



Governance Committee

Revised Agenda

Date: Tuesday, February 17, 2026
Time: 3:30 pm - 6:30 pm
Location: Electronic Zoom Meeting

Pages

1. **CALL TO ORDER**
2. **AGENDA**
 - 2.1 **Approval of Agenda**
3. **BUSINESS**
 - 3.1 **Trustee Remuneration Review**
 - 3.1.1 **Consultant's Report: Islands Trust Trustee Remuneration Review** 2 - 78
 - 3.1.2 **Draft Trust Council Request For Decision: Trustee Remuneration Policy Amendments** 79 - 92
4. **NEXT MEETING**

Wednesday, April 29, 2026, from 10:00 a.m. to 3:00 p.m.
5. **CLOSED MEETING**

If desired:

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (quote the pertinent section here, for example, (1)(a) personal information about...) and that the recorder and staff [attend/not attend] the meeting.
6. **RISE AND REPORT**

If requested
7. **ADJOURNMENT**

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

Trustee Remuneration Review

EXECUTIVE SUMMARY AND RECOMMENDATIONS

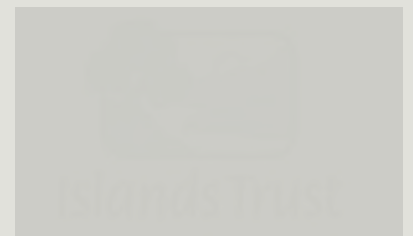
Purpose of the Review

Remuneration framework established in 2010

Incremental CPI, meeting fee, and policy updates since

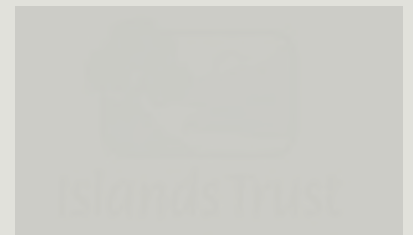
Trustee survey highlighted workload and barriers to entry

Objective: confirm reasonableness of method, survey Trustees, recommend refinements and policy update



Current Framework

- ✓ Based on early Regional District Electoral Area Director comparators
- ✓ Population and folio workload proxies
- ✓ Chair and Vice Chair leadership premiums
- ✓ Framework is conceptually sound
- ✓ Some language improvements needed to align with UBCM best practices



Comparator Context

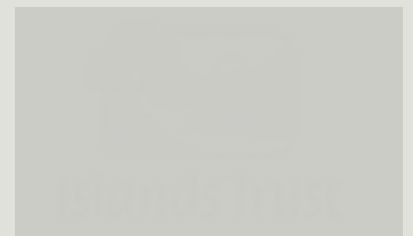
- ✓ UBCM describes Regional District workload qualitatively
- ✓ School Trustees use annualized time expectations
- ✓ Islands Trust Trustees share elements of both models
- ✓ Islands Trust Trustees have narrower mandate than Regional District Electoral Area Directors with perhaps more intensive community engagement
- ✓ Islands Trust Trustees report higher workload within a more defined role and responsibility than Electoral Area Directors hold
- ✓ Annualized comparators with workload checks are appropriate

Survey Findings

- ✓ Workload driven by TC and LTC meetings and preparation
- ✓ Complexity matters more than size
- ✓ Trustees report significant, variable time commitments driven primarily by Local Trust Committee activity, preparation, and community engagement
- ✓ Leadership roles are recognized as carrying materially higher responsibility, while overall remuneration levels are viewed as a barrier to accessibility and renewal
- ✓ Taken together, the survey confirms the need for a remuneration framework that emphasizes base compensation, clear role-based premiums, objective activity measures and periodic independent review

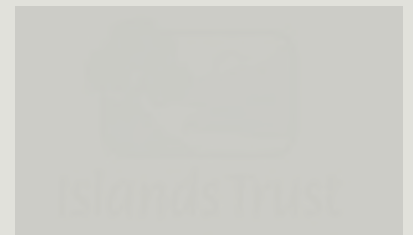
Overall Assessment

- ✓ Methodology is reasonable but under-compensates workload
- ✓ Market alignment has eroded over time
- ✓ Barriers to accessibility and renewal identified
- ✓ Adjustments recommended, not a redesign



Comparator Group Recommendation

- ✓ Closest comparator remains Regional District Electoral Area Directors
- ✓ All geographically connected Regional Districts
- ✓ Metro Vancouver excluded
- ✓ No change recommended

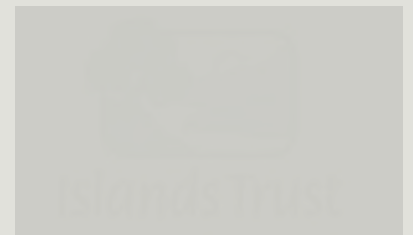


Remuneration Options

Option 1: 35% of Electoral Area Director Median (cost neutral)

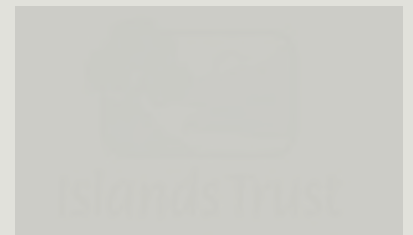
Option 2: 50% (market alignment improvement)

Option 3: 60% (best reflects workload and responsibility)



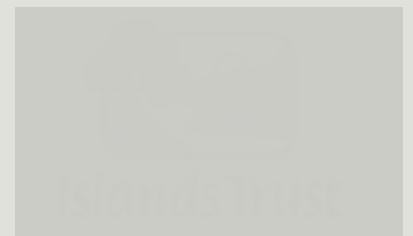
Recommended Option 3 60%

- ✓ 30% Trust Council Base
- ✓ 23% Local Trust Committee Base
- ✓ 7% Population and Folio activity differential
- ✓ Transparent, objective, and reviewable



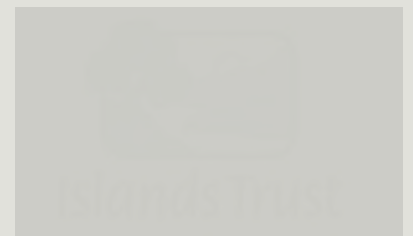
Meeting Fees and Attendance

- ✓ Maintain base-heavy remuneration structure
- ✓ Maintain Population and Folio differentials
- ✓ Increase committee meeting fee to \$150 and \$200 if Chairing
- ✓ Introduce pro-rata reductions for non-attendance (\$400 per half day)



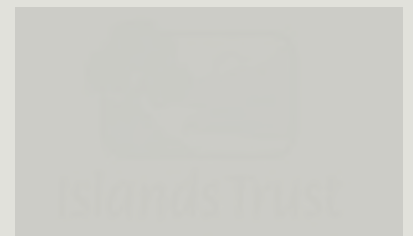
Leadership Premiums

- ✓ Vice Chair: Saltspring Island Trustee rate plus 10% (unchanged)
- ✓ Chair: Vice Chair rate plus 15% (was 25%)
- ✓ Consistent with comparable general governance practice



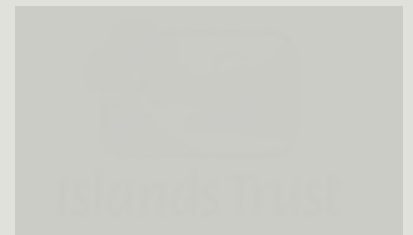
Future Updates

- ✓ Annual CPI adjustments effective April 1
- ✓ Overall independent review each term
- ✓ Review recommendations applied to first year of next Trust Council term



Financial Implications

- ✓ Full implementation: ~\$260,000 (~2.8% tax impact)
- ✓ Two-year phase: ~\$130,000 per year
- ✓ Three-year phase: ~\$85,000 per year
- ✓ Phasing recommended



Comparison of Options

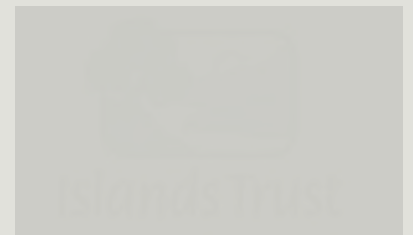
Option	% of EA Director Median	Median Trustee Remuneration	Key Implications
Current	—	\$14,063	Under-reflects workload; entry barrier concerns
Option 1	35%	\$14,736	Cost neutral; no workload correction
Option 2	50%	\$20,822	Improves market alignment
Option 3 (Recommended)	60%	\$25,095	Best reflects workload and responsibilities

Comparison of Options

Trustee	Option 3 60%	Option 2 50%	Option 1 35%	Current
Bowen	9,800	7,000	4,600	4,310
Salt Spring	43,561	43,144	42,882	42,270
Denman	25,072	20,766	14,688	14,058
Gabriola	31,966	29,330	25,296	24,673
North Pender	27,792	24,189	18,893	18,266
Galiano	25,694	21,618	15,680	15,051
Hornby	25,119	20,878	14,784	14,155
Mayne	25,764	21,740	15,802	15,174
Gambier	24,785	20,647	14,350	13,720
Lasqueti	23,502	18,869	12,296	11,665
Saturna	23,652	19,084	12,539	11,908
South Pender	23,130	18,414	11,727	11,095
Thetis	23,877	19,389	12,896	12,265
Median	25,095	20,822	14,736	14,063
Low	23,130	18,414	11,762	11,908
High	43,561	43,144	42,882	42,270

Final Recommendation

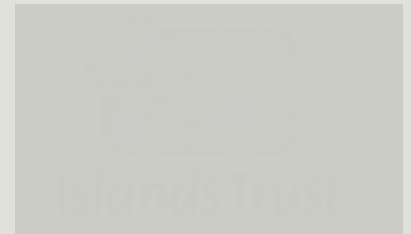
- ✓ Adopt Option 3: 60% of Electoral Area Director Median
- ✓ Best reflects workload and responsibilities
- ✓ Improves accessibility and sustainability
- ✓ Can be phased to smooth financial impacts if needed



Recommendation Summary

A set of guiding principles:

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



Recommendation Summary

Comparator Group:

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

Trustee Base Remuneration:

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

Trust Council Base Amount

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

Recommendation Summary

Local Trust Committee Base Amounts

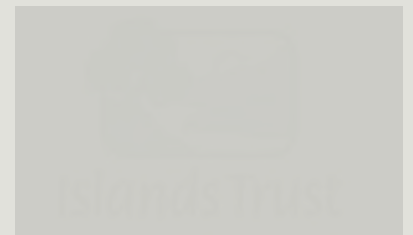
- *Option 3 - Setting the Local Trust Council Base equal to 23% of Median Regional District Electoral Area Director Remuneration.*

