



Islands Trust Conservancy Board

Regular Meeting Agenda

Date: Tuesday, September 29, 2026
Time: 10:00 am
Location: Electronic Zoom Meeting

Pages

1. CALL TO ORDER
2. TERRITORIAL ACKNOWLEDGEMENT
3. CHAIR ANNOUNCEMENTS
4. APPROVAL OF AGENDA
 - 4.1 Introduction of New Items
 - 4.2 Approval of Agenda
5. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING

None.
6. MINUTES/COORDINATION
 - 6.1 ITC Draft Regular Board Meeting Minutes from July 28, 2026 (LATE ITEM)
 - 6.2 ITC-EC Draft Liaison Meeting Minutes from July 28, 2026 (LATE ITEM)
7. FOLLOW UP ACTION LIST 3 - 18
8. BUSINESS
 - 8.1 Items for Approval
 - 8.1.1 Budget Increase Formulas for New Protected Areas - RFD 19 - 23
 - 8.1.2 2027-28 Revised ITC Budget Request and Business Cases - RFD 24 - 75
 - 8.1.3 North Pender Bylaws 240/241 Referral - RFD (LATE ITEM)
 - 8.2 Items for Discussion/Direction
 - 8.2.1 Crystal Mountain Land Transfer, Galiano Island – Rezoning Application Update - BRF 76 - 83
 - 8.2.2 Model Amendment Bylaw to Incorporate Standard Resolutions Without Meeting Procedures into Islands Trust Conservancy Bylaw No. 2 - BRF 84 - 91

8.2.3	Response from Trust Council in regards to the request from ITC Board on the use of artificial intelligence - BRF	92 - 93
8.3	Correspondence	
	None.	
8.4	Updates for Information	
8.4.1	Public Acquisitions Report	94 - 95
8.4.2	Public Covenants Report	96 - 104
8.4.3	Budget Report	105 - 105
8.4.4	Executive Committee Update	
8.4.5	Financial Planning Committee Update	
8.4.6	Trust Council Update	
8.4.7	Governance Committee Update	
9.	PUBLIC COMMENTS AND DELGATIONS	
10.	NEW BUSINESS	
11.	NEXT MEETING	
	The next meeting is scheduled for November 24, 2026 at 10:00 a.m.	
12.	CLOSED MEETING	
12.1	Motion to Close the Meeting	
	THAT the Islands Trust Conservancy meeting be closed to the public in accordance with the Community Charter, Part 4 Division 3, section:	
	90(1)(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality.	
13.	ADJOURNMENT	



Follow Up Action Report

Trust Conservancy Board

27-May-2025

Progress	Activity	Responsibility	Dates	Status
0%	1 ITC Board members to explore Board Leadership Center training opportunities through KPMG including online resources available for common terms of reference, good practices, and trend information. Nov 18, 2025 Update: Staff will work with Chair Gauvreau to provide a BRF at the March 2026 meeting on options for training opportunities through KPMG. January 20, 2026: No new updates. March 17, 2026: No new updates. May 12, 2026: No new update. July 28, 2026: Chair Gauvreau and staff recommend postponing this briefing on options for KPMG training to after the elections. Sept 29, 2026: On pause until post-elections.	Clare Frater Lisa Gauvreau Wendy Tyrrell	Target: 31-May-2026	In Progress

Follow Up Action Report

Trust Conservancy Board

27-May-2025

Progress	Activity	Responsibility	Dates	Status
0%	2 Staff to cooperate with Tsartlip First Nation and Tseycum First Nation, via the W_SÁNEC Leadership Council (WLC), to develop an agreement for Islands Trust Conservancy Board consideration. October 3, 2025 Update: Staff have not received a legal opinion to confirm whether ITC Board can enter into agreements with Indigenous Governing Bodies. Trust Council is currently working in cooperation with WLC to co-develop an agreement. Nov 18, 2025: Staff have received legal opinion and will provide a verbal update at the November IC-Meeting. January 20, 2026 Update: Staff will be engaging with W_SÁNEC Leadership Council (WLC) during the Five-year Plan process to discuss an cooperation agreement. March 17, 2026: No new updates. May 12, 2026: Director Frater meets with W_SÁNEC Leadership Council staff on a regular basis, providing Conservancy updates. July 28, 2026: No new update. Sept 29, 2026 Update: Engaging with W_SÁNEC Leadership Council (WLC) is planned, as with all other interested First Nations during the Five-year Plan process. WLC has not expressed an agreement with Islands Trust Conservancy is of interest at this point in time, however, Senior Leadership remain in contact with WLC staff providing updates on ITC activities.	Clare Frater Wendy Tyrrell	Target: 31-Mar-2026	In Progress

