extorsion.
- Working on the “affordable housing” issue.
- Constraining costs, mission creep, and limit the influence of interest groups to submitting ideas while keeping decisions in line with resident wishes not special interests of whatever stripe.
- Expansion of responsibility where they have no business. Stop it! Duplicating other levels of government just causes confusion and makes living in the region onerous for residents who want to do something simple like installing a shed.
- The best people I have dealt with at Islands trust are the planners they seem to know what they’re doing. Every time I talk to somebody who has had to deal with islands trust by law enforcement officers it’s a horror story. Every single situation is different and needs the appropriate solution. That means understanding the history and development of a particular area. You can’t keep trying to force round pegs into square holes. Every situation is different and unique. I have been part of Island culture longer than a lot of these people have been alive and they just don’t know the history or the development of the areas.
- Enforcement
- Reduce the size of its bloated bureaucracy
- Being cautious not to undermine the original mandate of the IT
- They need more influence or jurisdiction over surrounding waters
- Fulfill the mandate by first writing a coherent and meaningful TPS. The current draft is so watered down it is meaningless
- Focus on the key issues, a Trust Wide policy statement and response to review of governance.
- Garbage removal of large ex household appliances, old cars, which are left to rot and rust now except once a year bin drop offs... not enough, needs to be 2x a year. Or a bin left in place and on filling then removed and replaced.
- The islands trust needs to Focus more on preserving and protecting the environment of all of the islands.
- On islands that are groundwater, freshwater stressed the Island Trust should establish carrying capacity and limit any additional demand.
- Stop approving more staff positions each year.
- Making sure water level at Westin Lake doesn't overflow.
- Again—build more docks and parks
- Representing people who live here
- 1. Developing and delivering effective on-the-ground projects that truly advance the Objective of the Trust Act. 2. Reviewing the effectiveness and efficiency of the land

use planning aspect of its work, including optimizing the number of planning staff and assistants to the real current work load. The current operation is bloated (i.e., the number of planning staff per capita is 3-4 times higher than any other municipal or regional government around the Salish Sea. Why?) 3. Critically evaluating "special programs" in terms of need and what will be accomplished.

- too much bureaucracy
- Preventing population growth - not everyone needs to live in protected areas. Increased options for multi-family housing will bring more feet to walk on sensitive ground.
- Ease for permitting and flexibility
- Quicker Development approvals
- Communication
- They need more professional consulting and insight into complex problems .They need to discover the problems that their decision cause and work to remediate with the Public
- Bylaw enforcement
- Road improvements, bylaw enforcement. It is inconceivable that the total cost of development applications is not covered in full by the applicants. The Trust is mishandling this and is costing taxpayers roughly $1.25 million annually.
- Bylaw enforcement of the STVR prohibition.
- Making a difference between preserving land as is, and giving this land tools to regenerate into a productive ecosystem. Left to its own devices, land here grows fir forests; this becomes a fire hazard and blocks light out for other growth. As an islander, I don't want to invest in a future dead forest. My land has been left alone for 40 years. There is only fir and a few arbutus striving for a little light and made fragile, by forced growth upwards. Nothing but invasives are growing on the forest floor. There are hardly any different species either in plants or in birds and Mammals. I have worked 5 years with biologist Christopher Drake, and arborist Christoph Weeks, and it is slowly getting better.
- Communicate widely and thoroughly the incessant threats to the IT area(s) ecosystems. And, that it is not a 'human' right to occupy land wherever, whenever it so wishes.
- cost cutting
- It is beyond reform - it needs to dissolve its self.
- Forcing sensible bylaws.
- Make some real changes that improve the community. Get some affordable housing built. Regulate the harbour currently it is a floating slum/encampment
- Getting back to their main mandate.
- So much. Staff morale has been awful for years. That must change if you want the public onside with the organization. People are not proud of the Trust. Doesn't that matter?
- Be honest about why things are done. Do not hide social agendas in land use responsibilities.
- Accountability for the waste of funds taxpayers continue to endure.
- Providing value for money

- Pass a bylaw forbidding owners to let their cats go loose. They're killing so much wildlife and birds. Pets need to be under control, and many districts have passed such bylaws.
- Lean governance. Simplified mandate. Efficient use of resources. Fiscal responsibility. Create employment for people residing in the Trust area rather than outside it. Speed of decision making. Reduce costly bureaucratic churn.

APPENDIX I:

Comments received re: Did we forget to ask something that's meaningful to you?

- Any private developers or homeowners wanting to build or subdivide should pay the FULL cost of the permit applications.
- The Islands Trust should limit spending money to their specific work, land use. Not to spend money in what correspond to other level of governments (e.g. CRD, Provincial Government, Ministry of Transportation, Ministry of Housing, Tourism etc.)
- Put a contribution to the Sue Big Oil law suit in the budget. This small amount could have a large benefit for the Trust
- I know they asked the province for help in the dysfunction - why don't the fix internally to make their mandate more likely to work?
- ensure business move forward the island depends on them
- As Denman's population grew significantly in the last few years and with Hornby's populations slowly growing, the traffic on our island is getting worse and worse. Along with our on going ferry issue (which is out of the Trust's area) our roads are all changing from quiet country lanes to narrow mini-freeways, especially in the summer with Hornby traffic. Possibly it's time for the Trust to be putting pressure on BC Ferries to have a summer direct crossing to Hornby. Aside from the traffic itself, the noise the summer traffic makes seems to be getting louder every year.
- I'm very concerned about off-island investment - meaning people who buy a house here just to rent it out at the highest price they can get. I don't know how to stop that, but can non-resident homeowners be charged higher taxes? I'm also deeply concerned about protecting our shorelines from infill, from too many docks, too much encroachment and too many people thinking they own "their" beach.
- Stop stealing private land rights. STOP extorting land and or concessions from land owners in exchange for the right to live on your own private property.
- Right now, I'm very focused on foreshore protection & DPA3 process. I think the Trust's position is essential for helping influence changes to WLRS process and ensuring our coastlines are not at the mercy of homeowners who have waterfront properties. The public needs more input and influence. It's public foreshore....not that of a few.
- There needs to be 1 more Trustee representing Salt Spring Island to better reflect the size of its population in comparison to the other islands.
- Islands Trust should continue. Sometimes the overall mission is lost in pettiness. Sizes of buildings, whether a studio may have a bathroom or not - these decisions affect people.
- Gambier is unique due to the close proximity to a major metropolitan centre yet 60% of Gambier is rugged wilderness and 60% of the privately owned land is sprinkled around the island. These communities are not connected by road to each other or to the south west peninsula yet little recognition is being given to these extreme differences in needs by the current OCP process. And in doing some research on the OCP that was adopted in 2,000, many of the Trust's goals in that document have not been pursued! This is very discouraging as to the overall effectiveness of the Trust.
- I would like to see concrete examples of how the IT is preserving the islands. Banning kayakers and swimmers from Cabbage Island is not one of them.
- Yes, you failed to ask any questions directly related to the budget!

- Thank you for your willingness to work for the common good! Your efforts are appreciated ☺
- Affordability is for the Province to manage, Islands Trust funding is not for that purpose.
- Allow for more housing - we are in a housing crisis. The Islands Trust staff harass and discourage people from renting their homes out as furnished rentals. It should not matter if it is unfurnished or furnished rentals - people need both.
- Not really. I don't know whether you can stop the proliferation of private docks, I just feel we have marinas and people can use them. The shorelines and grasses etc. should be protected.
- I want the entire report from Great Northern Management Consultants from 2022 read into the record for the answer to this question.

  link:

  https://islandstrust.bc.ca/document/governance-review-final-report-february-2022
- Yes, please see Question 12 - we need to be able to click on more than one button for this one - as in developers pay more but also Trust sponsor some non-profit work
- I gave in an earlier response specifics how the bylaw has no teeth and trustees give all kinds of relaxations.
  On a simple note: Control the building colors so they blend in, no white window frames or exterior colors.
- Why have you lost your focus and spend all your time on non-core issues? Stop making indigenous relations the main character in every decision. Let the province and the feds do that. You're wasting money and time while the island are being left to rot.
- help the youth on the islands feel at home- help fund and help build skate/ all wheels parks and create more inter-island travel opportunities between youth
- IT should do an in depth study on Operations with a mandate to reduce their high costs that create a bloated budget.
- Smaller staff... more efficient use of AI
- The Trust should eliminate the 3rd local committee member who was not elected by the island for which they have been appointed as the 3rd member. the locally elected reps should determine all matters - -in the event that a compromise cannot be worked out then the local trust can appeal to the executive committee, but local trustees working it out should be the primary goal.
- Owners of undeveloped properties pay taxes but receive little. We are left to navigate the maze or permits, and levels of government when we want to improve our lots. How about developing a roadmap of what permits are needed, from which government body, and in which order.
- I have a sense of "over-reach risk" infecting the LTC. Everybody wants to govern everything on the islands, with inadequate respect for actual residents'/property owners' interests.
- In the big picture, thank you for your valuable work. Those of us who believe in the mandate will forever hold your feet to the fire - in a good way.
- Not quite sure how to phrase this but I am confused that "time-share properties" like the development at Otter Bay ("Currents") are allowed when small townhome developments or a small apartment block that would provide modern and affordable housing for local workers are not. Developments like Currents just bring more part-

timers to the island who use the island resources (like water, healthcare, ferry space) from those who live here without contributing to the wellbeing of the islands in any helpful way. Personally I find the proliferation of 5th wheels and caravans that house workers at Browning and Poets to be super ugly, but the regulations make it impossible for low-cost, attractive housing to be built. This is a ridiculous grid-lock that would be very beneficial for everyone if you could figure it out.

- I don't agree with changing zoning to increase affordable housing without binding agreements that these homes will be affordable now and in the future.
- The Trust has become too expensive. This is not a made for work project. Cutbacks are needed asap. Islanders pay a lot of money for fewer services.
- The Ministry of Transportation and Transit is totally incapable of handling subdivision applications. Islands Trust should take over this responsibility.
- You can't keep the islands locked in time. Businesses need to thrive. Islanders need opportunities. Encourage incentives to islanders to adopt strategies like removing invasives and small footprint building, rather than penalties for building big. Remember the rural character of the islands and allow smaller commercial areas in more developed neighbourhoods to reduce vehicle travel and get people out of their cars. Planners need to focus on our islanders needs. It's not "preserve and protect". It's "preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents...and of British Columbia..." BC should be kicking in its fair share of the overall budget for everything over and above planning services. Notifications from IT about LTC agendas should actually summarize the issues that will be covered in the meeting so busy people don't have to wade through the meeting package to determine if there is anything that will impact them. Property owners, especially commercial and industrial property owners should not have zoning downgraded without formal notice.
- Preserving and protecting the environment is the most important task of the Islands Trust. Nothing should be changed to endanger that responsibility.
- Please update your institutional position on 'climate change emergency'. The real situation is the current solar cycle and Earth's weakening magnetic field are causing observed changes -- more than anthropogenic factors, which are minor in comparison. Adaptation is the actual challenge.
- Conservationists weaponize the trust mandate to strangle the ability to make progress on key issues, vital to the future well being of the community.
- The Trust needs to work harder to protect the natural environment That purpose is much larger and essential than individuals' selfish complaints and wants.
- Increasing the roles and responsibilities of a government body leads to inefficiencies and paralysis. Focus on the core priorities.
- Some of these survey questions are hard to answer without more options, so we did our best. We hope that the Islands Trust reduces its jurisdiction creep, and trims all departments to run as cost effectively as the local planning neighbours (such as in the CRD or the Comox Valley RD).
- You need to decrease the waste in your system. Zero-based budgeting, please.
- Unequal treatment of English Canadians and all other Canadians. Islands Trust treats English Canadians well - but is clearly biased against First Nations, French Canadians and visible minorities.
- I am glad the Islands Trust still exists

- The Islands Trust is based on the racist notion that the First Nations are stupid idiots that cannot manage their communities. This is not true. The land should be managed by the First Nations as they have been for thousands of years.
- Ceasing bylaw enforcement on properties that have an application in does not make any sense.
- Please do something about your reputation among citizens. Please.
- I feel that new Construction should include provision for alternative water catchment systems be it cisterns or other systems. Helpful to send new home owners imp. Water management brochure you already have designed.
- finding means of reducing cost while doing more to protect ecology means not always putting human needs forward and then being able to handle the repercussion of hard decisions
- I can't think of anything other than recycling, ferry connections, garbage collection and internet connections which I know are not your concerns
- You don't want to hear my actual thoughts, trust me.
- Walking lightly on the land is important to some of us on Hornby.. that being said I believe we have to still create livelihood on the second island like Hornby.. last few years attack on vacation rentals has been unreasonable and divisive.. the rentals serve the island well..and there are really not that many.. we are looking at putting a cap on them but feel strongly all the legal registered by province should be grandfathered in.