Local Trust Activity Differential Proxy

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

Implementation

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



Recommendation Summary

Trust Council Committee Meeting Fees

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

Trust Council and Committee of the Whole Attendance

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

Vice Chair Premium

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

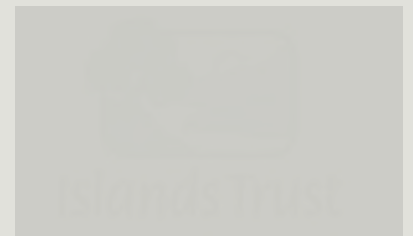
Chair Premium

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

Recommendation Summary

Method for Future Increases

- *Continuing the practise to update remuneration rates annually using the Victoria Area CPI with the change to take effect April 1st of the following year.*
- *Specifying a regular policy review to be completed in the fourth year of Trust Council's term of office with application to take effect April 1st of the next (first year of next Trust Council) term of office.*





Islands Trust

Trustee Remuneration Review

January 23rd, 2026



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

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

Contents

The Assignment	3
Executive Summary	3
Review of Trustee Remuneration Framework	12
What the current Remuneration Policy does well.....	13
Where the current Remuneration Policy could be improved.....	13
Reconfirming the Comparator Framework.....	15
Survey Summary - What We Heard	18
Remuneration Review and Recommendations	20
Appendix 1 - Summary of Recommendations	33
Appendix 2 - Background	35
Appendix 3 - What We heard from the Survey	39
Appendix 4 - Summary of Hours.....	53
Appendix 5 - Application Volumes.....	54
Appendix 6 - Remuneration Context.....	55
Appendix 7 - Remuneration Context.....	56

The Assignment

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

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

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

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

Executive Summary

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

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

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

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

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

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

1. Policy Review:

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

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

2. Comparator Group:

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

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

3. Trustee Base Remuneration:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

For these reasons we recommend:

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

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

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

Trustee	Option 3 60%	Option 2 50%	Option 1 35%	Current
Bowen	9,800	7,000	4,600	4,310
Salt Spring	43,561	43,144	42,882	42,270
Denman	25,072	20,766	14,688	14,058
Gabriola	31,966	29,330	25,296	24,673
North Pender	27,792	24,189	18,893	18,266
Galiano	25,694	21,618	15,680	15,051
Hornby	25,119	20,878	14,784	14,155
Mayne	25,764	21,740	15,802	15,174
Gambier	24,785	20,647	14,350	13,720
Lasqueti	23,502	18,869	12,296	11,665
Saturna	23,652	19,084	12,539	11,908
South Pender	23,130	18,414	11,727	11,095
Thetis	23,877	19,389	12,896	12,265
Median	25,095	20,822	14,736	14,063
Low	23,130	18,414	11,762	11,908
High	43,561	43,144	42,882	42,270

4. Trust Council Base Amount

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

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

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

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

5. Local Trust Committee Base Amounts

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

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

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

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

6. Local Trust Activity Differential Proxy

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

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

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

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

7. Implementation

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

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

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

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

8. Trust Council Committee Meeting Fees

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

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

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

9. Trust Council and Committee of the Whole Attendance

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

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

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

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

10. Vice Chair Premium

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

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

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

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

11. Chair Premium

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

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

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

12. Method for Future Increases

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

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

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

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

13. Financial Implications and Phasing

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

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

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

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

Review of Trustee Remuneration Framework

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

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

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

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

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

In 2022, an internal review of the *Policy on Trustee Remuneration* was conducted against the Union of BC Municipalities ‘*Council & Board Remuneration Guide*’. This review identified several recommendations for policy amendments, including conducting formal remuneration reviews at regular intervals. These recommendations have been incorporated in this report.

What the current Remuneration Policy does well

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

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

Where the current Remuneration Policy could be improved

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

Guiding Principles

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

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

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

A UBCM aligned governance process

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

We recommend adding improved policy language which requires:

- ✓ *a formal review once per trustee term (e.g., within 12 months after elections).*
- ✓ *a more flexible review definition (not just limited to “the calculations”).*
- ✓ *use of a standard comparator set (Regional Districts' Electoral Area Directors).*
- ✓ *documenting and publishing of the results.*

Reference the use of Independent External Review

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

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

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

Benefits

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

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

Communications

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

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

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

Reconfirming the Comparator Framework

The Islands Trust is a unique, special-purpose local government established under the Islands Trust Act with a statutory object to preserve and protect the Trust Area.

No other B.C. body combines:

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

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

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

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

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

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

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

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

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

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

We recommend:

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

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

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

Regional Districts (Electoral Area Directors)

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

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

Small / Rural Municipalities (Part Time Councillors)

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

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

BC School Districts (Part Time Trustees)

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

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

Survey Summary - What We Heard

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

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

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

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

Overall time commitment and role intensity

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

What drives Trustee workload

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

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

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

Perceptions of fairness and equity across Trust Areas

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

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

Leadership and additional responsibility roles

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

Adequacy of current remuneration

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

Accountability, attendance, and public expectations

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

Predictability and review over time

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

Remuneration Review and Recommendations

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

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

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

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

Regional District Electoral Area Directors

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

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

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

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

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

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

Small Community Municipal Councillors

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

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

School District Trustees

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

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

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

Trustee Remuneration:

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

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

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

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

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

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

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

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

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

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

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

Three options were developed:

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

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

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

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

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

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

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

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

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

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

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

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

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

For these reasons we recommend:

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

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

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

Trustee	Option 3 60%	Option 2 50%	Option 1 35%	Current
Bowen	9,800	7,000	4,600	4,310
Salt Spring	43,561	43,144	42,882	42,270
Denman	25,072	20,766	14,688	14,058
Gabriola	31,966	29,330	25,296	24,673
North Pender	27,792	24,189	18,893	18,266
Galiano	25,694	21,618	15,680	15,051
Hornby	25,119	20,878	14,784	14,155
Mayne	25,764	21,740	15,802	15,174
Gambier	24,785	20,647	14,350	13,720
Lasqueti	23,502	18,869	12,296	11,665
Saturna	23,652	19,084	12,539	11,908
South Pender	23,130	18,414	11,727	11,095
Thetis	23,877	19,389	12,896	12,265
Median	25,095	20,822	14,736	14,063
Low	23,130	18,414	11,762	11,908
High	43,561	43,144	42,882	42,270

Trust Council Base Amount

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

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

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

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

Local Trust Committee Base Amounts

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

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

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

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

Local Trust Committee Activity Differential Proxy – Folio and Population

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

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

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

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

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

Implementation

Collectively, this achieves an increase in the current Islands Trust Trustee median remuneration of \$14,603 to a new 2027 estimated median of \$25,095 which is at the low end of current Electoral Area Director compensation, with a range between \$24,433 and \$61,766.

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

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

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

Trust Council Committee Meeting Fees

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

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

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

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

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

Trust Council and Committee of the Whole Attendance

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

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

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

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

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

Vice Chair Premiums

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

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

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

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

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

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

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

Trust Chair Premium

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

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

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

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

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

Method for Future Increases

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

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

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

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

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

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

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

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

Financial Implications and Phasing

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

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

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

Appendix 1 - Summary of Recommendations

A set of guiding principles:

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

Comparator Group:

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

Trustee Base Remuneration:

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

Trust Council Base Amount

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

Local Trust Committee Base Amounts

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

Local Trust Activity Differential Proxy

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

Implementation

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

Trust Council Committee Meeting Fees

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

Trust Council and Committee of the Whole Attendance

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

Vice Chair Premium

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

Chair Premium

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

Method for Future Increases

- ✓ *Continuing the practise to update remuneration rates annually using the Victoria Area CPI with the change to take effect April 1st of the following year*
- ✓ *Specifying a regular policy review to be completed in the fourth year of Trust Council's term of office with application take effect April 1st of the next (first year of next Trust Council) term of office.*

Appendix 2 - Background

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

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

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

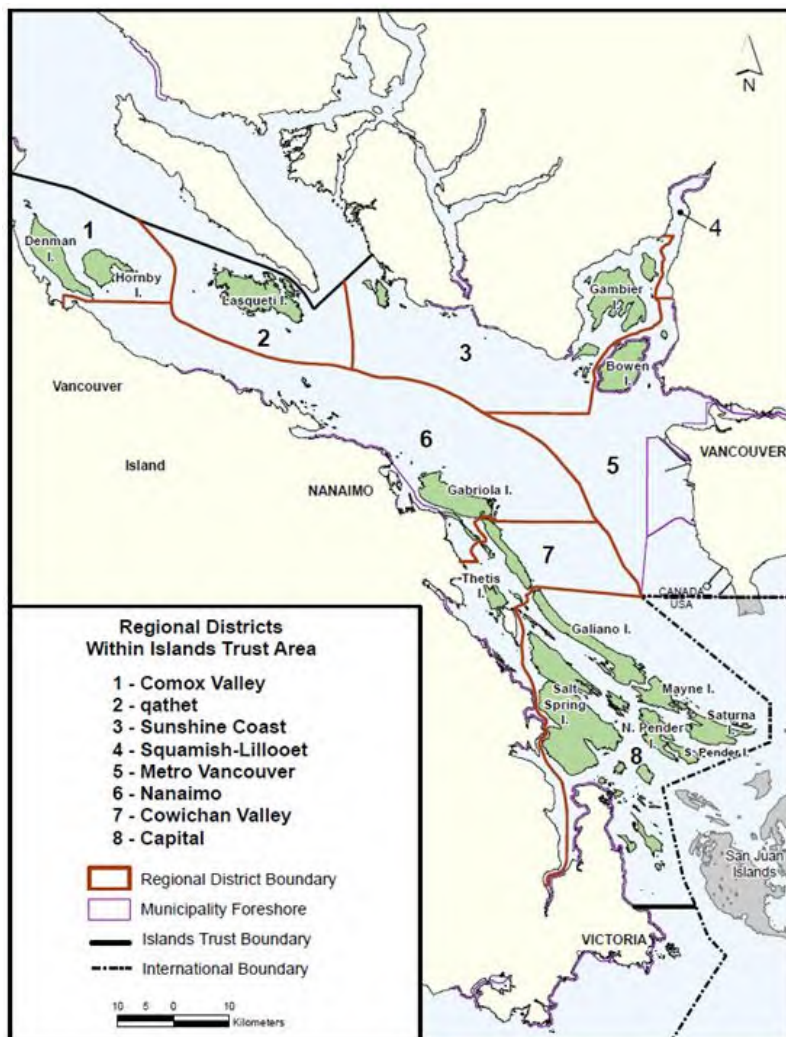
The Islands Trust Area covers 5,200 square kilometres and includes 13 major islands and over 450 smaller islands. The region is home to 26,000 residents, 10,000 non-resident property owners and is the homeland of over 28,000 Coast Salish Peoples.