Follow Up Action Report

Trust Conservancy Board

27-May-2025

Progress	Activity	Responsibility	Dates	Status
95%	3 Staff to proceed with negotiations for a Well Access Agreement with the Ministry of Water, Lands and Resource Stewardship (WLRS) and the two covenant holders Gabriola Land & Trails Trust and Nanaimo & Area Land Trust for maintenance and data collection of the Provincial Groundwater Observation Well 197, in S'ul-hween X'pey (Elder Cedar) Nature Reserve. October 3, 2025 Update: Staff are close to wrapping up the final well access agreement. It has been reviewed by legal counsel, and suggested edits are being presented to WLRS for approval. The covenant holders have agreed to the access agreement in principle. The final agreement will be sent to the covenant holders for approval. Nov 18, 2025 Update: The Well Access Agreement with WLRS was sent to MIABC (Municipal Insurance Agency of BC) for review, as recommended by legal counsel. The final agreement will be sent to the covenant holders, to First Nations for referral, and the Minister of Housing and Municipal Affairs for approval. January 20, 2026 Update: No new updates. March 17, 2026 Update: The Well Access Agreement has been fully reviewed on our end, and is with the Ministry of Environment and Parks (MEP) for review. Though the well is maintained by WLRS, the agreement is between MEP and ITC. May 12, 2026 Update: Final draft of this agreement is with the Director of Legislative Services for review. The agreement is scheduled to be signed in May or June. July 28, 2026 Update: The Director of Legislative Services (and legal opinion) recommended standing firm on a few sections of the agreement. Staff will be returning the draft to MEP for consideration and estimate that the final agreement will be ready to be reviewed	Nuala Murphy Wendy Tyrrell	Target: 30-Sep-2025	In Progress



Follow Up Action Report

Trust Conservancy Board

27-May-2025

Progress	Activity	Responsibility	Dates	Status
	by the Board at the September meeting. September 29, 2026 Update: We've had a final legal review and have sent the revised draft to MEP in August. Awaiting response.			

Follow Up Action Report

Trust Conservancy Board

18-Nov-2025

Progress	Activity	Responsibility	Dates	Status
25%	1 Islands Trust Conservancy Board will seek input from Indigenous Governing Bodies and conservation partners on the purpose, structure, and priorities of donation-supported funds as part of the Five-Year Plan engagement process. January 20, 2026 Update: Engagement is in progress. Letters sent to First Nations in the Trust Area on January 16, 2026. March 17, 2026 Update: Information Session held. Engagement process in progress. May 12, 2026 Update: Staff are communicating with First Nations staff that attended the information session. July 28, 2026 Update: Staff will continue to engage with First Nations on all Five-year Plan pillars, including the purpose, structure and priorities of donation-supported funds. September 29, 2026: No new updates.	Clare Frater Jill Marrack Lisa Gauvreau Wendy Tyrrell	Target: 15-Dec-2027	In Progress
75%	2 Staff to review ITC's fund guidelines and provide updated draft guidelines to the Board. March 17, 2026 Update: Staff presenting revised Opportunity Fund Guidelines to this meeting. Revised post meeting. Staff require more time to send revised Opportunity Fund Guidelines for additional internal and legal review. May 12, 2026 Update: Staff have not had capacity to work on this item. July 28, 2026 Update: Staff continue to not have the capacity to complete this FUAL - staff will engage with First Nations requesting feedback on fund guidelines during the Five-year Plan process. September 29, 2026 Update: Having filled the Strategic Fund Development Specialist position (temp assignment) staff are now able to focus on reviewing fund guidelines in this winter.	Clare Frater Mike Richards Wendy Tyrrell	Target: 18-May-2026	In Progress

Follow Up Action Report

Trust Conservancy Board

20-Jan-2026

Progress	Activity	Responsibility	Dates	Status
40%	1 Staff to bring policy options to the Islands Trust Conservancy Board at its next meeting to guide allocation of funds of private donations, and provide policy options regarding undirected donations. March 17, 2026 Update: Staff are still investigating best practices for fund management in consultation with the Municipal Financial Authority of BC, and will provide an updated Fundraising and Donations Policy to consider, and a new Fund Management Policy to a future meeting. May 12, 2026 Update: Staff do not currently have the capacity to work on this item. July 28, 2026 Update: Staff continue to not have capacity to complete this work. September 29, 2026 Update: Staff are making progress in preparing content for a fund management policy.	Clare Frater Wendy Tyrrell	Target: 12-May-2026	In Progress