  If a cap is decided then as people quit and retire we can get to that cap..we bring alot to the island.. and to this economy..we certainly don't want more disasters like the Hornby resort..home stays are way more intimate way to visit the island.

  Like I said I'm disappointed in our local trustees..I think they have had a lot to go through and need to retire..we need new people..thanks for asking.
- I own property and live here. I have lived here a long time. My property is my major investment. The Island Trustees do not respect people like me - they seem to think that they can muck around with property rights to satisfy agendas like reconciliation, climate change and low cost housing, which are beyond their mandate and also, to be candid, beyond their competence.
- Motto of the trust used to be more saving the environment now the hash tag says preserving communities. Water water water
- Your overreach is breathtaking
- Why didn't you ask a simple question "do you believe there should be more or less development on the gulf islands?" The survey is completely biased.
- Asking us to comment on application fees without stating how much the fees per application are is a horrible choice for requesting feedback.
- Please think about the youth and the elderly- they need more opportunities to interact.
- I think your 3 meter setbacks in magic lake are silly in the context and smaller properties and should be 3-5 feet instead.
- It is close to impossible to find information on activities on properties and decision made. Protect the island. Enforce major construction without permits i.e. entire buildings.
- What percentage increase or decrease in total should the annual budget have?

- I somewhat question the mandate of the Islands Trust re the word “unique”. Everywhere in the province is “unique”. Fortunately, though, it’s our “agency” for land use planning in “unorganized territory” (other than Bowen Island).
- I honestly don't believe we need the Trust. The Conservancy on our island is the only useful thing the Trust does.
- The island trust needs a total overhaul and government review
- Preserve and Protect of the land is practically meaningless without a meaningful say on local waters
- How much am I willing to pay for the services I receive from the Trust? Or, would I pay more if the Trust was more efficient in its management and more effective in attaining its objectives?
- The Trust has lost sight it's main raison d'etre. It is a Trust whose mandate is to maintain as much as possible the natural environment of the islands. It should be doing all it can to prevent development and loss of the unique ecosystem.
- Increase protected areas and parks. Encourage no cutting down of trees, and the ability for owners of larger properties to designate areas of their land as virtual ecological protected areas. Enforce no hunting bylaws in areas more densely occupied by seasonal or permanent residences.
- I think the trust needs to look at what their legacy will be. Over building or preserving what is left.
- Increased forest coverage and limitations on development.
- The Islands Trust should concentrate on protecting the environment not facilitating development.
- Is the Islands Trust the most appropriate and effective governing body for the current needs of the Trust Area or are other regional government models better suited given current needs?
- Islands trust is not responsible for low income housing. Allow our other tax buckets (feds, province) do that work and use IT budgets for the preserve and protect of the environment.
- Wildlife Diversity and ENV protection is key.
- I think that elected council members must attend meetings or step down.
- The Conservancy needs to work with the public and not be a block to legitimate land use activity. Thanks.
- Protect the shoreline and work with DOF and DOT to keep shoreline and nearby rivers and waters clean and clear of garbage and illegally moored vessels.
- It is essential to keep the term "unique" amenities in the IT statement. To consider tourism, housing, etc. as "unique" is ludicrous. Unique refers to our at risk flora and fauna and endangered rare environmental ecosystems. That's why the IT was created!
- Is the planning committee on Mayne Island still in existence?
- Preserving is more complicated than it looks. Our lands, native or not, are hurt. We need more than build a fence, and forget about it - and taking credit for "leaving the supposed ecosystem alone". Yes it will regulate in the end, (when we are all gone), but we are in a crisis. Intelligent proactivity is needed. Telling people they can't cut down trees is simply not the stewardship that's needed today.
- The goal should be a 15% reduction in operating costs at a minimum
- Yes. The Trust is redundant and spends way more per person "served" than other similar municipalities. It should be retired as an expensive failed experiment

- You forgot to ask whether an increase to the tax levy to fund the Islands Trust budget is warranted. The answer is no. The Trust has grown its own budget by increasing the property tax levy with no public consultation for several years now, at a rate higher than the rate of inflation. The Trust needs to streamline its operations and programs significantly and cut the amount drawn from the tax roll.

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	August 20, 2025
From:	Trust Area Services	**Date Prepared:**	August 12, 2025
SUBJECT:	**2026/27 Budget Public Engagement Process**		

RECOMMENDATION: That Financial Planning Committee endorse the 2026/27 Budget Public Engagement project charter.

DIRECTOR, TRUST AREA SERVICES COMMENTS: Engagement on the Islands Trust Council's proposed budget offers an opportunity to hear from the public about their priorities and views on the Islands Trust proposed spending and the activities that are proposed to be funded. The proposed project charter incorporates lessons learned from previous engagement on the draft budget and considers other public engagement priorities for the year ahead.

PURPOSE: To seek endorsement from Financial Planning Committee for the budget public engagement program for the 2026/27 budget.

BACKGROUND: The Financial Planning Committee has a responsibility to co-ordinate an effective annual budget process, which includes designing the process for public input. The process is guided by Trust Council's Budget Process Policy (6.3.1) which states "a process for public input into the annual budget will be provided each year, as determined by the Financial Planning Committee." The extent to which Trust Council has made amendments to the proposed budget in response to public feedback has varied over the years. During this term, Financial Planning Committee has expressed a concern that public consultation on the draft budget occurs too late in the budget planning cycle for it to be useful. They directed staff to develop a pre-budget survey that would solicit public input on priorities and values that can inform the budget planning process before a draft budget has been prepared.

The Pre-Budget Survey ran from May 1st to June 28, 2025. There was a total of 343 responses to the survey, which was promoted through the Islands Trust website, a subscriber notice to 2,536 active subscribers, posts on social media channels, print advertising, emails to 137 interested and affected parties, and the Islands Trust Quarterly newsletter. A Pre-Budget Survey Report is available for review by Financial Planning Committee. Staff also coordinated a Pre-Budget Engagement Webinar on May 8, 2025, which was hosted by the Chair of Trust Council, CAO, Director of Financial and Employee Services, and Director of Trust Area Services and attended by 13 members of the public.

Given the breadth of public engagement occurring across the Trust Area this year, which includes the aforementioned pre-budget survey, as well as surveys on the Policy Statement and OCP or Housing projects for six different local trust areas, staff recommend an alternative to offering another online survey once a draft budget has been prepared. Staff are proposing the draft budget be made available to the public for review, with a dedicated email address (budget@islandstrust.bc.ca) to which questions and feedback can be sent. In addition to staff responding to any enquiries received, questions posed would also be added to an FAQ section of the budget webpage. Staff could also coordinate a public webinar on the draft budget, including the use of the poll function where attendees could indicate their level of support for elements of the budget in addition to asking questions.

Results of recent year engagement on the Islands Trust draft budget are as follows:

Budget Year Consulted On	Survey Responses	E-mail Responses
2026/27	343 (Pre-Budget Survey)	2
2025/26	N/A	1
2023/24, 2024/25	N/A	N/A
2022/23	1256	30
2021/22	941	12
2020/21	745	6
2019/20	178	37
2018/19	78	7

Past Engagement Promotion:

Generally, to promote the opportunity to comment on the proposed budget, staff will:

- Issue a news release
- Send one subscriber message
- Purchase ads in relevant publications
- E-mail non-profit and other island organizations to encourage them to advise their members of the engagement opportunity
- Promote on social media

In 2024, Staff received, for the first time, a breakdown of the cost of a tax increase to an average taxpayer. Staff recommend that in communications about the proposed 2026/27 budget the public be provided with "What does it mean to me" context for any proposed increases/decreases in the proposed budget. Staff understand it will not be possible to get estimates of impacts of different 2026/27 budget scenarios in time for the budget engagement period, but the information below can be shared with the public.

In 2025, the 5.8% increase to the rural property tax levy for the Islands Trust budget had the following implications:

Islands Trust Area Levy: Tax per Average Residential Property			
	2023	**2024**	**2025**
Average residential property value	$861,316	$838,097	$825,784
Increase on average property	$10.37	$23.53	$32.00
Tax on average property	$376.37	$399.90	$425.00

In summary, for 2025, the average residential home value in the Islands Trust area was $825,784 and the portion of their tax bill directly attributed to Islands Trust rural area levy was $425, an increase of $32.

The 17.6% increase ($68,740) in the property tax levy to Bowen Island Municipality, resulted in $460,000 being raised from Bowen Island contributions in 2025.

Bowen Island Levy: Tax per Average Residential Property			
	2023	**2024**	**2025**
Average residential property value	$1,534,135	$1,497,168	$1,584,000
Increase on average property	$9.30	$18.62	$26.61
Tax on average property	$146.61	$165.23	$190.61

1 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This project will be a Trust Area Services priority for September 2025-March 2026 and will require support from the CAO and Directors of Employee and Financial Services and Planning Services to respond to questions received by the public. Depending on the scope of engagement, this initiative may reduce capacity for other communications initiatives that may emerge during this time, particularly given staff will also be supporting public engagement and referrals on the draft Policy Statement until the spring of 2026 in addition to supporting communications and engagement on Official Community Plan (OCP) and Housing Review projects for the Gabriola, Denman, Salt Spring, Mayne, North Pender, and Gambier Island Local Trust Committees.

FINANCIAL: In recent years, the funding for public engagement on the budget was approximately $5,000, which covered advertising costs, including promotion of a Trust-wide survey, and a webinar honorarium. There is funding included for this annual program in the Trust Area Services 2026/27 communication budget request.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Trust Area Services staff will draft the public engagement materials for the proposed 2026/27 budget based on recommendations from communications and finance staff, as well as input and direction from Financial Planning Committee at its August 20, 2025 meeting. These draft materials will be presented to Financial Planning Committee on October 22, 2025 for consideration.

Staff will add final dates to the project charter once meeting dates for 2026 have been set.

Once Trust Council has reviewed the draft budget in December 2025, staff will provide revised materials to Financial Planning Committee in January 2026 for additional review as required.

Staff will generate public awareness about the public engagement through print and Facebook advertising, subscriber notices, and a news release. Trustees will be encouraged to share budget engagement social media posts to their personal social media accounts and to community social media bulletin boards and forums in their communities. All communications will adhere to Freedom of Information and Protection of Privacy (FOIPP) legislation and all public facing documents will make mention of this.

All submissions will be monitored as will any interactions regarding the budget engagement on the Islands Trust Instagram, and Facebook accounts. Any questions received through this process that are not relevant to the budget process but can be addressed by other staff, will be forwarded.

After the deadline, staff will compile all public input along with the basic analysis for Financial Planning Committee and Trust Council's review. Staff will also prepare a briefing that highlights any overarching themes from respondents.

FIRST NATIONS: As part of ongoing routine engagement, staff will encourage First Nations to advise Trust Council and trustees of their views and priorities which can inform trustee decisions about budgets. Through the budget engagement process, Indigenous People will be able to share their views.

OTHER: None.

2 RELEVANT POLICIES:

- Council Committee System and Terms of Reference (2.3.1)
- Budget Process Policy (6.3.1)
- Islands Trust Policy Statement Guiding Principles:
    - Trust Council will seek information from a broad range of sources in its decision-making processes, recognizing the importance of local knowledge in this regard.
    - Trust Council believes that open, consultative public participation is vital to effective decision making for the Trust Area.