Islands Trust Council is committed to reconciliation and acknowledges that the Trust Area is located within the treaty lands and territories of the BOKÉĆEN, K'ómoks, Lək'wəŋən, Lyackson, MÁLEXEŁ, Qualicum, Quw'utsun Tribes, scəwáθən məsteyəx^w, Scia'new, səlí lwətaʔt, SEMYOME, shíshálh, Skwxw_ú7mesh, Snaw-naw-as, Snuneymuxw, Spune'luxutth, SḶÁUTW, Stz'uminus, ʔəmənen, toq qaymɪx^w, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, WJOLÉŁP, WŚIKEM, Xeláltxw, Xwémalhkwu/ʔop qaymɪx^w, and x^wməθk^wəyəm First Nations. These Nations had and still have village sites, cultural areas, and spiritual areas in the lands and waters comprising the Trust Area.

The mandate of Islands Trust is *“to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations, and the government of British Columbia”* (Islands Trust Act). The Trust Area features spectacular beauty, extensive archaeological and culturally important sites, and some of the worlds most endangered and biodiverse ecosystems.

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

As a regional body, the Trust Council acts on matters that affect the entire Islands Trust Area, including setting the annual budget, creating and monitoring a Trust-wide Strategic Plan, implementing and amending the Islands Trust Policy Statement, advocating on issues important to the entire region, and engaging with First Nations and other governments, agencies, and organizations to preserve and protect the Trust Area for future generations. Official



community plans and land use bylaws in the Trust Area have a strong emphasis on preserving and protecting the unique amenities and environment of the region.

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

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

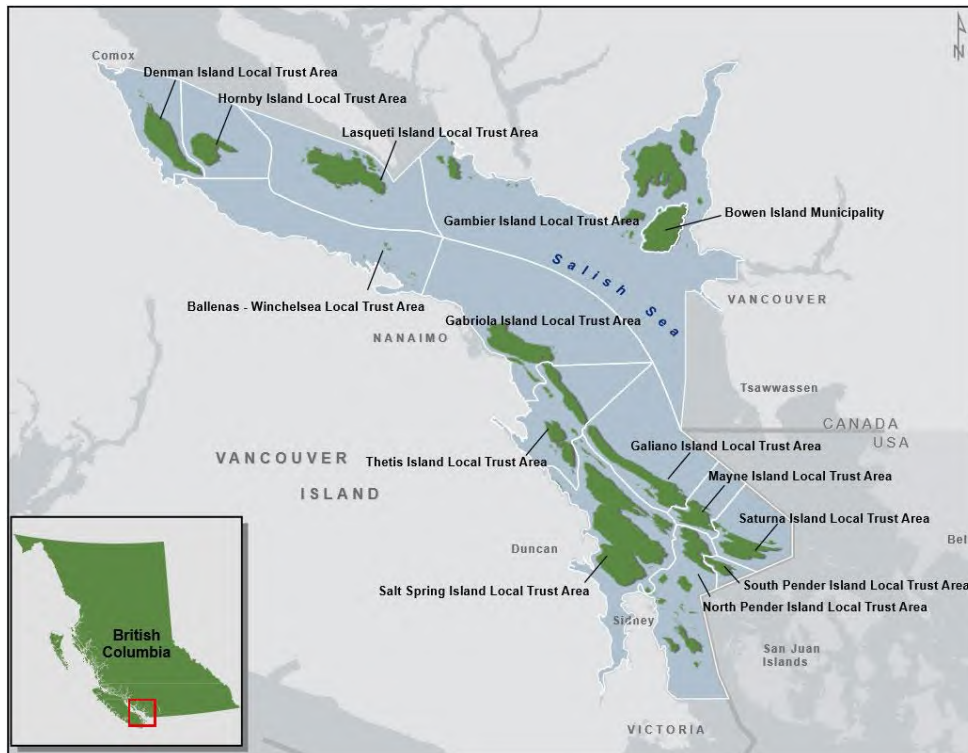
Each major group of islands (known as a local trust area) and Bowen Island Municipality elect two representatives that sit on

Islands Trust Council. The Trust Council then elects from its 26 elected members a Chair and three Vice-Chairs, who sit as the Executive Committee. The Trust Council meets both as

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

The Executive Committee is comprised of the Chair of the Islands Trust and three Vice-Chairs, elected for four-year terms by the Trust Council from amongst its members. The Executive

Committee's primary functions include overseeing the day-to-day business of the Islands Trust and reviewing bylaws.



In local Trust Areas, the two locally elected representatives, along with the Chair, or a Vice-Chair, make up a three-person Local Trust Committee.

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

About Trustees

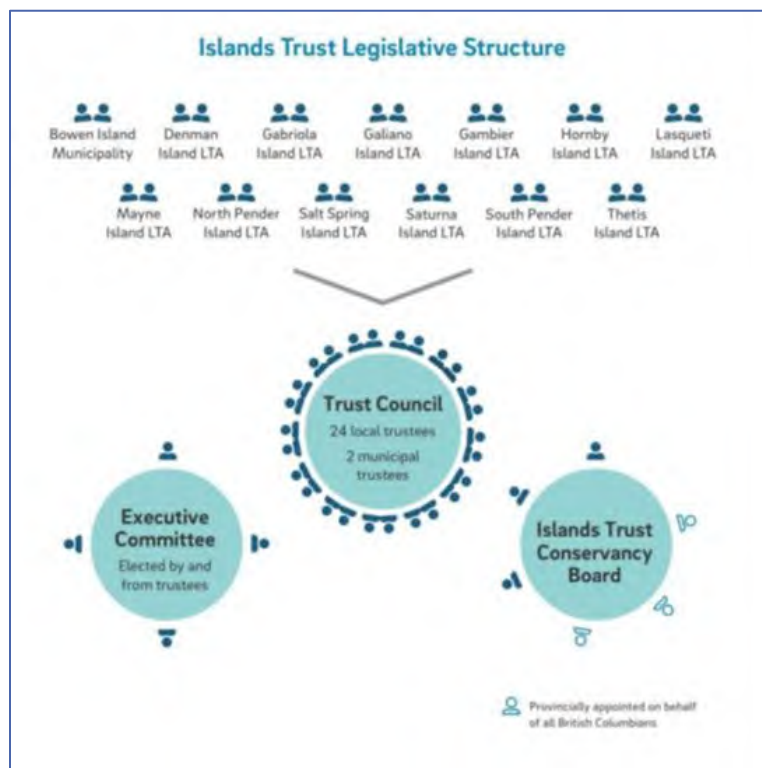
All Trustees serve on Local Trust Committees or Bowen Island Municipal Council to vote on local land-use decisions and on the Islands Trust Council, which sets policies for the whole Islands Trust Area and guides the operations of Islands Trust.

Islands Trust Conservancy

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

Legislation, Policy & Strategic Plan

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



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

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

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

Appendix 3 - What We heard from the Survey

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

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

Overall time commitment and role intensity

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

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

What drives Trustee workload

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

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

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

Perceptions of fairness and equity across Trust Areas

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

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

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

Leadership and additional responsibility roles

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

Adequacy of current remuneration

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

Accountability, attendance, and public expectations

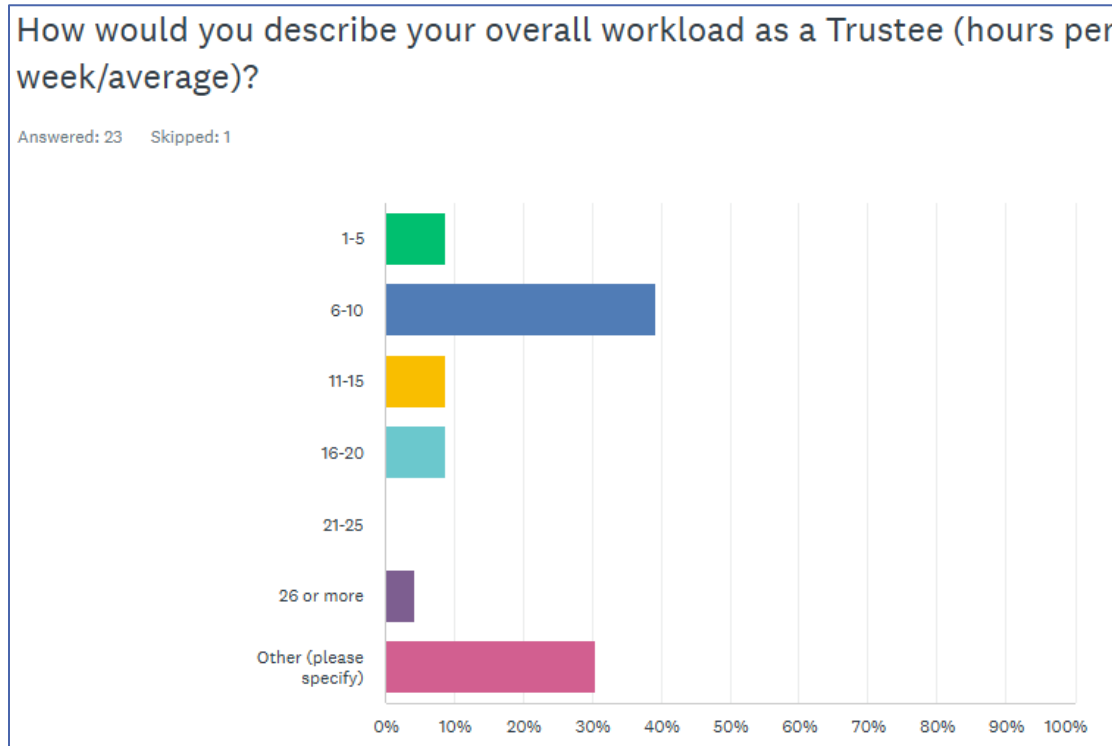
Trustees generally supported clear attendance expectations and accountability mechanisms. There was little appetite for purely per-meeting pay, or models that incentivize attendance over preparation and follow-through. Trustees value accountability but recognize that much of the work happens outside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