Follow Up Action Report

Trust Conservancy Board

17-Mar-2026

Progress	Activity	Responsibility	Dates	Status
100%	1 Staff will send Municipal Finance Authority of BC's investment fund portfolio information to the board, pertaining to ethical fund investment options. May 12, 2026 Update: Staff have not had the capacity to work on this item. July 28, 2026 Update: Staff have learned that the Conservancy nor Islands Trust are prescribed institutions under the Municipal Finance Authority of BC regulations. Staff have sent a request to be added as prescribed institutions to the ministry. September 29, 2026 Update: Staff sent an email to the board with the requested information on September 22, 2026.	Clare Frater Wendy Tyrrell	Target: 12-May-2026	Completed
100%	2 Staff will bring a business case to the next fiscal budget for the Regional Conservation Plan update process which will include funds for identifying mapping and modelling needs necessary for the update. May 12, 2026 Update: Staff will be presenting a 2027-28 Budget Request Overview at the Special Meeting (to be confirmed) on June 2, 2026, which will include a budget increase to action the Regional Conservation Plan update process among other budget requests. July 28, 2026 Update: Staff have included the update of Regional Conservation Plan in the budget request to the board at this meeting. However, staff are planning to bring the business case for this project to the September 29, 2026 meeting for Board consideration. September 29, 2026 Update: Staff are presenting a business case for the 2030-2040 Regional Conservation Plan Project at this meeting.	Clare Frater Wendy Tyrrell	Target: 28-Jul-2026	Completed

Follow Up Action Report

Trust Conservancy Board

12-May-2026

Progress	Activity	Responsibility	Dates	Status
100%	1 ITC-2026-032 that the Islands Trust Conservancy Board requests that Trust Council request staff to identify if Generative Artificial Intelligence has been used in the generation of briefings, discussion notes or requests for decisions. September 29, 2026 Update: A briefing from ITC Board was submitted to Trust Council on this topic at their September meeting, and a response in the form of a briefing from Trust Council is included in this agenda package.	Clare Frater Wendy Tyrrell	Target: 09-Sep-2026	Completed
0%	2 ITC-2026-034 that the Islands Trust Conservancy Board request staff to review the Hypothetical Tax Shift Analysis report referred by Trust Council, and return to the Board with an analysis of considerations and implications of the Trust Council proposal to advocate for an increase in the Natural Area Protection Tax Exemption Program tax exemption, to inform the Board's recommendations to Trust Council. September 29, 2026 Update: Staff have not had capacity to work on this request. Staff aim to provide an analysis of the Hypothetical Tax Shift Analysis Report at the January 2027 meeting.	Kathryn Martell Wendy Tyrrell	Target: 29-Sep-2026	In Progress

Follow Up Action Report

Trust Conservancy Board

02-Jun-2026

Progress	Activity	Responsibility	Dates	Status
100%	1 ITC-2026-036 THAT the Islands Trust Conservancy (ITC) Board request staff to prepare an Islands Trust Conservancy 2027-28 budget request for the July 28, 2026 meeting that provides for: · Increasing costs associated with protected areas management planning and operation reflecting: - additional costs for new nature reserves and covenants - costs for the design, purchase and installation of updated signage for nature reserves - continuation of the Protected Areas Management Database development and implementation project - development of a new management plan template ·Increasing costs associated with land securement ·Increasing costs associated with conservation planning (Regional Conservation Plan update) ·Increasing costs associated with communications ·Continuation of the 2028-2032 Five-year Plan development project ·Options for drawing from the Conservancy's Opportunity Fund and other ITC managed funds September 29, 2026 Update: Staff presented the 2027-28 ITC Budget Request to the Board at the July 28th meeting.	Wendy Tyrrell	Target: 28-Jul-2026	Completed



Follow Up Action Report

Trust Conservancy Board

02-Jun-2026

Progress	Activity	Responsibility	Dates	Status
100%	2 ITC-2026-037 THAT the Islands Trust Conservancy Board approve the Audited Financial Statements for the 2025/26 fiscal year, and refer the statements to Islands Trust Council for information. July 28, 2026 Update: The 2025/26 Audited Financial Statements were referred to Trust Council for information.	Wendy Tyrrell	Target: 16-Jun-2026	Completed