3 ATTACHMENTS:

1. Budget cycle graphic (highlighting public engagement tasks)
2. Draft 2026/27 Budget Public Engagement Project Charter
3. 2022/23 Budget Engagement Survey

RESPONSE OPTIONS

That Financial Planning Committee endorse the 2026/27 Budget Public Engagement project charter.

Alternatives:

1. Endorse the 2026/27 Budget Public Engagement project charter dated August 12, 2025 as amended.
2. Request that staff develop a revised project charter with different activities/budget.
3. Do not proceed with public engagement on the proposed 2026/27 budget.
4. Recommend that Trust Council amend policies/language in the Budget Process Policy that relate to seeking public input.

Prepared By: Program Coordinator, Trust Area Services, August 1, 2025

Reviewed By/Date: Acting Director, Trust Area Services, August 12, 2025

BUDGET CYCLE

JULY & AUGUST

- Council Committees, LTCs, + Conservancy review priorities for next year; staff prepare business cases for funding requests.
- Financial Planning Committee (FPC) reviews Budget Assumptions & Principles Guidelines (BAPG); FPC forwards to TC for review.

SEPTEMBER

- TC reviews & approves BAPG.
- Staff submit business cases for new requests & review department budgets.
- First draft of the budget developed.

OCTOBER

- FPC reviews Budget Draft 1 (V1) business cases; proposes changes.
- FPC reviews budget engagement project charter & supporting documents.

NOVEMBER

- FPC reviews final engagement docs & Budget Draft 1 (V2), updates BAPG; forwards to TC for review.

DECEMBER

- TC reviews and amends Budget Draft 1 (Final) & BAPG;

JANUARY

- FPC reviews revised budget engagement survey.
- FPC reviews Budget Draft 2 (V1); proposes changes.
- Communication with Bowen Island Municipality re: municipal tax requisition.
- Launch budget consultation engagement process.

FEBRUARY

- FPC review of public feedback & incorporates desired budget changes.
- FPC reviews Budget Draft 2 (V2) and BAPG; forwards to TC for approval
- LTCs proposing Special Tax Requisitions hold public engagement meetings.

MARCH

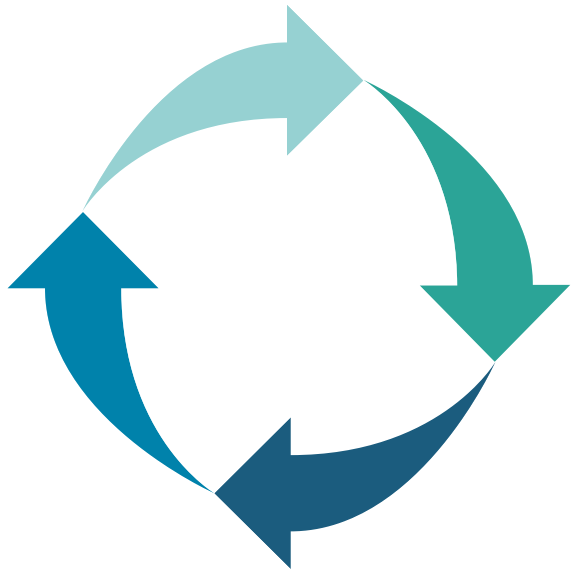
- TC reviews public feedback, Budget Draft (Final) ,and approves Financial Plan Bylaw
- Staff forward Financial Plan Bylaw to Minister for approval.
- Budget posted to website.

APRIL

- Implementation of approved budget.

MAY

- Council committees review priorities & request business cases to be drafted.



2026/27 Budget — Public Engagement Project Charter

Purpose

Develop a public engagement process for the 2026/27 draft budget that solicits budget feedback and educates the pubic about Islands Trust and its budget.

Background

The Financial Planning Committee is responsible for the annual coordination of an effective budget process, which includes public engagement. This year, public engagement will be done through the sharing of a draft budget and request for comment via email to budget@islandstrust.bc.ca. The opportunity to review the budget will be promoted through social media, subscriber notifications, newspapers, and partner organizations such as conservancies, homeowner associations, and service clubs such as chambers of commerce. The website will include hyperlinks to relevant information, and budget charts and graphs. There will also be an information webinar prior to the close of the public engagement period.

Objectives

- Create engagement materials that are informative.
- Provide engagement opportunities that solicit public input on community priorities and service levels.
- Educate the public about the IT mandate.

In Scope

- Review previous experiences
- Develop engagement materials
- Develop and implement a communications plan and associated collateral such as news releases, advertising, subscriber notices, social media posts, and accompanying graphics and text
- Respond to questions that arise during the engagement
- Information webinar with moderated Q/A session

Out of Scope

- Town halls in each local trust area/Bowen

Work Plan Overview

Deliverable/Milestone	Date
Create engagement and advertising/marketing materials	September 1st —September 30, 2025
FPC reviews draft communications plan and draft engagement materials	October 22, 2025
FPC reviews updated draft engagement materials (if required)	November 12, 2025
Trust Council considers and possibly amends draft budget	December 2-4, 2025
FPC reviews final draft engagement materials that respond to any Dec changes or new information	January 21, 2026
Launch 2026/27 budget engagement (after amending materials if requested by FPC)	January XX, 2026
Host webinar	January XX, 2026
Close 2026/27 budget engagement process	February XX, 2026
Engagement input to FPC for consideration/forwarding to Trust Council	February 18, 2026
Trust Council reviews input and adopts 2026/27 budget	March 10-12, 2026
Issue news release about 2026/27 adopted budget and update website	Friday or Monday after March Trust Council mtg, 2026

Project Team

Director, Trust Areas Services	Project Manager
Program Coordinator and Communications Specialist	Engagement content development, communications planning and implementation
Director, Administrative Services	Review content and liaison with FPC

Approved by:

David Marlor, DLS

Date: August 12, 2025

Endorsement: FPC

Date:

Budget

Budget Source: Communications budget

Item	Cost
Graphic design and advertising	$4,750
Webinar honoraria	$ 250
TOTAL	$5,000

Islands Trust

Copy of Islands Trust 2022/23 Budget Survey

We Need Your Input!

Thank you for taking the time to complete our Budget 2022/23 survey. We value your input. Before you start, there are some things you need to know:

All correspondence and survey results on the draft budget are shared with Islands Trust's Financial Planning Committee. Financial Planning Committee considers public input when developing their budget recommendations to Islands Trust Council. Trust Council will also see all correspondence and survey results. If you would like to learn more about Islands Trust and its activities and accomplishments to date, consider reviewing our Annual Reports. Please be advised that the proposed budget numbers are draft only, and are subject to change before final approval by Trust Council at its next quarterly meeting from March 8–10, 2022.

Budget Webinar:
January 27, 2022 @ 7:00 p.m.
Before you complete the survey you may wish to attend the webinar to hear an overview and ask questions. Participants are encouraged to submit questions in advance to budget@islandstrust.bc.ca.
Please register in advance. The webinar will be recorded and will be available on our website after the event.
Please subscribe for Events and Education updates via our website to get webinar updates.

Survey Closes:
Sunday, February 6th, 11:59 p.m.

Survey logistics:
The estimated time to read and complete the survey is 10 minutes.
Questions with an * at the beginning require an answer.

Anonymous Survey and Personal Information:
When you complete the survey you are anonymous.

Survey results, and any other input we get about Budget 2022/23, may be shared publicly at Islands Trust meetings, on our website, through social media, or in our publications or documents.

Any personal information gathered through this survey is subject to the Freedom of Information and Protection of Privacy Act. Enquiries about the collection or use of information in this survey can be directed to the Islands Trust's Legislative Services Manager at 250.405.5188.

The Islands Trust will not collect, use, or disclose personal information using this SurveyMonkey survey. Please be aware, however, that IP addresses are collected by SurveyMonkey itself.

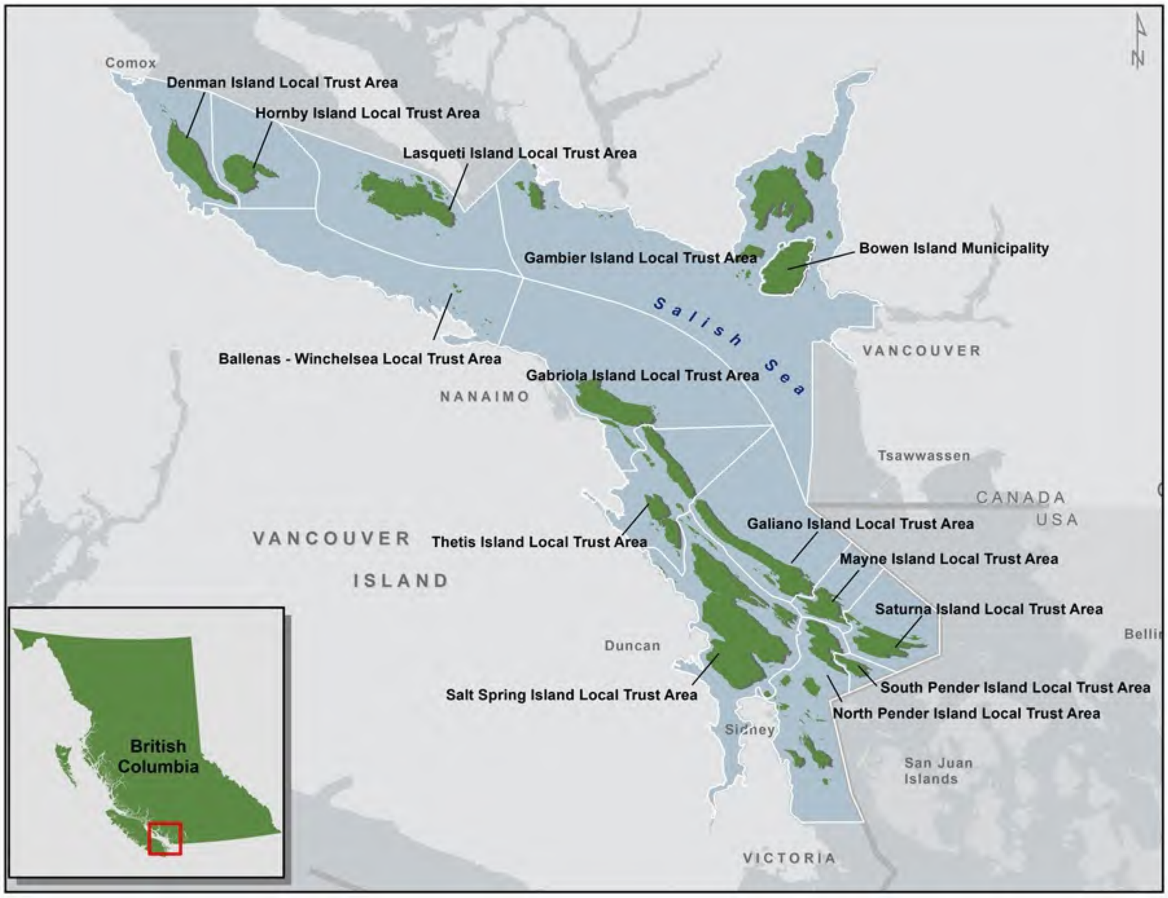
There can be only one survey response per computer. If you share a computer with someone who also wants to respond, please work together on your response, or email your comments to us at budget@islandstrust.bc.ca.

* 1. **Tell us about yourself**

The Islands Trust Area occupies almost 5200 square kilometres within the Salish Sea.