Predictability and review over time

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

Workload and Time Commitment

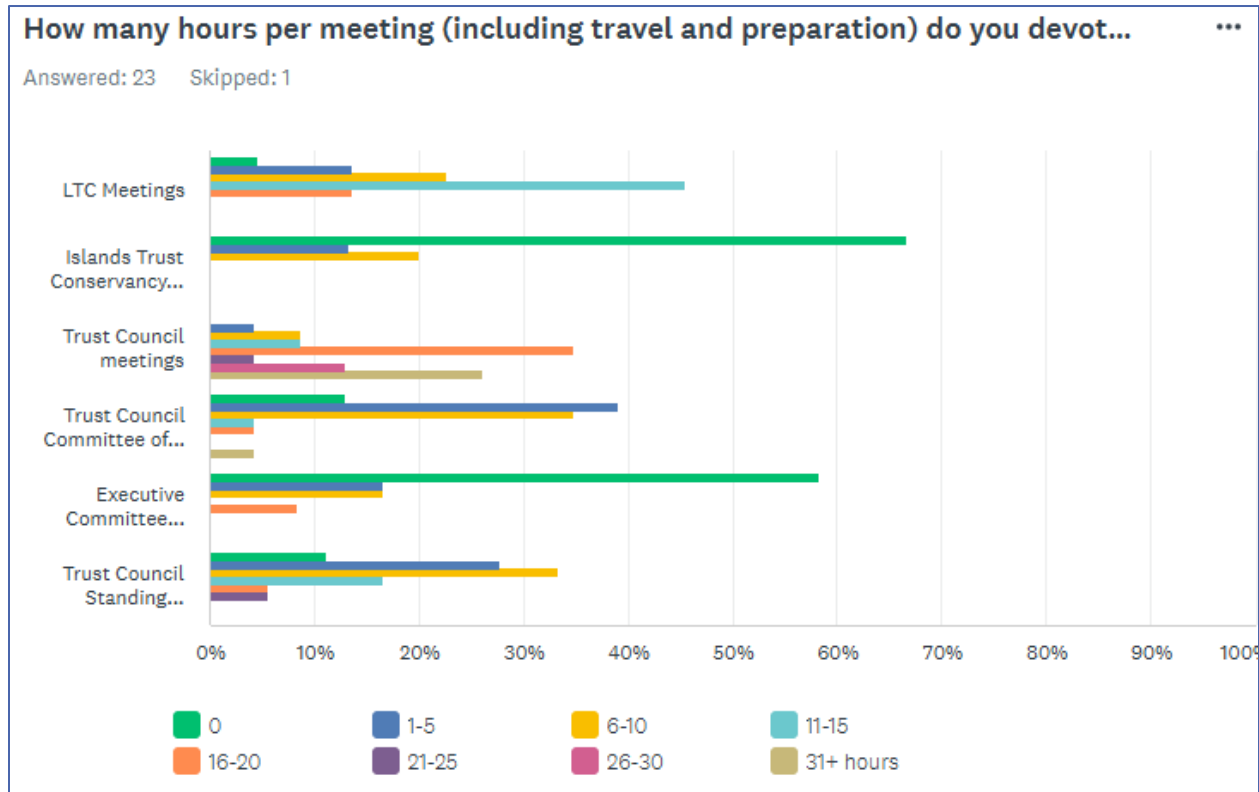
Trustees report substantial weekly/monthly time commitments, driven by meeting preparation and the reading of complex planning and legal materials, committee work, community engagement and travel. The median response indicates a typical overall workload of 40 hours per month or 480 hours per year for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



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

- Trust Council 80
 - TC Prep 120
 - TC Travel 40
 - COTW 30
 - COTW Prep 45
 - LTC Meeting 26
 - LTC Meeting Prep 38
 - Community Engagement 384
- Total Per year 763 or ~65 hours per month

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

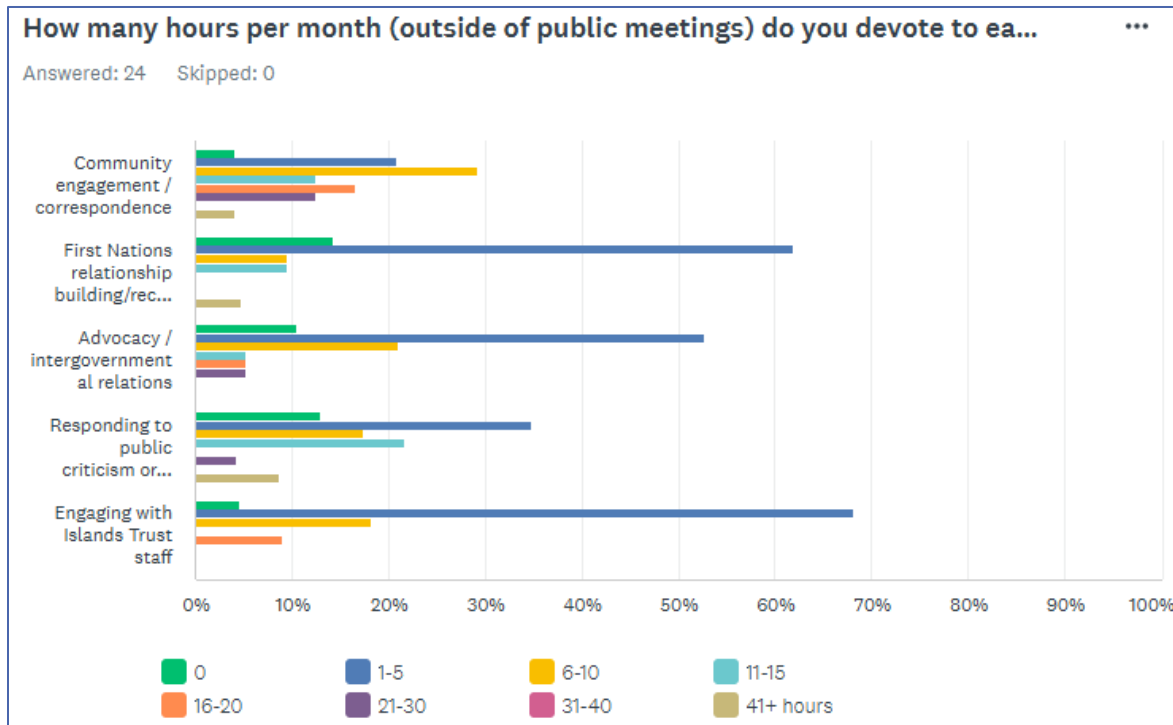


Local Trust meeting time commitments currently range from between 1-5 hours to between 16-20 hours with a median of 11 to 15 hours per meeting and median of 8 meetings per year. This translates to a median reported meeting workload of 25 hours per month or between 8 and 120 hours per year. For purposes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

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

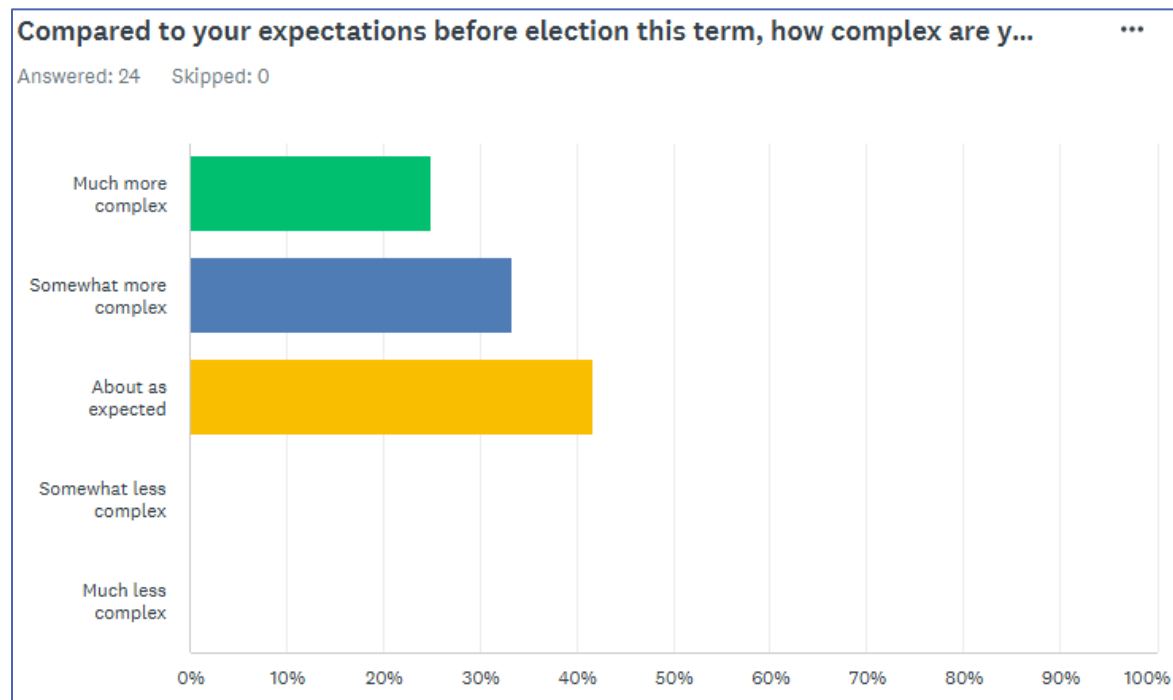
- Engagement and correspondence – 6 to 10 hours
- FN Relationship Building and Reconciliation – 1 to 5 hours
- Advocacy and Intergovernmental relations – 1 to 5 hours
- Responding to public- 6 to 10 hours
- Engaging with Trust staff 1 to 5 hours