Follow Up Action Report

Trust Conservancy Board

28-Jul-2026

Progress	Activity	Responsibility	Dates	Status
25%	1 Staff will bring an RFD to the board requesting the transfer of all of the ITC Board Investment funds and banking accounts to the Ministry Financial Authority of BC, with a detailed breakdown of recommended investment profiles. Once the Board approves the transfer to MFABC, and the type of investment profiles recommended for ITC funds, staff will submit the request to transfer funds over to MFABC to the Minister for review and approval. September 29, 2026 Update: Staff are making progress on this request and aim to provide the RFD at the November meeting.	Clare Frater Wendy Tyrrell	Target: 24-Nov-2026	In Progress
100%	2 ITC-2026-038 THAT the Islands Trust Conservancy Board approves the proposed Islands Trust Conservancy 2027-28 budget as presented and direct staff to provide it to the Director of Financial and Employee Services for inclusion in the Islands Trust 2027-28 draft Budget. September 29, 2026 Update: Staff provided the 2027-28 draft Budget to the Director of Financial and Employee Services for inclusion in the Islands Trust 2027-28 draft Budget.	Clare Frater Derek Cockburn Wendy Tyrrell	Target: 29-Sep-2026	Completed
100%	3 ITC-2026-039 THAT the Islands Trust Conservancy Board request staff to draft detailed business cases for significant budget line items for review by the Board in the September 29, 2026 meeting for inclusion in the Islands Trust Draft 2027-28 Budget. September 29, 2026 Update: Staff are presenting four business cases to the Board at this meeting.	Clare Frater Derek Cockburn Wendy Tyrrell	Target: 29-Sep-2026	Completed



Follow Up Action Report

Trust Conservancy Board

28-Jul-2026

Progress	Activity	Responsibility	Dates	Status
100%	4 ITC-2026-040 THAT the Islands Trust Conservancy Board Request Staff to provide a Property Management Operations overview for 2027-28 at the September 29, 2026 Board meeting. September 29, 2026 Update: Staff have provided an overview in the Protected Areas Management Operations business case of anticipated management activities and updated calculation formulas for initial and long-term management operations costs for new protected areas.	Wendy Tyrrell	Target: 29-Sep-2026	Completed

Follow Up Action Report

Trust Conservancy Board

28-Jul-2026

Progress	Activity	Responsibility	Dates	Status
100%	5 ITC-2026-041 It was MOVED and SECONDED THAT the Islands Trust Conservancy Board request staff to submit the Bylaw Referral Form to the Denman Island Local Trust Committee indicating "Approval recommended for the reasons outlined below"; in addition to general conservation benefits for Denman Island, the amendments are expected to positively affect the interests of Islands Trust Conservancy due to the following benefits on its existing protected areas: 1.Limits on potential development footprint on adjacent lands; 2.Limits on subdivision potential for adjacent lands; 3.Potential to reduce development pressure on undeveloped adjacent lands; 4.Removal of intensive agriculture as a permitted use on adjacent lands; and 5.Introduction of freshwater conservation measures on adjacent lands. And the following benefits for securement: 6. The proposed changes will encourage conservation as a community benefit identified as part of rezoning applications. 7. The proposed changes will make it easier to subdivide for conservation by removing the barriers required for land donation. September 29, 2026 Update: Staff have submitted the Bylaw Referral Form to the Denman Island LTC as indicated in the above motion.	Jemma Green	Target: 29-Sep-2026	Completed

Follow Up Action Report

Trust Conservancy Board

28-Jul-2026

Progress	Activity	Responsibility	Dates	Status
100%	6 ITC-2026-042 It was MOVED and SECONDED THAT the Islands Trust Conservancy Board request staff to inform the Denman Island Local Trust Committee of the following additional recommended considerations for Official Community Plan and Land Use Bylaw amendments: a) Amendments to Section C.1 LANDS AND FOREST should: i. Be based on the most recent ecological data available to Islands Trust, which is the Sensitive Ecosystem Mapping; ii. Give consideration to the cultural importance of the land; iii. Refer to the Islands Trust Conservancy Regional Conservation Plan; and iv. Identify known threats to the lands and forest. b) Consider adding stronger language supporting removal of land from the Agricultural Land Reserve for conservation purposes, and supporting applications to place covenants on land in the Agricultural Land Reserve. c) Consider adding "sea level rise" in the list of climate-related risks in Objective 2 of the Climate Change Adaptation and Mitigation section. d) In Section 5.10(1) of the Land Use Bylaw, consider recommendation to add "environmental conservation" or ecological reserve" to permitted uses, as passive recreation implies human use and there should arguably be a provision for the use of land solely for ecological conservation/protection. September 29, 2026 Update: Staff have informed the Denman Island LTC of the additional recommended considerations for Official Community Plan and Land Use Bylaw amendments as noted in the resolution above.	Jemma Green	Target: 29-Sep-2026	Completed