What is your connection to the islands? Check as many as apply:

- [ ] I am a member of a First Nation within the Islands Trust Area
- [ ] I live adjacent to the region (e.g. On Vancouver Island or mainland BC)
- [ ] I am a part-time resident
- [ ] I am a visitor
- [ ] I am a full-time resident
- [ ] I do not wish to answer
- [ ] Other (Please explain):


Comox
Denman Island Local Trust Area
Hornby Island Local Trust Area
Lasqueti Island Local Trust Area
Gambier Island Local Trust Area
Bowen Island Municipality
Salish Sea
VANCOUVER
Ballenas - Winchelsea Local Trust Area
Gabriola Island Local Trust Area
NANAIMO
Tsawwassen
CANADA
USA
VANCOUVER
ISLAND
Thetis Island Local Trust Area
Galiano Island Local Trust Area
Mayne Island Local Trust Area
Saturna Island Local Trust Area
Duncan
Salt Spring Island Local Trust Area
South Pender Island Local Trust Area
North Pender Island Local Trust Area
Sidney
San Juan
Islands
VICTORIA
British
Columbia

* 2. The Islands Trust Area is made up of 13 local trust areas (LTA) and Bowen Island Municipality. Which one do you feel most connected with?

- ◯ Ballenas-Winchelsea Island LTA
- ◯ Bowen Island Municipality
- ◯ Denman Island LTA
- ◯ Gabriola Island LTA
- ◯ Galiano Island LTA
- ◯ Gambier Island LTA
- ◯ Hornby Island LTA
- ◯ Lasqueti Island LTA
- ◯ Mayne Island LTA
- ◯ North Pender Island LTA
- ◯ Salt Spring Island LTA
- ◯ Saturna Island LTA
- ◯ South Pender Island LTA
- ◯ Thetis Island LTA
- ◯ The entire Islands Trust Area
- ◯ Other (please specify)

Copy of Islands Trust 2022/23 Budget Survey

Proposed 2022/23 Budget

Islands Trust works to preserve and protect over 450 islands in the Salish Sea and surrounding waters with First Nations, residents, property owners, and all British Columbians. Each year, the Islands Trust Council develops our budget in consultation with the people we serve.

In developing the proposed budget for 2022/23 ($9,283,000, excludes non-cash amortization), Islands Trust Council assumes that Islands Trust will maintain existing service levels and implement the 2018-2022 Strategic Plan. View a breakdown of the draft budget numbers here.

Islands Trust taxes are only a percentage of your total property tax bill. Please look at past annual property tax statements for the specific annual amounts.

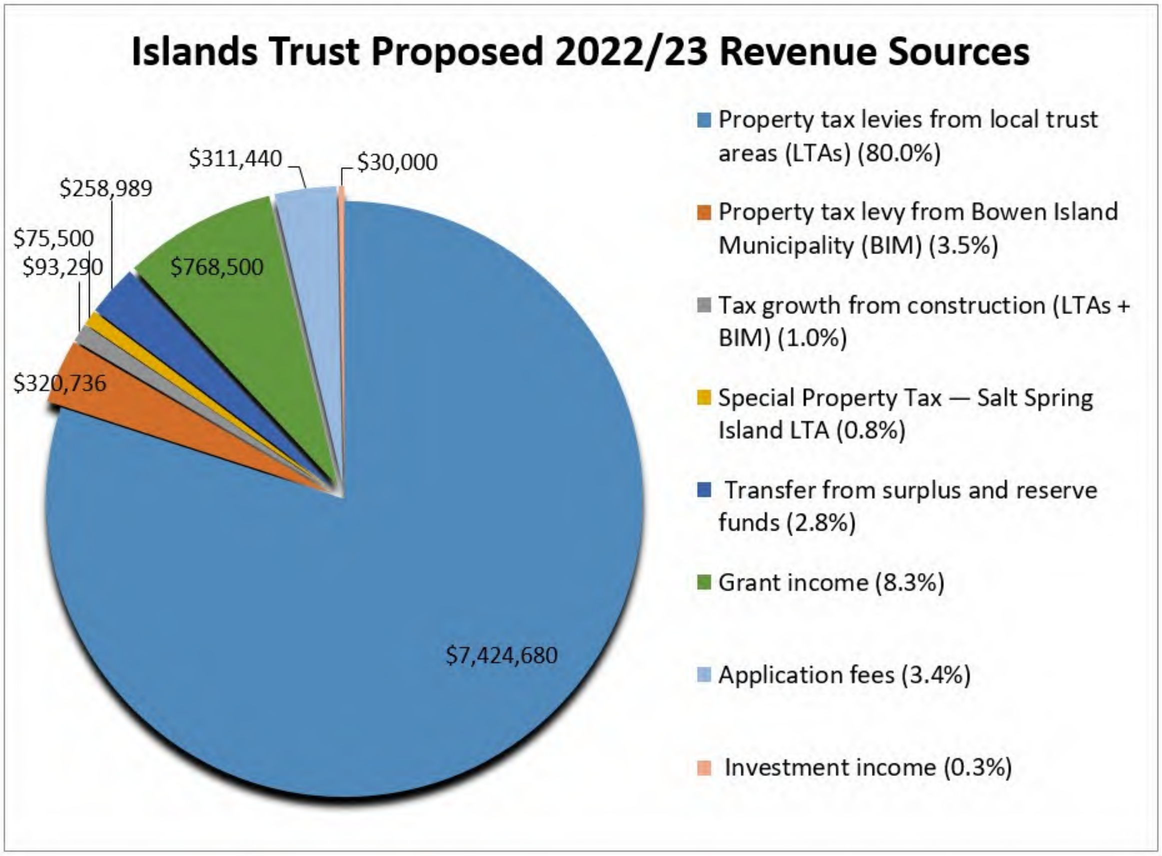
Please note that figures in this survey are rounded to the nearest thousand.

Revenue:

$7.4M property taxes:
- 6.1% increase ($435,000)
  - 4.88% increase to the existing local trust area tax base plus an additional
  - 1.25% tax revenue expected from new construction and development in local trust areas

$324,000 Bowen Island Municipal tax levy:
- 4.0% increase ($12,497)
  - 3.07% increase is to be levied against the existing tax base plus an additional
  - 0.95% tax levy expected from new development and construction in the Municipality

$769,000 in grants (increase of $197,500, 12%)
$311,000 in application fees (increase of $191,440, 160%)
$259,000 transfers from Island Trust surplus and reserve funds (reduction of $399,000, 61%)
$75,500 Salt Spring Island Local Trust Area special tax levy (no change)
$30,000 in investment and other income (reduction of $30,000, 50%)


Islands Trust Proposed 2022/23 Revenue Sources
$311,440
$30,000
$258,989
$75,500
$93,290
$768,500
$320,736
$7,424,680
Property tax levies from local trust areas (LTAs) (80.0%)
Property tax levy from Bowen Island Municipality (BIM) (3.5%)
Tax growth from construction (LTAs + BIM) (1.0%)
Special Property Tax — Salt Spring Island LTA (0.8%)
Transfer from surplus and reserve funds (2.8%)
Grant income (8.3%)
Application fees (3.4%)
Investment income (0.3%)

Expenditures:

Islands Trust preserves and protects the Trust Area through: environmentally sound land use planning, land protection through the Islands Trust Conservancy, and working locally and across agencies to collaborate, plan, and advocate on important matters in our jurisdiction. Actual historical spending trends help to inform the proposed budget.

Total value of the proposed 2022/23 budget is $9,283,000 which pays for operations, projects, and capital purchases (excludes non-cash amortization expense).

The proposed **operating** budget excluding non-cash amortization expense is $8,301,000, an increase of 4.1% ($337,000) from last year. This includes:

- $5,696,000 ($143,000 funded from grants) in staff salaries, benefits and training costs (increase of $132,000, 2%). This includes a proposed new part-time Conservancy fund development position ($52,000) to work with potential and existing donors and 2.0% staff wage increases per union agreements and the BC Public Service policies.
- $660,000 in office leases and associated costs and insurance (increase of $27,000, 4%)
- $605,000 in trustee remuneration and benefits (increase $15,000, 2%). Learn more.
- $265,000 for legal expenses (no change)
- $187,000 ($59,000 funded from grants) for Conservancy property management, conservation planning, land securement and ecosystem mapping (increase of $12,000, 9%)
- $192,000 in insurance expense (increase of $7,000, 4%)
- $141,000 in elections expenses
- $100,000 in technical support (increase of $12,000, 13%)
- $70,000 ($3,200 funded from grants) in communications costs (increase of $21,000, 42%)

The proposed **projects** budget is $912,000 ($375,000 funded from the grants), an increase of 3.4% ($30,000). There are $304,000 in proposed local trust committee projects, $235,000 in Strategic Plan projects, and $374,000 in proposed operational projects. These are listed lower in the survey.

The proposed **capital** budget is $71,000; (increase of $37,500, 113%), which includes:

- $ 15,000 to purchase computers for newly elected trustees (not returning trustees)
- $ 51,000 to replace end-of-life technology, and support hybrid public meetings

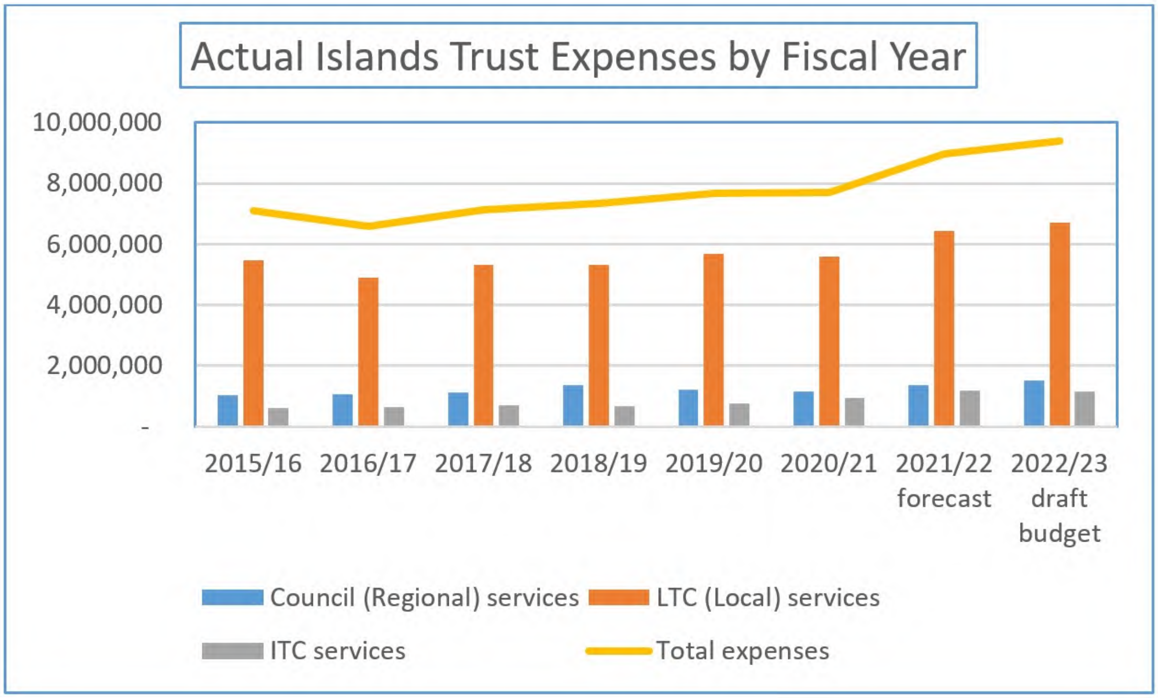
Annual percentage (%) change in property taxes (excludes Bowen Island Municipal levy[1]), approved budget expenditures, and actual expenditures since 2013/14.			
Fiscal Year (April 1 – March 31)	**% Property Tax Change** (excludes increase due to non-market factors)	**Approved Operating & Projects Budget Expenditures[2]** (excludes Capital)	**Actual Expenditures[3]**
2022/2023 (proposed)	4.88%	$9,401,010	NA
2021/2022	3.26%	$8,838,101	Year in Progress
2020/21	0%	$8,096,211	$7,707,867
2019/20	2%	$7,753,986	$7,672,619
2018/19	2%	$7,658,134	$7,339,845
2017/18	0%	$7,667,011	$7,131,865
2016/17	0%	$7,260,509	$6,588,536
2015/16	0%	$7,134,445	$7,092,373
2014/15	0%	$7,054,080	$6,835,277
2013/14	1.30%	$6,892,192	$6,500,914