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



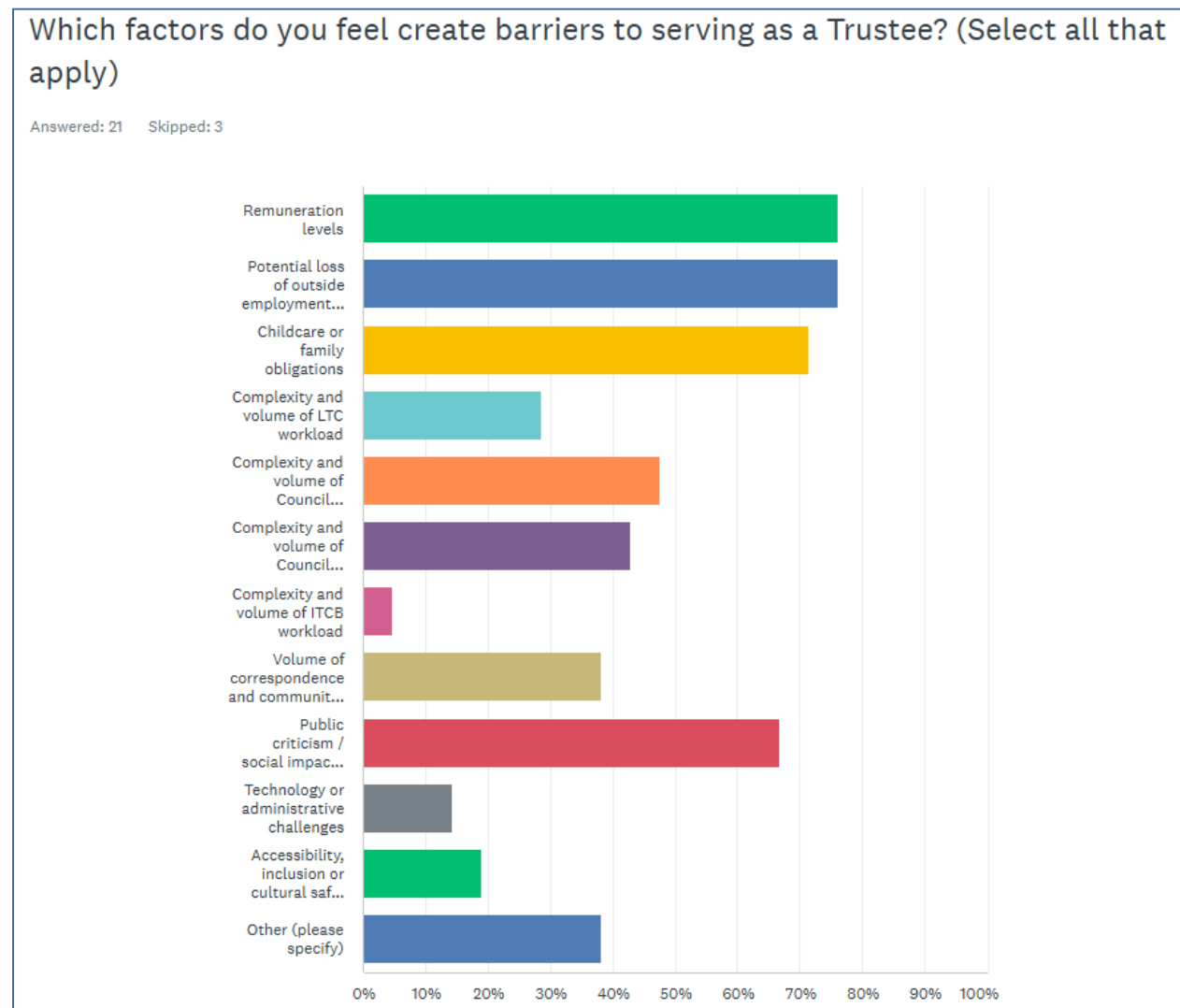
Role complexity

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



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

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

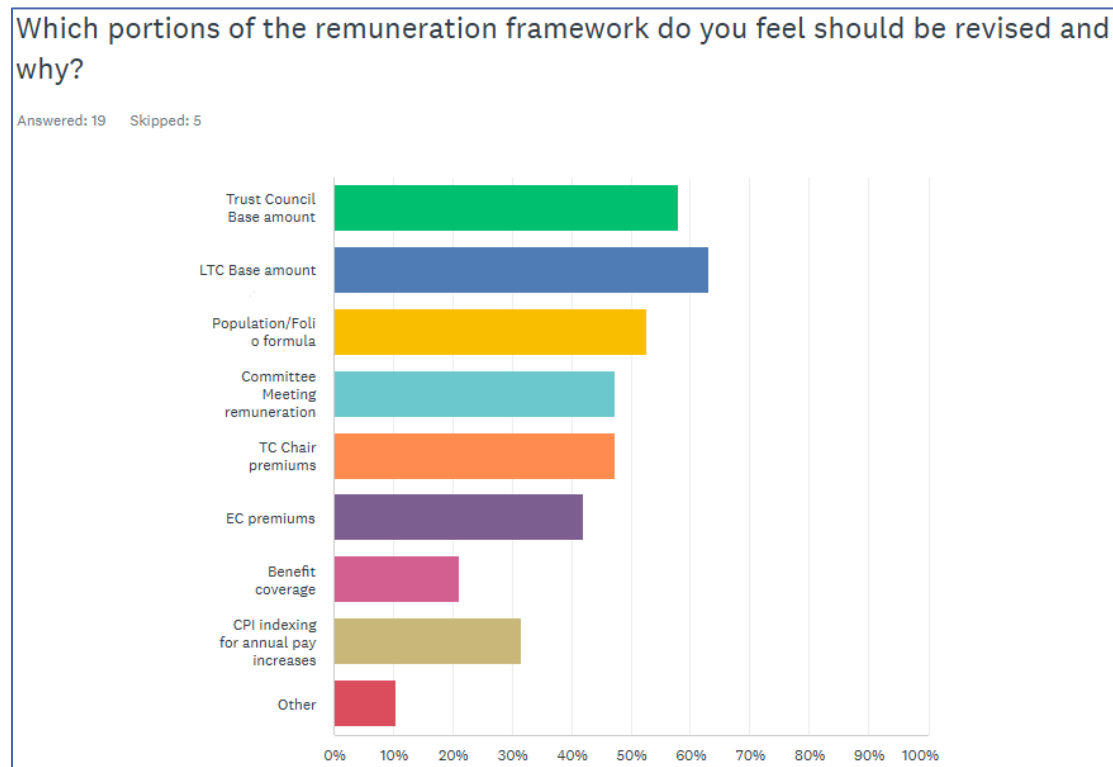


Adequacy of Current Remuneration:

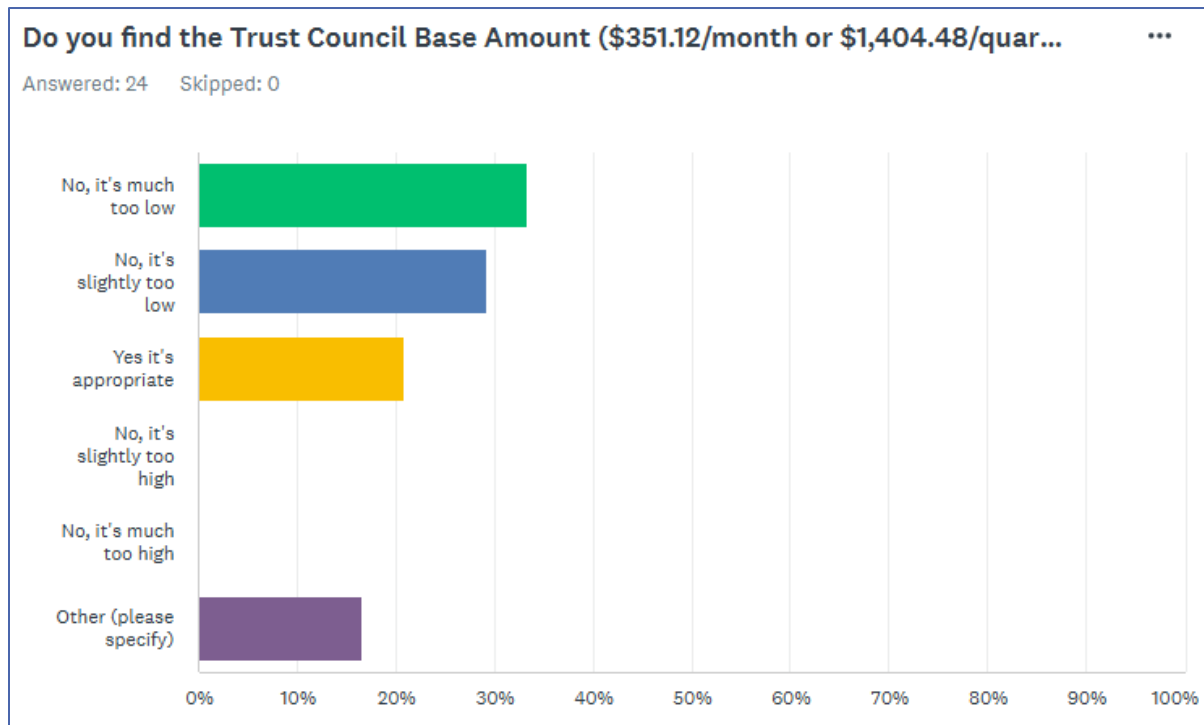
There is strong consensus that the current compensation is inadequate. This is not a marginal dissatisfaction; it is a structural concern. A majority disagree or strongly disagree that current remuneration reflects workload, responsibility, travel and risk or that current remuneration supports retention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



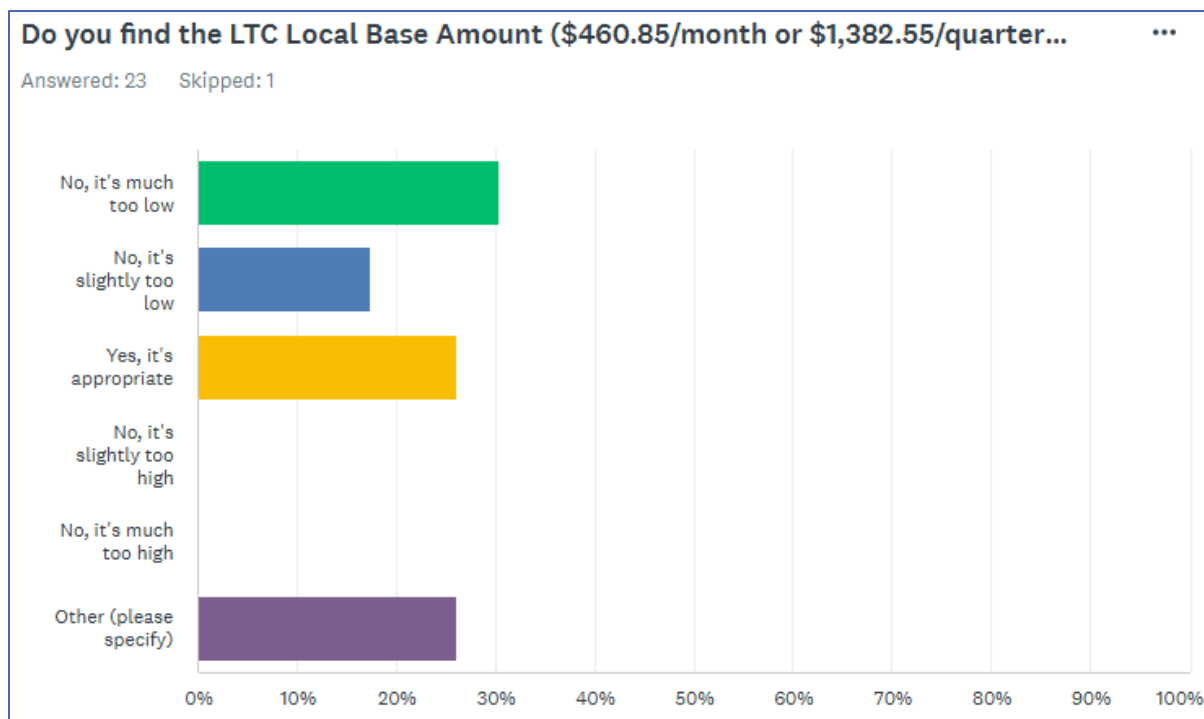
Some feel that organizational or governance changes might help with managing workload by being more efficient. Barriers include remuneration, loss of income, childcare, social impact and public criticism. A majority indicate that the TC and LTC Base amounts should be revised with minority support to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