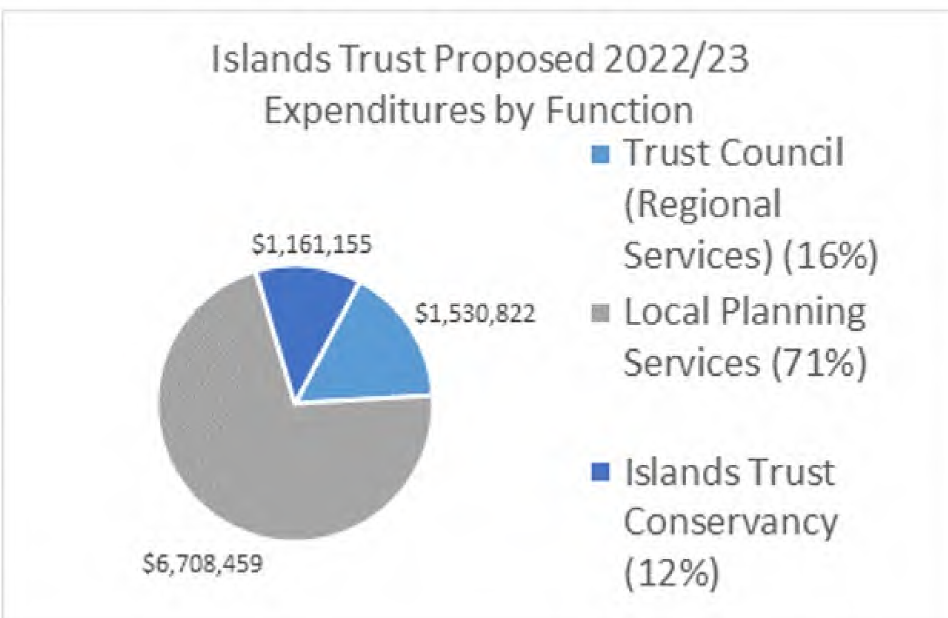
Property taxes are only one source of Trust revenue. Other revenue sources (grants, application fees, investment income, surplus funds) are not reflected in this table. As such, a direct comparison of expenditure changes versus property tax changes over time cannot be made from this table alone. It serves only to highlight key pieces of information deemed likely to be of greatest interest to the average reader. For more information: Islands Trust Approved Budget History document.

[1] Since 2013/14 Bowen Island Municipal levy has increased from $225,614 to $311,188 in 2021/22. The proposed levy for 2022/23 is $324,692. Bowen Island Municipality contributes to regional programs and Conservancy costs (not land use planning) based on their proportional share of Trust Area property values. Bowen Island taxpayers contribute to regional programs and Conservancy costs to almost the same extent as other island taxpayers.

[2] The operating and projects budget excludes purchases of tangible capital assets and includes amortization expense, which aligns with financial reporting for Actual Expenditures

[3] As reported in the annual audited financial statements


Actual Islands Trust Expenses by Fiscal Year
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
-
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22 forecast
2022/23 draft budget
Council (Regional) services
LTC (Local) services
ITC services
Total expenses


Islands Trust Proposed 2022/23 Expenditures by Function
$1,161,155
$1,530,822
$6,708,459
Trust Council (Regional Services) (16%)
Local Planning Services (71%)
Islands Trust Conservancy (12%)

* 3. **What budget principles do you support?**

- ◯ Add new programs/services or to improve existing services or programs
- ◯ Maintain existing services and programs at current levels
- ◯ Maintain existing services and programs with some areas increasing and other areas decreasing (if you select this option please explain your answer below)
- ◯ Reduce services and programs from current levels
- ◯ Don't know / other

Why did you make this choice?

Islands Trust

Copy of Islands Trust 2022/23 Budget Survey

Local Planning Services

In the Islands Trust Area, the focus of all land use planning is the preservation of the environment, cultural heritage, and community sustainability. Land use planning activities include:

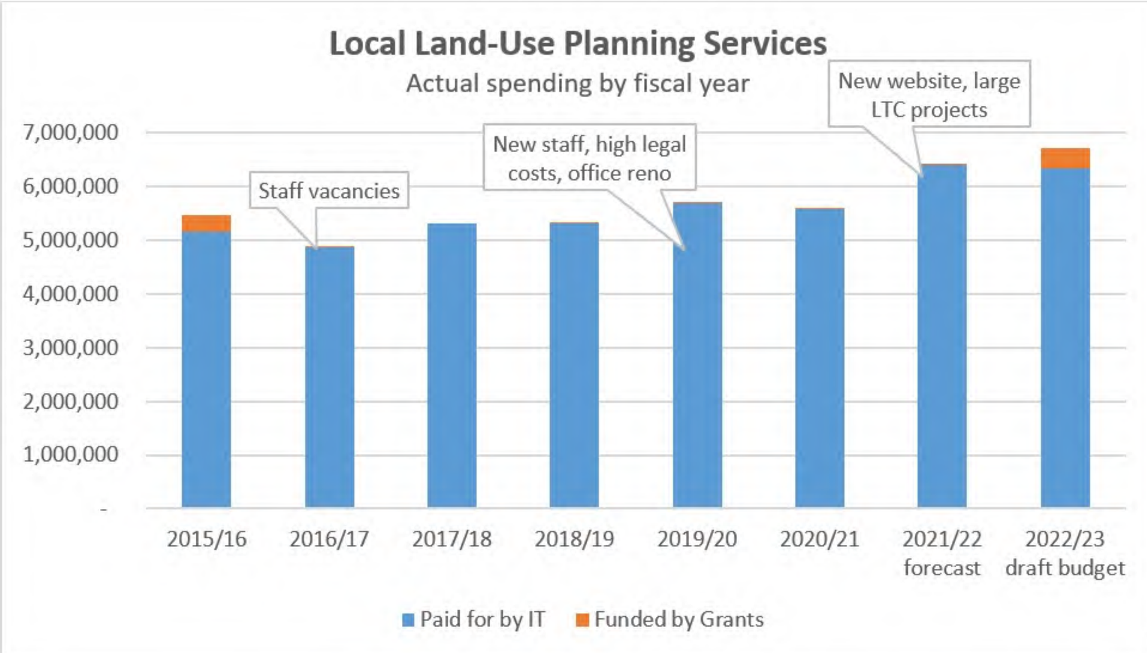
- Proactive land use planning (maintain and update 20 official community plans and 20 land use bylaws)
- Application processing (e.g. property rezonings, development permits, public hearings about proposed bylaws)
- Local trust committee meetings
- Community information meetings (e.g. land use planning issues, freshwater protection issues and options, climate change)
- Bylaw compliance and enforcement

In addition to routine regional operations, Trust Council plans to fund the following local trust committee projects for 2022/23:

- Hornby Island LTA: Official Community Plan Amendment Update - $15,000
- Gambier Island LTA: Official Community Plan Amendment Update - $17,000
- Denman Island LTA: Official Community Plan/ Land Use Bylaws Housing Review - $13,500
- Salt Spring Island LTA: Protection Coastal Douglas-fir Zone and Assoc. Ecosystems Protection Project - $3,200
- Salt Spring Island LTA: Ganges Village Project (phase 2) - $51,000
- Salt Spring Island LTA: Housing Action Program (phase 2) - $25,000
- Other local trust committee projects (to be allocated during the year) - $26,000

Trust Council also plans to fund the following operational project as a 100% grant-funded project:

- Development application processing improvement project - $367,000



4. Would you like to see funding for local land use planning services:

- ◯ Increased
- ◯ Stay the same
- ◯ Decreased
- ◯ I don't have an opinion

Islands Trust

Copy of Islands Trust 2022/23 Budget Survey

Regional Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs and services. These include:

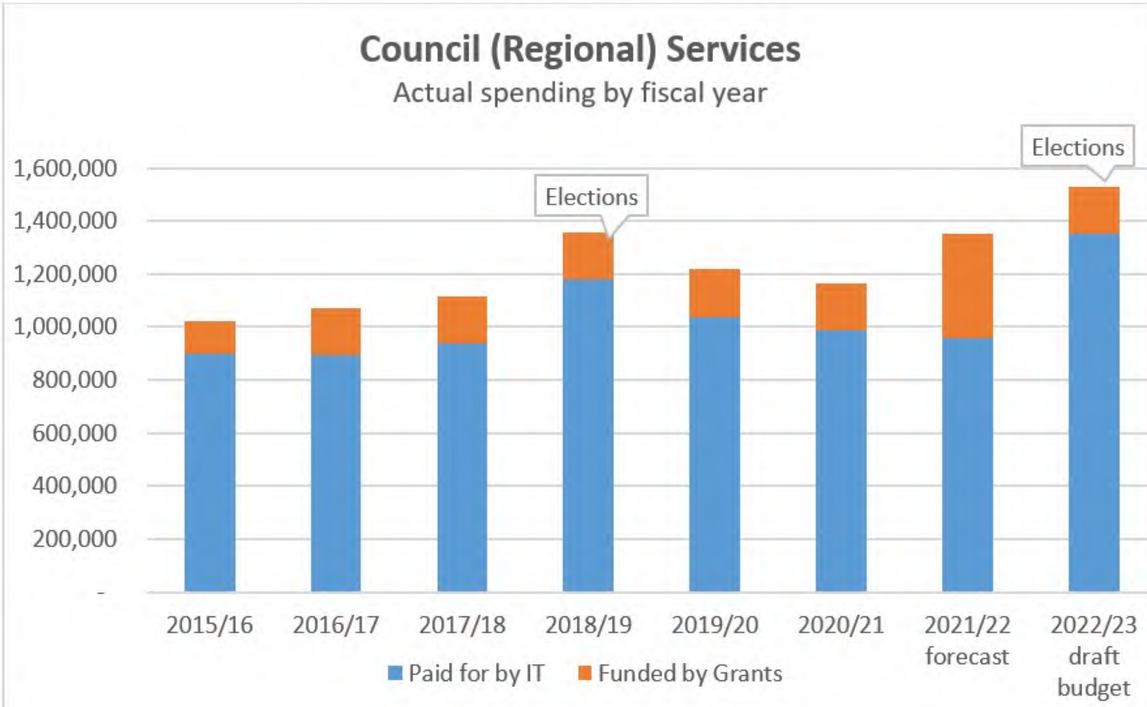
- Communications (e.g. website, social media, advertising, publications, news releases)
- Intergovernmental relations (e.g. reconciliation, agreements with other levels of government, hosting of coordination events)
- Trust Area-wide policy management, including the Policy Statement (e.g. updating, interpreting)
- Legislative services (e.g. Freedom of Information requests)
- Advocacy (e.g. lobbying about topics such as marine shipping safety, climate action)
- Public education programs (e.g. Community Stewardship Award program; educational workshops on topics such as water, climate action, species at risk)
- Islands Trust Council meetings and Council committee meetings

In addition to routine regional operations, Trust Council plans to fund the following Strategic Plan projects in 2022/23:

- Reconciliation Action Plan - $ 17,000
- Policy Statement Amendment (Islands 2050) - $5,000
- Website Improvements - $15,000
- Model Bylaws (Affordable Housing) - $10,000
- Freshwater Strategy Communications - $6,000
- Groundwater Sustainability Science Program - $50,000
- Heritage Preservation Overlay & Model Bylaws (phase 2) - $74,000
- Climate Change Indicators - $25,000
- Stewardship Education Program - $17,500
- Secretariat Services - $15,000

Trust Council also plans to fund the following operational project:

- Electronic Document Management improvement - $6,500



* 5. Would you like to see funding for regional programs and services:

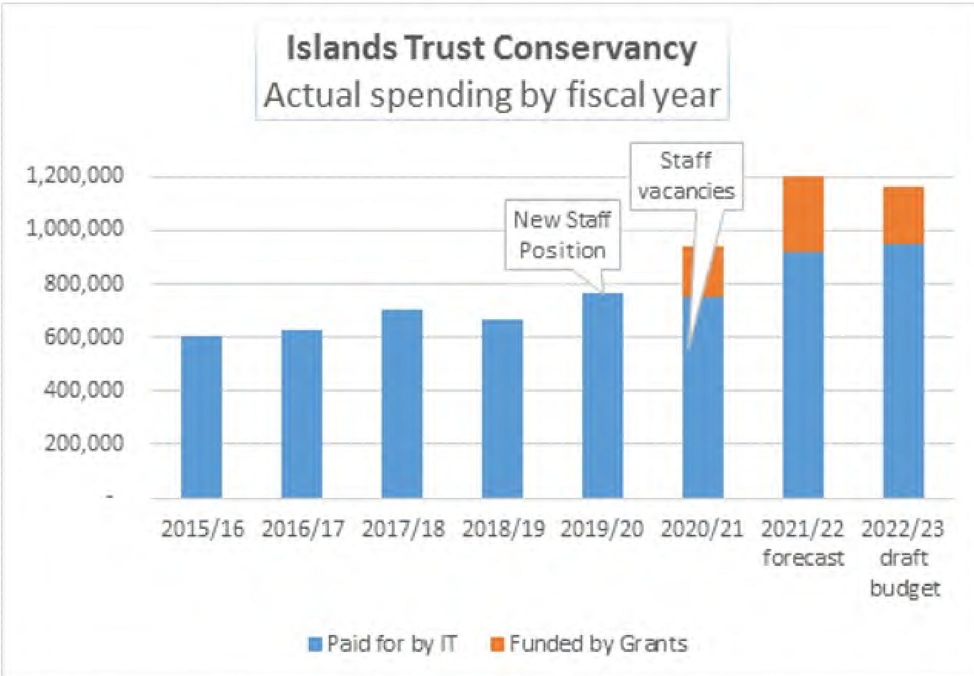
- ◯ Increased
- ◯ Stay the same
- ◯ Decreased
- ◯ I don't have an opinion

Islands Trust Conservancy

Ecosystems of the Islands Trust Area are among the most at risk in Canada and contain some of the highest levels of biodiversity in British Columbia. Islands Trust Conservancy (ITC) protects natural landscapes (1,364 hectares) across the region within 32 nature reserves and 79 conservation covenants.

Islands Trust Conservancy encourages land conservation through innovative programs that promote conservation covenants (voluntary agreements registered on a land title that protect natural features), establishment of nature reserves and other voluntary conservation initiatives. ITC's administration costs, including the costs of managing the 111 protected areas, are paid for through the Islands Trust budget.

Land purchases and covenants are generously funded through donations and grants. As of July 1st, 2021, ITC nature reserves had a combined BC Assessment Value of over $31 million. In 2022-23, Islands Trust Conservancy will also receive $213,500 in external funding for a Species at Risk Program through Environment and Climate Change Canada which is part of a three-year grant totalling $643,000. With more than 350 listed species at risk, and 72 ecosystems at risk in the Islands Trust region, the Islands Trust Conservancy has a strategic and focused program to help ensure their recovery.



* 6. Would you like to see funding for the Islands Trust Conservancy?

- ◯ Increased
- ◯ Stay the same
- ◯ Decreased
- ◯ I don't have an opinion

7. Local Planning Services/Regional Programs – Specific Services

With regards to local land use planning services and regional programs please indicate your preferences regarding the specific services below.

(If you selected Bowen Island as the region you are most connected with, please refrain from answering the first two questions as Bowen Island Municipality offers these services on Bowen Island instead of Islands Trust):

	Do less	Keep the same	Do more	Do none
Official Community Plan/Land Use Bylaw reviews	◯	◯	◯	◯
Land use application processing, responding to inquiries and referrals	◯	◯	◯	◯

Advocacy and coordination with other governments and decision-makers	○	○	○	○
Public engagement & communication (e.g. education, surveys, website updates, information products)	○	○	○	○
Mapping, scientific studies and data	○	○	○	○
Freshwater protection	○	○	○	○
Sensitive ecosystem protection	○	○	○	○
Shoreline and marine protection	○	○	○	○
Climate action (mitigation and adaptation)	○	○	○	○
Addressing housing equity and workforce housing shortages	○	○	○	○

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Salt Spring Island Special Property Tax Requisition

A special property tax requisition is a way for the Islands Trust to fund a special initiative taking place in a single local trust area through a tax levied on property owners only in that local trust area.

This special tax can be used when a local trust committee wishes to undertake a large initiative with local significance or to take on additional operations. Since 2014, the Salt Spring Island Local Trust Committee has funded, through a special local tax requisition, the Salt Spring Island Watershed Protection Alliance to support work related to the preservation and protection of freshwater resources on Salt Spring Island.

Salt Spring Island Watershed Protection Alliance Backgrounder.

8. Do you support a special property tax requisition in the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island?

- ◯ Yes
- ◯ No
- ◯ I don't know
- ◯ I don't have an opinion

Comments (optional):

9. The special property tax requisition is proposed to be $75,500 to fund the continued coordination of community, government and non-government organizations working together in 2022/23 to develop a framework and strategy to protect watersheds and preserve drinking water sources on Salt Spring Island. Is this amount:

- ◯ Too much
- ◯ Too little
- ◯ Just right
- ◯ I don't know
- ◯ I don't have an opinion

Comments (optional):

Copy of Islands Trust 2022/23 Budget Survey

* 10. **Tell Us More**

There are so many ways to communicate. We want to know what works best for you.

How do you prefer to receive information from the Islands Trust? Select all that apply.

- ☐ Local newspaper
- ☐ Email
- ☐ Direct mail
- ☐ Islands Trust website
- ☐ Facebook
- ☐ Other (please specify)
- ☐ Twitter
- ☐ Online Community bulletin boards
- ☐ Meetings of the Local Trust Committee
- ☐ Meetings of Bowen Island Municipality

* 11. How did you hear about this survey?

- ☐ Community blog or website (non-Islands Trust)
- ☐ Email from Bowen Island Municipality
- ☐ Email from the Islands Trust
- ☐ Facebook
- ☐ Twitter
- ☐ Other social media
- ☐ Other (please specify)
- ☐ Islands Trust website
- ☐ Local trustee
- ☐ Newspaper advertisement
- ☐ Newspaper article
- ☐ Word of mouth

* 12. Please indicate your age

- ◯ 12-24
- ◯ 25-39
- ◯ 40-59
- ◯ 60-79
- ◯ 80+
- ◯ I don't wish to answer

13. Comments on your choices in this survey (optional):

14. Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.

Thank you for taking the Budget 2022/23 Survey!

Gathering input from the people we serve helps us to understand different viewpoints and make decisions that reflect them. Your contribution to the budget process is greatly appreciated!

Give Us Feedback Anytime
We're like to hear from you! Any time you'd like to give us feedback, go to: https://islandstrust.bc.ca/contact-us/share-your-views/

Stay Up-to-Date
Want to stay up-to-date with the Islands Trust? You can sign up for news and information at: https://islandstrust.bc.ca/subscribe/

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 10, 2025
From:	Financial Planning Committee	**Date Prepared:**	August 8, 2025

SUBJECT: **Draft 2026/27 Budget Assumptions, Principles, and Guidelines**

RECOMMENDATION:
That Trust Council approve Financial Planning Committee's recommended draft 2026/27 Budget Assumptions, Principles, and Guidelines as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Trust Council is responsible for giving direction to the Financial Planning Committee and staff on development of the following year's budget draft. Reviewing budget assumptions and principles in September is consistent with historical practice at Islands Trust. The addition of budget guidelines associated with specific areas of interest is a newer concept, brought forward as part of an enhanced corporate planning process.

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

This year, I initiated an Operational Review of Islands Trust to identify potential actions to improve operational effectiveness and efficiency. Recommendations resulting from that review are expected to be provided for Trust Council consideration in time for the December meeting to inform final decisions on the budget for next fiscal.

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1 PURPOSE:
To seek Trust Council's approval of Financial Planning Committee's recommended draft 2026/27 budget assumptions, principles, and guidelines which will guide the preparation of the initial draft 2026/27 budget for Trust Council's review in December.

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

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

In some cases, the assumptions and principles are well-defined and unlikely to change during the budget development process. Other assumptions and principles are less certain at this point, and will likely be amended during the budget development process. If FPC or staff identify that Trust Council's budget guidelines are too difficult or impractical to achieve, or significantly impact the organization's ability to deliver on its plans, they will raise the issue with Trust Council and seek amendments to the approved guidelines.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Staff and FPC will draft a 2026/27 budget based on the direction Trust Council gives in its approved 2026/27 Budget Assumptions, Principles, and Guidelines document.

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

POLICY: None.

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

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

OTHER: None.

4 RELEVANT POLICY:

Policy 6.3.1 Budget Process

5 ATTACHMENT:

Draft 2026/27 Budget Assumptions, Principles, and Guidelines

RESPONSE OPTIONS

Recommendation:
That Trust Council approve Financial Planning Committee's recommended draft 2026/27 Budget Assumptions, Principles, and Guidelines as presented.

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

That Trust Council approve Financial Planning Committee's recommended draft 2026/27 Budget Assumptions, Principles, and Guidelines, as amended.

Prepared By: J. Mobbs, Director, Financial and Employee Services
Reviewed By/Date: Chief Administrative Officer

ISLANDS TRUST

Draft 2026/27 Budget Assumptions, Principles, Guidelines

September 2025

Draft Budget Development Process:

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

Considerations for the 2026/27 Fiscal Year:

<u>Operational Review</u>: This year, the CAO has initiated an Operational Review of Islands Trust to identify potential actions to improve operational effectiveness and efficiency. Recommendations resulting from that review are expected to be provided for Trust Council consideration in time for the December meeting to inform final decisions on the budget for next fiscal.

<u>Pre-2026/27 Budget Survey</u>: Financial Planning Committee worked with the Communications team to develop a pre-2026/27 budget survey seeking public input on development of the upcoming budget. Results from this survey are available in this agenda under separate cover. Trust Council may use these results to inform its budget direction as they see fit, though it should be noted the survey response rate did not achieve statistical significance. The results of the survey have not been factored into the draft assumptions, principles, guidelines, as of August 20, 2025. See related table item #24.

<u>ITC-EC Resolutions</u>: The following resolutions were passed by ITC and EC, for consideration in TC's budget discussions:

ITC-EC-2025-001
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.

EC-2025-094
Forward resolution ITC-EC-2025-001 to Trust Council for consideration as part of the budget discussion.

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE(S)**
1	**Fees**	Budgeted application fees revenue for year will be based on the following: - Estimated application volumes, by type and by LTA, based on historical volume trends. - Estimated application fees by type and by LTA, as determined by LTC fees bylaws. - Accounting standards dictate that fees be recorded as revenue as applications move through processing, not at the time of receipt of the fee. Consequently, estimating how quickly applications will be processed is an important component of estimating application fee revenue in any given year. Staff will estimate ratios of fees received versus recognised in fiscal 2025 and early fiscal 2026 to inform this budget line. Given Island's Trust bylaw enforcement policy to offer fee waiver for ultimate compliance, revenue from bylaw tickets is not budgeted for as it is not reliable Additionally, revenue from this activity is not material to the Trust's overall budget (ranging from \$5,000-\$16,000 annually over the last 5 years).	Historical application volume levels seen in non-pandemic-impacted fiscal years. Approved LTC Fees Bylaws. Recent historical ratios of fees received to earned.
2	**Provincial Grant Funding - Unrestricted**	Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received. Assumed that unrestricted grant funding from the Province will be received, and that the value will remain consistent with prior years. Although there is a Trust Council resolution to request more funds from the Province, no work has progressed on this task and progress is unlikely in the short term. As such, no increase in funds is anticipated at this time.	Prior year funding levels (excluding the unusual extra payment in fiscal 2025)
3	**Provincial Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. The planned spending in the fiscal year will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for.	Approved grant agreements from the Province of BC. Other grants as approved in the budget cycle.
4	**Federal Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred.	Signed grant agreement between ITCB/IT and Environment and Climate Change Canada, or other federal bodies.

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE(S)**
		These amounts are recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.	
5	**Property Taxes - General**	Assumed property tax revenue will be required to balance the Islands Trust budget. Assumed the full balance requisitioned will be received by Islands Trust under normal timelines. *Prior Year Guideline:* *That Trust Council establish a 2025/26 budget guideline directing staff to prepare options for reducing the discretionary budget line items by 1% - 2% of the proposed tax increase or higher.*	Draft budget expenditures less amortization expense, less other revenue sources.
6	**Property Taxes - Non-Market Change (NMC) in Tax Base**	The property tax base within the Islands Trust Area will grow due to new development activity and changes in use. Assumed that jurisdictions 763 and 764 remain an appropriate representation of the NMC within the total Trust Area.	Draft 1, Version 1 of the budget retains the previous budget's NMC values. BC Assessment report provided in December each year indicates non-market growth for the Trust Area and is updated in the draft budget at that time.
7	**Property Taxes – Special Requisitions**	Assumed LTC's will request, by way of resolution, a special levy for specific local services as they deem necessary.	Trust Council Policy 6.3.2 Special Property Tax Requisitions
8	**Property Taxes – Bowen Island Municipality**	Assumed relevant policy regarding this requisition will remain unchanged.	Trust Council Policy 7.2.6 Municipal Tax Requisition Calculation
9	**Investment Income**	Assumed interest income will drop slightly in line with anticipated interest rate reductions. Assumed Islands Trust will continue to invest in conservative investments in line with legislation. Assumed sustainable investment vehicles will be secured for a portion of invested funds to align with Trust values.	Islands Trust Act, Community Charter, current interest rate trends and investment advisor information.
10	**Other Grant Funding**	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source.	Current grant programs available to Islands Trust.

REVENUES			
	ITEM	ASSUMPTION/PRINCIPLE/GUIDELINE	DATA SOURCE(S)
		Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same amount, to ensure appropriate conservatism in the budget.	

EXPENSES			
	ITEM	ASSUMPTION/PRINCIPLE/GUIDELINE	DATA SOURCE
11	**Inflation**	Assumption that the cost of goods and services will rise in line with inflation. Application of this assumption is not applied in a direct manner whereby all expenses are increased by a percentage. Rather, where real spending trends are analysed for purposes of generating a budget figure, historical averages are most frequently rounded upwards, with special considerations given to expenditure types experiencing higher than typical increases, including standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	Consumer Price Index (CPI) for Victoria, as reported for the month of December by BC Statistics (based on Statistics Canada data), to assess if current inflation accommodations are appropriate. Draft 1, Version 1 of the budget will include CPI rates available as at the date of this budget draft, with final update happening in December.
12	**Staffing Levels**	Assumed Island Trust management will bring forward funding requests for additional staff positions as needed, or revised staffing complements that result in budget increases. Assumed requested for any new staff positions will be presented via business case to FPC/TC. Decreased staffing levels may result in a reduced level of services, functions, or quality of work. New functions or services may require either additional staffing or the deletion of some existing functions or service levels. The Operational Review being undertaken by the CAO will consider the need to address any critical staffing issues and provide recommendations for Trust Council consideration by December. *<u>Prior Year Budget Guideline:</u>* *That Trust Council establish a 2025/26 budget guideline* *that resource requests for new tax-funded personnel will only be considered where critical capacity issues can be clearly demonstrated, or where upfront investment will result in longer term savings as outlined in a business case.*	Current staffing levels, plus potential forthcoming new staff requests. Trust Council direction.

EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**
		Suggested for 2026/27: *That Trust Council direct that new personnel requests will include with the business case, a draft job description for the new position, as well as a depiction of where the position will reside in the organisational chart.*	
13	**Staffing Salaries and Benefits**	Assumed that staff will continue to be appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*, in accordance with the *Islands Trust Act*. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements. Assumed that the Province and the BCGEU will ratify a new union agreement prior to TC's approval of next fiscal year's budget so required staff increases can be appropriately incorporated. *Prior Year Budget Guideline:* *That Trust Council establish a 2026/27 budget guideline that funding for salary and benefits costs arising from job descriptions changes must be provided within existing budgets.*	*Public Service Labour Relations Act* (all staff). *Public Service Act* and PSA Policy on salary administration for management employees (exempt staff). BCGEU union agreement (union staff, once a new agreement is in place). Prior to a new agreement in place, staff will estimate wage increases based on known offers at the negotiating table. Public Service Agency (benefits costs/rate, all staff) – based on prior year benefit rate in the absence of information from PSA whose timing is delayed due to provincial budget delays. Trust Council direction.
14	**Trustee Remuneration**	Assumed that no changes will be made to the guiding policy for Trustee Remuneration. Assumed that the number of meetings requiring payment to trustees for Trust Council Committees (FPC, TPC, RPC, GC, AC) will remain similar to prior year figures.	TC Policy 7.2.1 Trustee Remuneration. (census information 2021) stats Canada CPI information, Folio information from BC Assessment)
15	**Office Facilities**	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Islands Trust has signed office leases for these spaces which will guide budget amounts for the next fiscal year. It is assumed that Islands Trust will not give notice to the Victoria office property manager by March 31, 2026	TC Policy 7.4.4 On-Island Trustee Offices. Existing multi-year office leases.

EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**
		for a September 31, 2026 termination of lease, and as such will maintain the leased space until September 31, 2029. This assumption is based on a lack of staff capacity to undertake such a project at this time, as well as lacking alternate options for lease at this time. Assumption that the SSI office renovation will be complete in the current year with no lingering cost requirements related to this move. Discussion regarding current leased space on Galiano will take place with Galiano trustees to determine if retaining the office space is of value. Trustees are responsible to put in a budget request for these spaces in alignment with policy.	
16	**Planning Services**	Assumed that Islands Trust Council will continue to provide sufficient funding for LTCs to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the *Islands Trust Act*. OCP and LTC project budgets are distributed between LTCs as they seek funding for various projects. Smaller projects with estimated costs less than $5,000 continue to be funded by the lump sum budget for LTC project work, which LTCs can draw from throughout the year. The following principles will guide decisions on LTC projects in the budget cycle: • OCP and LTC projects with estimated costs greater than $5,000 will require a funding request from the LTC, for consideration by Trust Council. • Similar projects (e.g., OCPs) will be consolidated for efficiencies where feasible. • Proposed projects will not be funded unless there are sufficient staff resources to implement them.	Local Planning Services Review 2018 Trust Council Strategic Plan 2024-2028 TC Policy 5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees
17	**Planner Resource Allocation**	Assume planner resource allocation will be allocated in accordance with Trust Council policy 6.2.1 (Priority Setting/Review Guidelines) and Trust Council 6.7.1 (Work Program, FUAL, and Priorities Report)	LPS Review 2018 TC's Strategic Plan TC Policy 6.2.1 Priority Setting/Review Guidelines and TC Policy 6.7.1 Work Program, Follow-up Action List and Priorities Report
18	**Strategic Plan Projects**	It is assumed Trust Council will adequately resource any work that is approved and prioritised in its 2024-2028 strategic plan, or will choose to forgo work in the plan to fit inside desired budget limits.	TC's Strategic Plan Trust Council direction.

EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**
		It is assumed projects in the Strategic Plan noted as 'To be initiated in 2026/27' will be advanced into the budget cycle via their respective Council Committee/Board. Early drafts of the budget will assume strategic plan projects currently underway expected to be complete before next fiscal, will indeed be complete by next fiscal. Later budget versions will re-evaluate likelihood of full completion and if required, will carry funds from the current year into next year's budget. *Prior Year Budget Guideline:* *That Trust Council establish a 2025/26 budget guideline that consider any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.*	
19	**Elections**	Elections will take place in October 2026 which is within next fiscal year. It is assumed elections costs will rise in line with estimates provided by entities that we contract with to conduct Islands Trust elections. This will result in an approximate 50% increase in elections costs over the prior election in 2022.	Estimates of elections costs from the CRD.
20	**First Nations Reconciliation**	Trust Council expects the principle of reconciliation to be embraced across all levels of work at Islands Trust. To facilitate this in the budget cycle, all business cases will include consideration of First Nation engagement needs and opportunities to advance reconciliation. *Prior Year Budget Guideline:* *That Trust Council establish a 2025/26 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan.*	Business cases submitted during the budget cycle. Trust Council direction. Reconciliation Action Plan update, once provided and approved.
21	**Community Communication s and Engagement**	The principle of communication with community and public engagement are important to Islands Trust, as such all business cases will include consideration of public engagement and communication needs. *Prior Year Budget Guideline:* *That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to implement the Communications Strategy.*	Business cases submitted during the budget cycle. Trust Council direction. Communications Strategy 2024

EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**
22	**Department Budget Submissions**	Department budgets are prepared by Directors each budget cycle that incorporate funds needed for operations and regular programming (such as stewardship education and secretariat functions). These budgets form a significant portion of the draft budget each year. Trust Council may wish to apply guidelines to the drafting of these budget submissions, as occurs in some other jurisdictions. The Operational Review being undertaken by the CAO will consider the need to address any critical resource issues that impact department budgets and provide recommendations for Trust Council consideration by December. *Prior Year Budget Guideline:* *That Trust Council establish a 2026/27 budget guideline that resource requests for additional operating budgets (including one-time projects) will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings as outlined in a business case.*	Trust Council direction. Director/CAO department budget submissions.
23	**Significant Unusual Circumstances**	Assumed significant unusual circumstances identified in the budget development cycle will be addressed as required.	None identified.
24	**Pre-2026/27 Budget Survey**	Results of the 2026/27 pre-budget survey did not reach statistical significance in terms of response rate. As such, the views expressed in the responses, while important and valid, may not represent the views of the Trust Area population at large. FPC should recommend, and TC should decide, what weight the feedback will carry in terms of shaping the 2026/27 budget.	Survey results, and Trust Council direction.

SURPLUS			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**
25	**General Surplus**	Assumed that general surplus balances above the policy minimum will be will be limited due to the use of the surplus in prior year's budgets. This reduces the ability for surplus monies to buffer the impact of rising costs, potentially resulting in higher tax increases.	*TC policy 6.5.1 Reserves and Surplus*, section D.6, amended, recommends a minimum level of General Revenue Surplus as "*2.4 months (or 20%) of expenses net of 2.4 months of revenue, excluding revenue from*

SURPLUS			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**
			property taxes or the provincial grant".
26	**LTC-Specific Reserve Fund**	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund and fund as many LTC projects from this fund as possible to buffer tax increases from rising costs.	Estimate from Direct, Planning Services based on known and anticipated projects.
27	**Special Property Tax (SSIWPA) Surplus Fund**	Unknown at this time if the SSI LTC unspent special property tax balance will be requested for spending next fiscal. It is expected the SSI LTC will put a request into the budget cycle for use of these funds if desired.	LTC resolution, if requested, & Trust Council approval.

ISLANDS TRUST
BUDGET CYCLE TIMELINE
Fiscal Year: 2026/27

Date	Activity
May - June 2025	Council Committees and LTCs begin discussions of upcoming fiscal year priorities and work program planning with staff and give direction to staff for business case development.
June 17-19, 2025	**Trust Council meeting**
	Trust Council clarifies which elements in its Strategic Plan are to advance to the next fiscal year, guiding work plans for corporate bodies and staff, and funding prioritization and decision-making in the draft budget.
June-Aug, 2025	LTCs (+ SSIWPA), and Council Committees continue discussion of upcoming fiscal year priorities and work programs with planning staff, including LTC project proposals for consideration as 'additional operations' (ie: potential special requisitions)
August 20, 2025	**Financial Planning Committee meeting**
	Budget Cycle Timeline: FPC reviews and approves the Budget cycle timelines. **BAPG:** FPC reviews first draft of Budget Assumptions, Principles, and Guidelines (BAPG) **Public Consultation**: FPC discussion of planned changes/improvements to the budget Public Consultation process.
1st week of Sept 2025	**Departmental budget templates deployed:** Budget documents distributed to all Managers for development of departmental budgets. **Budget Requests Development:** Managers develop and review budget requests with staff for input and feedback into the budget process.
Sept 16-18, 2025	**Trust Council meeting**
	BAP: Trust Council reviews and approves the budget assumptions and principles. **Guidelines:** Trust Council sets budget guidelines for the upcoming budget cycle.
Oct 22, 2025	**Financial Planning Committee meeting**
	Budget Draft 1, V1: FPC reviews and discusses Draft 1, Version 1 of the budget. **Budget Requests**: FPC reviews business cases for budget funding requests and makes recommendations to staff on which requests to include/remove from the draft budget.
Oct 23 - Nov 1, 2025	**Budget Draft 1, V2**: Staff make revisions to budget draft as directed by FPC. Continued research and planning to improve estimates for proposed operational changes. **LTC Project Specific Reserve Fund:** Planning staff develop budget proposals on behalf of LTCs for estimates of LTC Specific Reserve Fund requirements. **Special Tax Requisitions**: Preparation for potential local tax requisitions for individual LTCs (see policy 6.3.ii Special Property Tax Requisition).