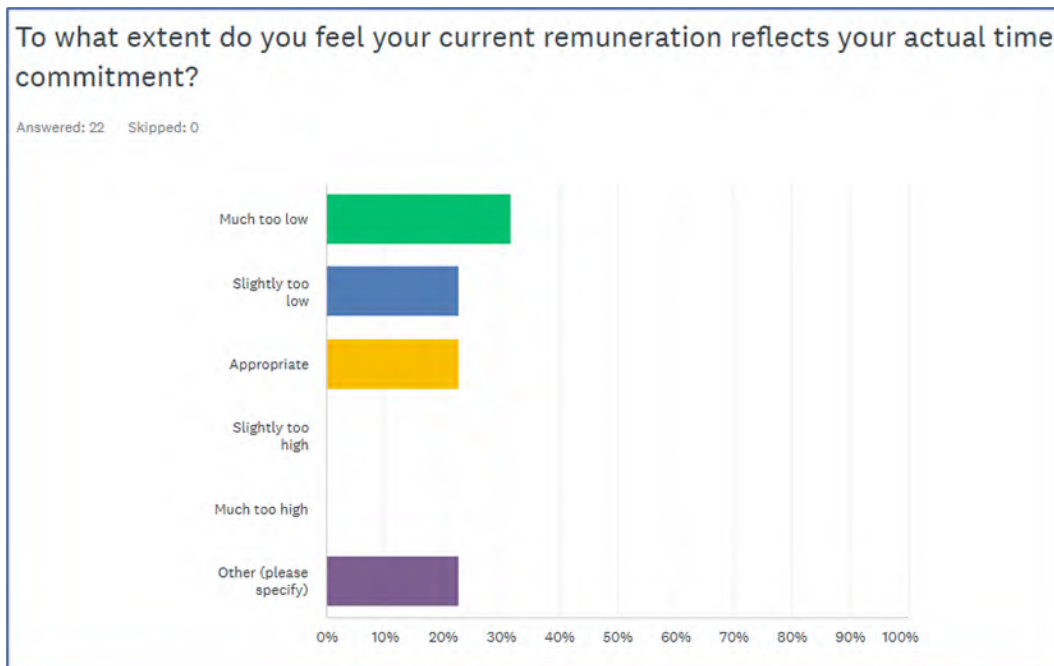
A majority (70%) of respondents feel the TC base amount is either slightly or much too low. This includes those responding 'Other' to indicate a broader commentary about why the rate was low.



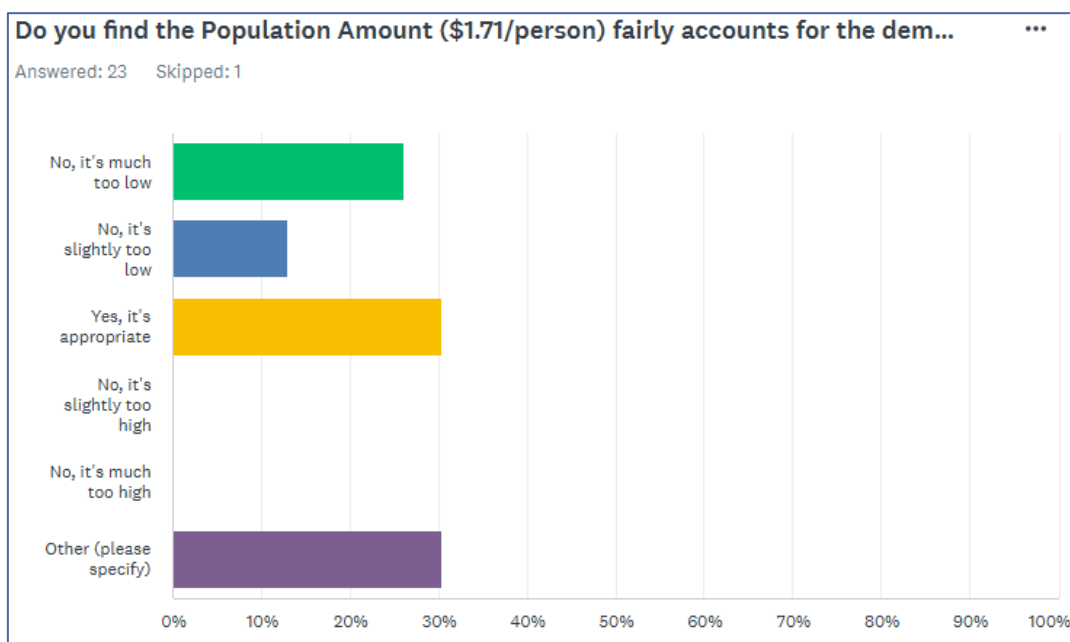
Most respondents (63%) feel the LTC base is either slightly too low or much too low. About a third (37%) feel it is appropriate. This included those in the 'Other' category indicating the rate is low.



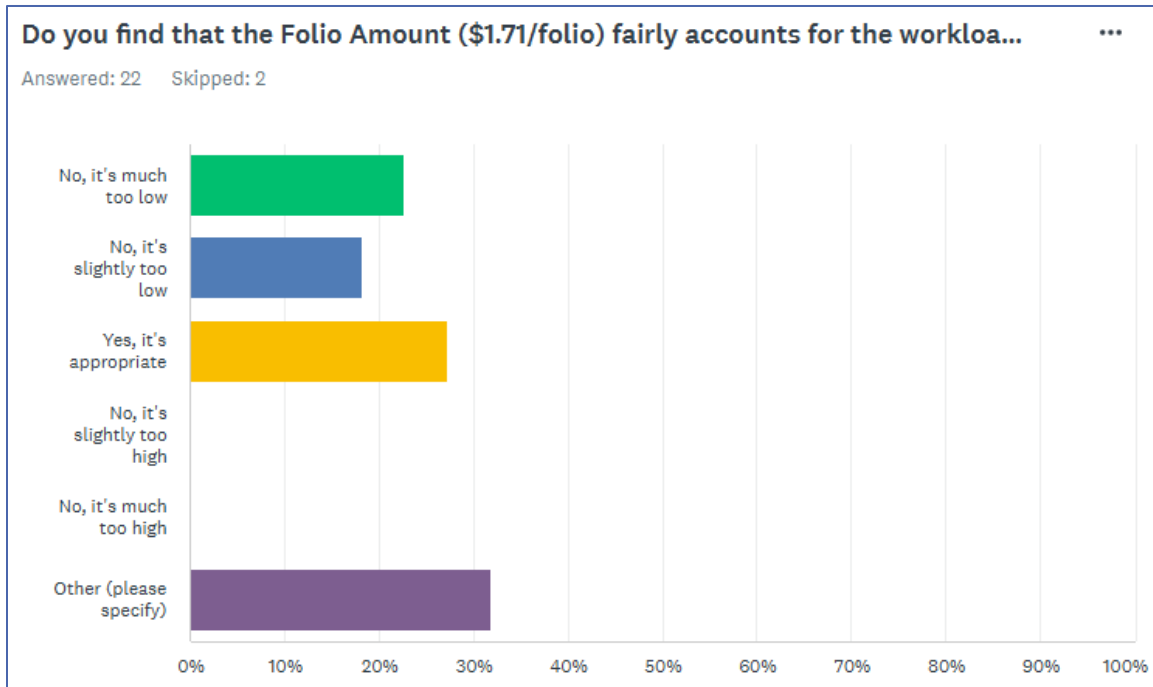
Consistent with survey responses, a majority of Trustees feel that the overall remuneration does not reflect the time commitment and does not explicitly include travel or attendance.



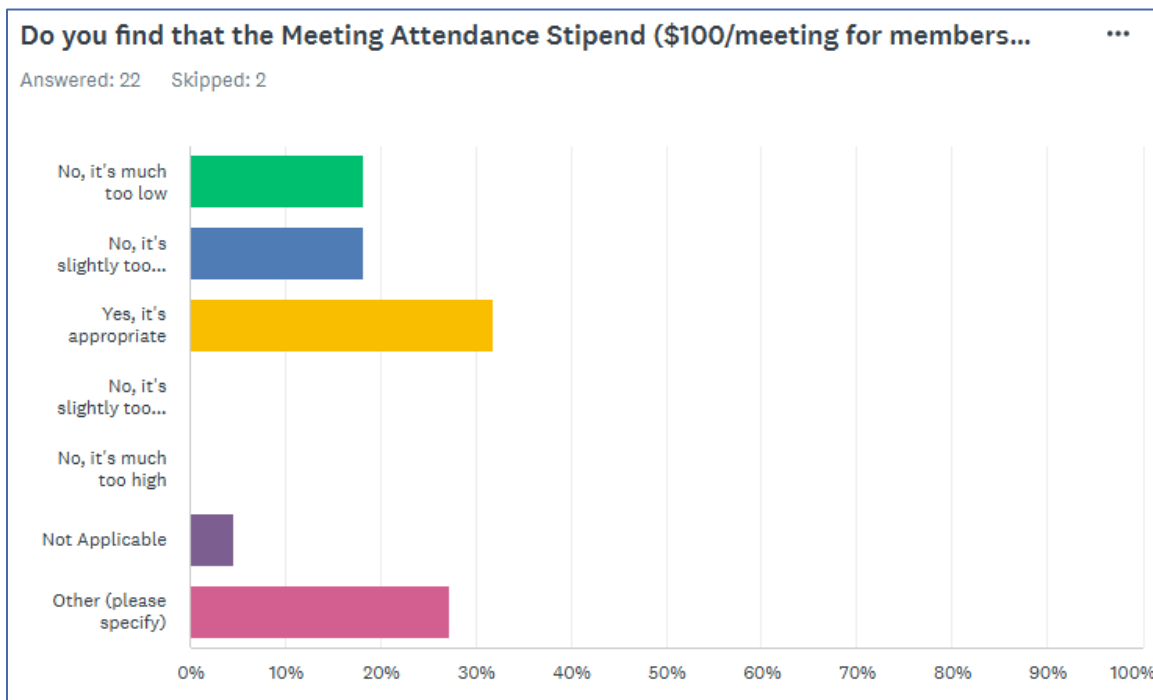
A minority of respondents felt the population amount was either slightly too low or much too low, however several respondents indicated this was difficult to assess but felt population might not be a good proxy for the relative effort needed for LTC work on each Island. Others felt that the workload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



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



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

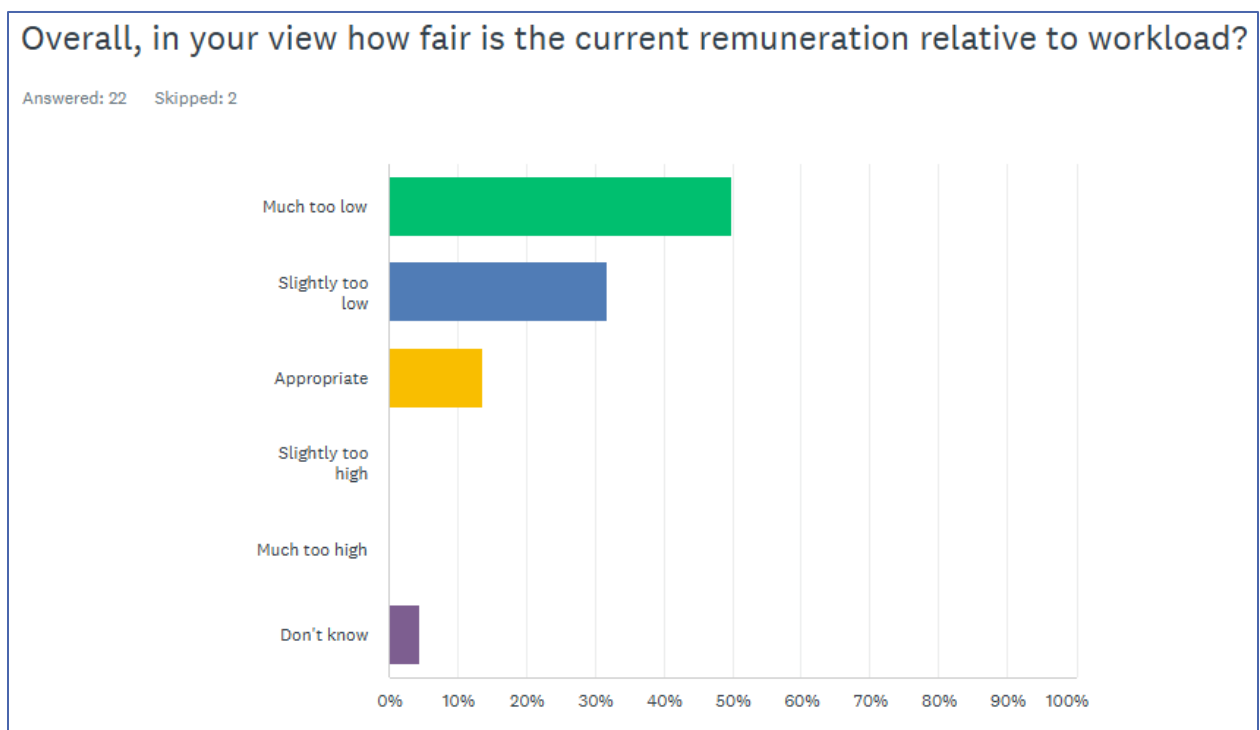


Trustee Sustainability:

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

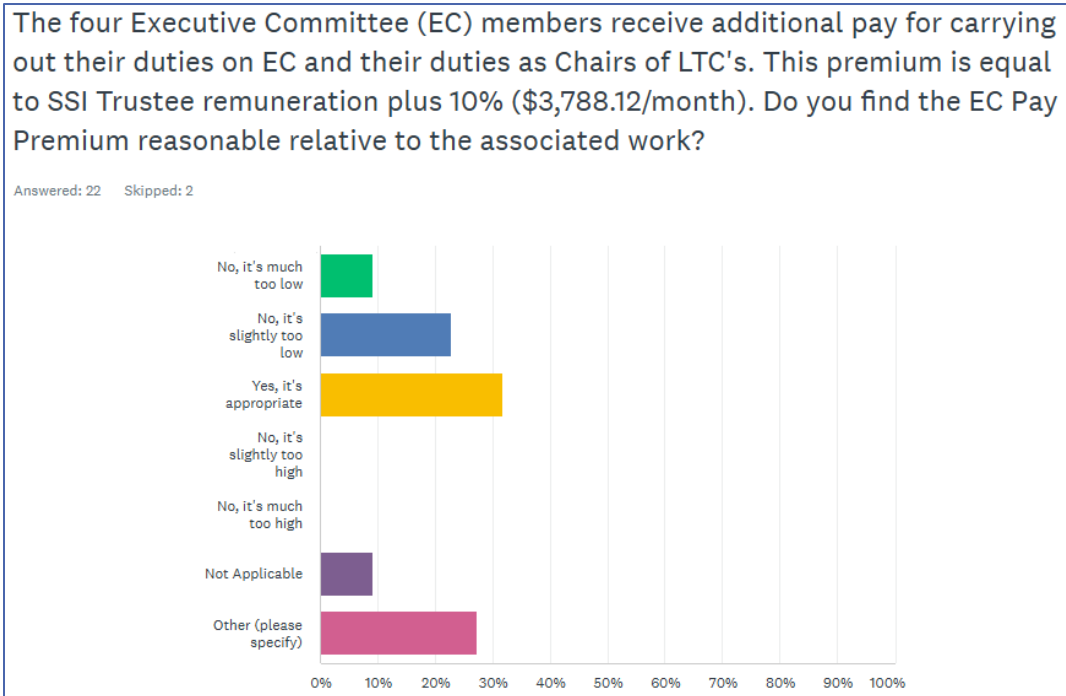
Fairness, Equity & Consistency

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

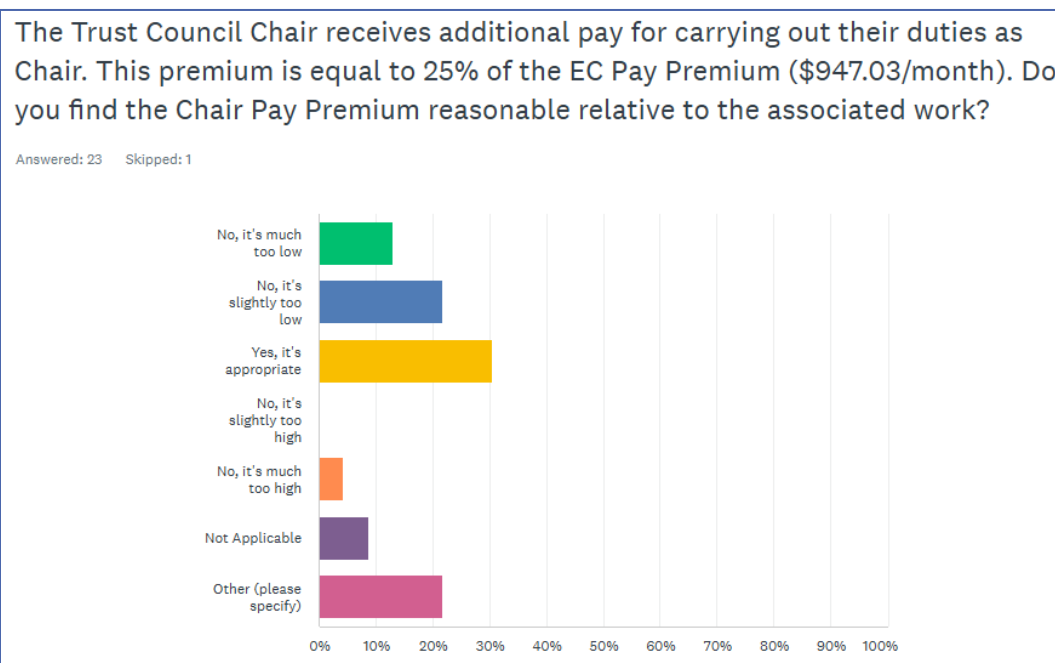


There is support for consideration of adjustments to the base remuneration and workload sensitive formulas with continued recognition of Chair / Vice-Chair / committee leadership roles. Where there are substantial additional committee responsibilities those should be reflected somehow.

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



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



Benefits

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

Organizational Change

Some support was noted for considering organizational change but in a limited and conditional manner. A minority did express interest in streamlining processes, reducing administrative burden and improving staff support and clarity of roles. However, very few respondents framed organizational change as a substitute for fair compensation. The dominant framing was:

“Workload improvements are welcome, but they do not address the core issue.”

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

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

Qualitative Themes (Open-Ended Responses)

The open text comments suggest five themes:

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

Appendix 4 - Summary of Hours

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

Appendix 5 - Application Volumes

Application volumes have significantly increased since the last survey.

Current application volumes by LTA are as follows:

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

ISLAND TRUST

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

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

Appendix 6 - Remuneration Context

Regional District Electoral Area Directors:

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

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

Small Community Municipal Councillors:

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

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

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

Appendix 7 - Remuneration Context

Mayors and Chairs:

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

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

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

School Districts:

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

	Trustee	Chair
SD 61 – Greater Victoria	27,739	30,799
SD 62 – Sooke	22,265	25,539
SD 63 – Saanich	19,912	24,047
SD 68 – Nanaimo–Ladysmith	28,531	30,745
SD 71 – Comox Valley	22,538	25,788
SD 79 – Cowichan Valley	18,880	21,594
SD 48 – Sea to Sky	15,599	21,505
SD 46 – Sunshine Coast	20,341	25,719
Median Trustee		21,303
Median Chair		25,717



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** March 17, 2026
From: Governance Committee **Date Prepared:** February 13, 2026
SUBJECT: Trustee Remuneration Policy and Bylaw Amendments

RECOMMENDATION:

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

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

1 PURPOSE:

To update Trust Council Policy 7.2.1 Trustee Remuneration

2 BACKGROUND:

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

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

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

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

Draft Amendments to Policy 7.2.1 Trust Remuneration

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

The following amendments have been made:

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

Islands Trust Council Trustee Remuneration 2013-14 Bylaw

In 2013 Trust Council adopted remuneration values by bylaw. There is no legislative requirement for Trust Council to adopt a trustee remuneration bylaw. A bylaw is more formal, and cannot be varied by Trust Council without amending the bylaw (three readings, followed by adoption). Policy, on the other hand, may be amended by Council by simple majority resolution, and as it is policy, Trust Council can choose to ignore or waive section if it wishes to do so.