BUDGET CYCLE TIMELINE CONTINUED

Date	Activity
Nov 12, 2025	**Financial Planning Committee meeting**
	BAP: FPC reviews updated BAP to be forwarded to December Trust Council. **Guidelines:** FPC identifies areas of pressure in meeting budget guidelines and reports back to TC as needed. **Budget Requests:** FPC reviews amended and new budget request business cases to be forwarded to Trust Council in December. **Budget Draft 1, V2:** FPC reviews Draft 1, Version 2 of the budget to be forwarded to Trust Council in December. **LTC + ITCB requests:** FPC reviews any specific requests coming from LTCs and ITCB as part of the budget draft review.
Dec 2-4, 2025	**Trust Council meeting**
	BAP: Trust Council endorses any changes to the Budget Assumptions and Principles. **Budget Draft 1, V2:** Trust Council discusses and debates draft budget, and provides direction for changes as determined necessary. **Guidelines:** TC reviews feedback from FPC on pressure points meeting budget guidelines, amends guidelines as needed. **Public Consultation**: Trust Council endorses draft budget for public consultation (if planned), and approves the Budget consultation process (if planned). **Other Agency Consultation:** By December 31, staff share the draft tax levy calculation Bowen Island Municipal staff
January 2026	**Financial Planning Committee meeting** *(assumed)*
	Budget Draft 2, V1: FPC reviews and discusses Draft 2, V1 of the budget which will be amended to reflect Trust Council's directions, as well as refined operational budgets to adjust for new and updated data. **Other Agency Consultation:** Consultation with Bowen Island Municipality and Trust Conservancy Board continue. **Public Consultation** on draft budget is conducted. **Special Tax Requisitions:** LTCs seeking funding for "additional operations" from a special tax requisition pass a resolution to do so.
February 2026	**Financial Planning Committee meeting** *(assumed)*
	Special Tax Requisitions: LTCs proposing a special tax requisition hold public consultation meetings. **Public Consultation Review:** FPC reviews results and feedback from the budget public consultation, and makes recommendations to budget changes from these results, as needed. **Special Tax Requisitions:** FPC makes recommendations to TC on special requisitions. **Budget Draft 2, V2:** FPC reviews Draft 2, Version 2 of the budget to be forwarded to Trust Council for their March meeting
March 2026	**Trust Council** *(assumed)*
	Budget Approval: Trust Council approves the Budget including amounts for the LTA Property Tax Requisition, Bowen Municipality Tax Levy and LTC special tax requisitions. **Bylaw Approvals:** Trust Council approves Financial Plan bylaw and Revenue Anticipation bylaw. **Minister's Package:** Staff prepare a report on the budget for the Minister, and submit this report along with the approved financial bylaws for consideration by the Minister. **Communications:** Approved budget information is posted to the Islands Trust website and a news release rolled out.

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	September 10, 2025
From:	**Financial Planning Committee**	**Date Prepared:**	August 8, 2025

SUBJECT: **Project Proposal: Cost of Processing Planning Applications**

RECOMMENDATION:

That Trust Council request staff to prepare a proposed project plan for assessing the full cost of processing planning applications, and that this work be assigned to the Financial Planning Committee.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Annually, Islands Trust collects application fees that cover less than 20% of the estimated Planning Services staff time and dedicated software systems costs to process development applications. While there is an opportunity to address this gap, the proposed project plan will need to carefully assess the many dependencies that impact the ability to accurately assess the full cost of applications. This project is not included in Trust Council's Strategic Plan. Therefore, if the project plan is endorsed, there will need to be consideration given to potentially reassigned priorities to free up capacity to deliver this project.

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1 PURPOSE:
To seek Trust Council's direction on Financial Planning Committee's recommendation to direct staff resources to the development of a project plan to assess the full cost of processing planning applications.

2 BACKGROUND:

At its May 2025 meeting, Financial Planning Committee discussed the possibility of undertaking a project to assess the full cost of processing planning applications, and made the following resolution:

Staff to inform Trust Council that Financial Planning Committee recommend that Trust Council request staff to prepare a proposed project plan for assessing the full cost of processing planning applications.

The conversation and resulting resolution were informed by the following:

- Trust Council's Policy 5.6.1 Application Processing Services seeks to *"recover from applicants 100 per cent of the average cost of processing the development applications, while permitting consideration of lower cost recovery for environmental protection and community benefit."*
- Historical and recent financial reports show application fees revenues at amounts much lower than expenses incurred for planning services costs. This is due to

several factors, including: LTCs adopting fees amounts lower than TC's model fees bylaw; the annual rate of inflation built into fees bylaws not keeping pace with actual inflation/wage increases; historical analyses not including all relevant costs for processing applications; new costly software systems implemented for processing applications not captured in historical cost analyses, thus not currently recovered; not all applications have fees assigned.

- FPC's recent pre-budget survey asked a question of the public about application fees in relation to the cost of processing applications. This question noted the discrepancy between application fee revenue and the cost of processing said applications, but also highlighted the exact costs for processing applications today is not readily available. (See separate report for results of the survey feedback).
- Financial pressures are felt annually at Islands Trust during the budget development and approval cycle. While expense adjustment has been Trust Council's primary path to reducing budget pressures, revenue generation in the form of higher fees is another path that could be explored.
- FPC's terms of reference include responsibility for "*assessing/monitoring revenue generating […] practices"*

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Planning staff and financial staff time will need to be redirected from core work to undertake this initiative. This may influence staff's ability to deliver other planned work, though development of a project plan will be much less resource intensive than implementing any such plan. Implementation of any proposed project will displace other work to a greater extent and will also draw on Information Services staff to ensure staff time tracking data required for the analysis is easily captured and retrievable from Islands Trust systems. Timing of this project will depend largely on the implementation of the new time tracking software.

FINANCIAL: None.

POLICY: None. Results of the project may lead to revisions in planning application fees should Trust Council and/or LTCs wish to amend these bylaws. If planning application fees will remain below cost recovery levels, TC's policy on Processing Planning Applications should be amended.

IMPLEMENTATION/COMMUNICATIONS: Staff will prepare a proposed project plan for FPC's review and implementation.

FIRST NATIONS RELATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

- Trust Council's Policy 5.6.1 Application Processing Services
- Trust Council's Policy 2.3.1 Council Committee System and Terms of Reference

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation:

That Trust Council request staff to prepare a proposed project plan for assessing the full cost of processing planning applications, and that this work be assigned to the Financial Planning Committee.

Alternatives:

- Trust Council may choose to forgo this project at this time.
- Trust Council may choose to direct staff to undertake this work, but assign the project to a different Council Committee (previous projects of this nature were overseen by the Regional Planning Committee).
- Trust Council may choose to request more information prior to making a decision.

Prepared By: **j. Mobbs, Director, Financial and Employee Services**

Reviewed By/Date: CAO/August 12, 2025

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	August 20, 2025
From:	Financial and Employee Services - Finance	**Date Prepared:**	August 14, 2025
SUBJECT:	**Financial Planning Committee Work Program Update**		

RECOMMENDATION:
That Financial Planning Committee approve the proposed Work Program report [as presented or as amended], and forward it to Trust Council for approval.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
FPC's work program should reflect the annual required activities of the Committee in addition to any directed special projects or other work that is a top priority.

1 PURPOSE:
To provide recommendations for amendments to Financial Planning Committee's Work Program.

2 BACKGROUND:
FPC has discretion to accept these recommended priorities or amend them to reflect alternative priorities. However, it is important to note that FPC's terms of reference set out specific responsibilities that reflect cyclical duties that cannot be forgone, such as financial reporting to support sound financial oversight.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.
FINANCIAL: None.
POLICY: None.
IMPLEMENTATION/COMMUNICATIONS: None.
FIRST NATIONS: None.
OTHER: None.

4 RELEVANT POLICY: NA

5 ATTACHMENTS:
1. Current FPC Work Program – Active Projects and Future Project
2. Proposed FPC Work Program – Active Projects and Future Project

<u>RESPONSE OPTIONS</u>

Recommendation:
That Financial Planning Committee approve the proposed Work Program report [as presented or as amended], and forward it to Trust Council for approval.

Alternative:
None identified.

Prepared By: Robert Barlow, Legislative Services Clerk
Reviewed By/Date: Director, Financial and Employee Services/ August 14, 2025
CAO/

Islands Trust

Print Date: July 9, 2025

Follow Up Action List

Active Projects Report

Financial Planning Committee

1. *Draft Budget Assumptions, Principles, Guidelines*	Responsible	Dates
Activity: Draft Budget 2026/27 Assumptions, Principles, and Guidelines for Trust Council's review and approval.	Julia Mobbs	Rec'd: 28-May-2025 Target: 20-Aug-2025

2. *Public Consultation on draft Budget 2026/27*	Responsible	Dates
Activity: Discussion of the public consultation on the draft budget begins at FPC's August meeting each year. If a decision to proceed is made in August, review of planned consultation materials and engagement platforms is planned for FPC's January meeting prior to initiation of public consultation.	Clare Frater	Rec'd: 28-May-2025 Target: 20-Aug-2025

3. *2026/27 Pre-Budget Public Engagement Project*	Responsible	Dates
Activity: Implement a project to hear from the public about their priorities and views on the Islands Trust proposed spending in 2026/27 and the activities that are proposed to be funded.	Clare Frater	Rec'd: 05-Mar-2025 Target: 20-Aug-2025

Islands Trust

Print Date: July 9, 2025

Follow Up Action List

Future Projects Report

Financial Planning Committee

1. ***Financial Policy Review***	Responsible	Date Received
Review of select Trust Council financial policies: 6.5.2 Budget Control and Adjustment Authority (EC directed)	Julia Mobbs	12-Mar-2024

Active Projects Report

Financial Planning Committee

1. *Budget 2026/27: Draft 1 Preparation and Review*	Responsible	Dates
Activity: Review Draft 1, version 1 of the 2026/27 budget in October 2025. Review Draft 1, version 2 of the 2026/27 budget in November 2025.	Julia Mobbs	Rec'd: 20-Aug-2025 Target: 22-Oct-2025

2. *Q2 2025/26 Financial Report*	Responsible	Dates
Activity: Financial reports on operations to the end of September 30, 2025 will be prepared for review and approval to ensure appropriate financial management and spending within approved budget limits.	Julia Mobbs	Rec'd: 20-Aug-2025 Target: 12-Nov-2025

3. *Q2 Financial Forecast*	Responsible	Dates
Activity: The Q2 Financial Forecast informs spending decisions for the remainder of the fiscal year, and supports development of the draft 2026/27 budget.	Julia Mobbs	Rec'd: 20-Aug-2025 Target: 12-Nov-2025

Financial Planning Committee

4. *Budget 2026/27 Public Engagement*	Responsible	Dates
Activity: Review of planned engagement materials and engagement platforms will continue at FPC's October/November and January meetings prior to engagement initiation in January.	Clare Frater	Rec'd: 20-Aug-2025 Target: 21-Jan-2026

Islands Trust

Proposed Work Program

Print Date: August 15, 2025

Follow Up Action List

Future Projects Report

Financial Planning Committee

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

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