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

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

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

FINANCIAL:

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

POLICY:

The draft policy will replace the existing remuneration policy.

IMPLEMENTATION/COMMUNICATIONS:

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

FIRST NATIONS RELATIONS:

No First Nations Relations implications.

OTHER:

No other implications.

4 RELEVANT POLICY(S):

[Trust Council Policy 7.2.1 Trustee Remuneration](#)
[Trust Council Bylaw 153 - Trustee Remuneration](#)

5 ATTACHMENT(S):

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

RESPONSE OPTIONS

Recommendation:

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

Alternative:

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

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

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

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

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

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

DRAFT



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

TRUSTEE REMUNERATION

Purpose

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

A. Principles

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

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

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

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

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

A.B. Definitions

Trustees

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

Population

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

Folios

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

± Folios are individual properties as defined by BC Assessment.

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

Median Electoral Area Director Remuneration

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

Trust Council Committees

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

Executive Committee

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

Half-Day Session

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

Full-Day Session

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

C. Benefits

~~1. Benefits are defined as:~~

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

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

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

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

D. Policy

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

~~A. Policy~~

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

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

2.

- 2.1 An amount for all Trustees membership on Trust Council. This amount will be equal to 30% of the Median Electoral Area Director Remuneration ~~the remuneration paid to municipal trustees~~ and will be referred to as the “Trust Council Base Amount”.
- 2.2 A ~~base~~ amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee TC business and Local Trust Committee TC meetings. This amount will be equal to 23% of the Median Electoral Area Director Remuneration and will be referred to as the “Local Trust Committee TC Local-Base Amount”.
- 2.3 An amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee business based on the population within a Local Trust Area. This amount will be equal to 4% of Electoral Area Director Remuneration divided by total Trust Area population for the current year, multiplied by the population in each individual Local Trust Area and shall be referred to as the “Population Amount”.
- 2.4 An amount for all Trustees, except Municipal Trustees, participation in Local Trust committee business based on the number of folios within a Local Trust Area. This amount will be equal to 3% of Electoral Area Director Remuneration divided by total Trust Area Folios for the current year, multiplied by folios in each individual Local Trust Area and ~~This amount~~ shall be referred to as the “Folio Amount”.
- 2.5 ~~The amounts for each of the above factors are defined set out in Section EC: Implementation.~~
- 2.6 ~~An Effective April 1, 2019, an~~ amount for attendance at Trust Council ~~C~~committee and Islands Trust Conservancy Board meetings (excluding Executive Committee, which is remunerated in accordance with Section 3). ~~Meeting attendance will be remunerated at \$1500.00 per meeting attended for committee members, and \$200150 per meeting attended if for chaired committee Chairs.~~

5.3. Additional Remuneration for the Executive Committee:

- 3.1 Members of the Executive Committee receive remuneration for carrying out their duties on the Executive Committee and their duties as chairs of Local Trust Committees TCs.
- 3.2 The vice-chairs’ remuneration shall be defined as equal to the Salt Spring Trustee Remuneration amount, plus 10%.

3.3

~~3.3~~—The chair’s remuneration shall be defined as the vice-chair remuneration, plus ~~12~~5%.

E. Implementation

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

4.1 A Trust Council Base of \$12,600

4.2 A Local Trust Committee Base of \$9,800

4.3 A Folio rate of \$1.10 per folio

4.4 A Population rate of \$1.18 per person

Municipal TrusteesMunicipal TrusteesMunicipal Trustees

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

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

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

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

6.2 This review may be conducted by an external independent consultant.

6.3 This review may consider all factors, calculations and comparatives.

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

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

7.2 Attendance may be virtual using the Islands Trust’s online meeting system, and in accordance with the Islands Trust Council meeting procedure Bylaw.

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

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

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

7.3 Reductions will be processed on the next available monthly payroll.

~~7.8.~~ Payment of Benefit Premiums for Trustees

~~84.1~~ Trustees will be offered the opportunity to have benefit premiums paid by the Islands Trust. Payments for trustee benefit premiums may be subject to income tax as defined by the Canadian Revenue Agency.

~~84.2~~ Islands Trust will cover the cost of enrollment for trustees in the single coverage benefit plan. Trustees who request to enroll in the family coverage plan are responsible for paying the difference in cost between the single and family plans.

~~84.32~~ Trustees who do not subscribe to benefit coverage through Islands Trust will receive an annual amount as defined in Section C: Implementation.

B. Implementation

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

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

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

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

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

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

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

~~Overall Review of Trustee Remuneration~~

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

~~4.~~ Annual Adjustments for Inflation

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

~~4.~~ Payments to Trustees Who Do Not Register for Benefits Through Islands Trust

~~6.1~~ Local trustees who do not register for benefits through Islands Trust will receive an annual payment of \$1,350,000.00, paid evenly over the fiscal year (i.e., \$113,833.33 per month).

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

C.F. Legislated References

~~Annual Budget Document~~

Islands Trust Act

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

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

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

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

H.G. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

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

n/a



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

TRUSTEE REMUNERATION

Purpose

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

A. Principles

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

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

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

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

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

B. Definitions

Trustees

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

Population

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

Folios

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

Median Electoral Area Director Remuneration

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

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

Trust Council Committees

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

Executive Committee

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

Half-Day Session

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

Full-Day Session

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

C. Benefits

1. Benefits are defined as:

- 1.2 Premiums for dental plans available through the Union of BC Municipalities
- 1.3 Premiums for extended health care available through the Union of BC Municipalities
- 1.4 Employee Family Assistance Program available through the Union of BC Municipalities

D. Policy

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

- 2.1 An amount for all Trustees membership on Trust Council. This amount will be equal to 30% of the Median Electoral Area Director Remuneration and will be referred to as the "Trust Council Base Amount".
- 2.2 A base amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee business and Local Trust Committee meetings. This amount will be equal to 23% of the Median Electoral Area Director Remuneration and will be referred to as the "Local Trust Committee Base Amount".
- 2.3 An amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee business based on the population within a Local Trust Area. This amount will be equal to 4% of Electoral Area Director Remuneration divided by total Trust Area population for the current year, multiplied by the population in each individual Local Trust Area and shall be referred to as the "Population Amount".

- 2.4 An amount for all Trustees, except Municipal Trustees, participation in Local Trust committee business based on the number of folios within a Local Trust Area. This amount will be equal to 3% of Electoral Area Director Remuneration divided by total Trust Area Folios for the current year, multiplied by folios in each individual Local Trust Area and shall be referred to as the “Folio Amount”.
 - 2.5 An amount for attendance at Trust Council Committee and Islands Trust Conservancy Board meetings (excluding Executive Committee, which is remunerated in accordance with Section 3). Meeting attendance will be remunerated at \$150 per meeting attended for committee members, and \$200 per meeting attended if chaired.
3. Additional Remuneration for the Executive Committee:
 - 3.1 Members of the Executive Committee receive remuneration for carrying out their duties on the Executive Committee and their duties as chairs of Local Trust Committees.
 - 3.2 The vice-chairs’ remuneration shall be defined as equal to the Salt Spring Trustee Remuneration amount, plus 10%.
 - 3.3 The chair’s remuneration shall be defined as the vice-chair remuneration, plus 15%.

E. Implementation

4. The defined annual compensation amounts in section D.2 for the first implementation of this policy in 2027 will be based on estimated 2026 Electoral Area Director remuneration and the most recently available population and folio data as follows:
 - 4.1 A Trust Council Base of \$12,600
 - 4.2 A Local Trust Committee Base of \$9,800
 - 4.3 A Folio rate of \$1.10 per folio
 - 4.4 A Population rate of \$1.18 per person
5. The defined annual compensation amounts in section E.4 and subsequently D.2 of this policy will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December. Adjustments to Trustee Remuneration that result from inflation will be implemented on April 1st of the following year.
6. Periodic Review of Trustee Remuneration
 - 6.1 A formal review of remuneration and benefits will be completed once per Trustee term, within 12 months before elections, with intent to take effect April 1 of the next Trust Council term.
 - 6.2 The defined annual compensation amounts in section D.2 of this policy will be updated at the same time as the overall review using most recent Electoral Area Director Remuneration, Population and Folio data.
 - 6.2 This review may be conducted by an external independent consultant.
 - 6.3 This review may consider all factors, calculations and comparatives.

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

- 7.1 Trustees are generally expected to attend Trust Council and Committee of the Whole meetings, unless they are absent from illness.
- 7.2 Attendance may be virtual using the Islands Trust's online meeting system, and in accordance with the Islands Trust Council meeting procedure Bylaw.
- 7.3 Trustees must attend a minimum of 50% of each half-day session to be in attendance for the purposes of this remuneration section.
- 7.4 Trustees must attend a minimum of 50% of each full day session to be in attendance for the purposes of this remuneration section.
- 7.3 Trust Council Base amounts will be reduced by \$375 per half day or \$750 per full day for non-attendance at regularly scheduled or Special Trust Council or Committee of the Whole meetings.
- 7.3 Reductions will be processed on the next available monthly payroll.

8. Payment of Benefit Premiums for Trustees

- 8.1 Trustees will be offered the opportunity to have benefit premiums paid by the Islands Trust. Payments for trustee benefit premiums may be subject to income tax as defined by the Canadian Revenue Agency.
- 8.2 Islands Trust will cover the cost of enrollment for trustees in the single coverage benefit plan. Trustees who request to enroll in the family coverage plan are responsible for paying the difference in cost between the single and family plans.
- 8.3 Local trustees who do not register for benefits through Islands Trust will receive an annual payment of \$1,350, paid evenly over the fiscal year (i.e., \$113 per month).
- 8.4 If local trustees take office part way through the fiscal year, this payment will be applied proportionately based on how many months there are remaining in the fiscal year.

F. Legislated References

Islands Trust Act

G. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

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