Follow Up Action Report

Trust Conservancy Board

28-Jul-2026

Progress	Activity	Responsibility	Dates	Status
100%	7 ITC-2026-043 THAT the Islands Trust Conservancy Board amend motion [ITC-2026-042] by removing "as passive recreation implies human use and there should arguably be a provision for the use of land solely for ecological conservation/protection." September 29, 2026 Update: Staff have amended the motion as requested.	Caroline Gicheru Wendy Tyrrell	Target: 29-Sep-2026	Completed
100%	8 ITC-2026-045 THAT the Islands Trust Conservancy Board request staff to notify the Comox Valley Regional District that the addition of crushed gravel to improve wet sections of trail in Lindsay Dickson Nature Reserve is not permitted due to covenant holder concerns. The Islands Trust Conservancy Board is supportive of the Denman Conservancy Association's alternate suggestion of boardwalks, and will consider other alternative suggestions from the Comox Valley Regional District for addressing wet sections of trail that do not have potential negative ecological impacts, and which are easier to remove and dispose of once the temporary use of this trail for the Cross Island Trail has ended. September 29, 2026 Update: Staff have notified the Comox Valley Regional District as requested above.	Jemma Green Nuala Murphy	Target: 29-Sep-2026	Completed



Follow Up Action Report

Trust Conservancy Board

28-Jul-2026

Progress	Activity	Responsibility	Dates	Status
0%	9 ITC-2026-046 THAT the Islands Trust Conservancy Board received the Species at Risk Program Evaluation Report for information and request that staff issue a media release highlighting the outcomes and accomplishments of the Species at Risk Program. September 29, 2026 Update: Now that ITC team has a new Communications Specialist on board, we have the capacity to move forward with this request. Staff aim to develop a media release and update the Species at Risk webpage by the end of the year.	Erin Udal Wendy Tyrrell	Target: 29-Sep-2026	Completed



REQUEST FOR DECISION

To: Islands Trust Conservancy Board

For the Meeting of: September 29, 2026

From: Staff

Date Prepared: September 22, 2026

SUBJECT: ITC Budget Formulas for Calculating Initial and Long-term Costs for New Protected Areas.

RECOMMENDATIONS:

1. That the Islands Trust Conservancy Board approve the formulas to support the development of annual budget requests for protected area management planning and operations.
 2. That the Islands Trust Conservancy Board request staff to draft amendments to 3.1.6 Annual Budget Submissions Policy for the Board's consideration that incorporate the formulas for developing budget requests for protected area management planning and operational costs.
- 1 **PURPOSE:** To seek Islands Trust Conservancy Board (ITC) decision on formulas to be used by staff when calculating future budgets and policies regarding budget development and investment and use of donated funds. Staff are requesting direction from the board to amend policies relating to incorporating the costs associated with new protected areas, both short and long-term. In addition, staff recommend the Board consider the development of a fund investment policy.
 - 2 **BACKGROUND:** The Islands Trust Conservancy's Policy [3.1.6 Annual Budget Submissions Policy](#) sets out that the Islands Trust Conservancy Manager will prepare a proposed budget for the administrative operations of the Islands Trust Conservancy Board and its related staff and programs for Board approval.

Since 2021, staff have been using a formula to guide budgeting that laid out activities and associated long-term costs for new nature reserves and conservation covenants. This formula provided for \$2,325 per new nature reserve and \$1,160 per new covenant. Staff also included an increase to the travel budget of \$500 per new property to reflect anticipated increases in travel for new nature reserves and covenants in remote/challenging locations.

In recent years it has become clear that the 2021 formula has led to continued underfunding for protected area management planning and operations due to under-estimation of base costs. In addition, the 2021 formula didn't include the initial (first-year) costs for a new protected area, which can be significant, especially for new nature reserves. During the development of the 2026/27 budget, staff updated the 2021 formula to reflect inflation and separated out the protected area management budget line into two distinct budgets: property management planning and property management operations. which increased transparency and understanding of the two budget activities and budget needs.

During development of the 2027/28 budget staff re-considered the approach to budgeting for property management planning and operations and developed four new formulas to guide budgeting for 2027/28 and future years that address initial and long-term costs for new protected areas, and annual monitoring. Staff intend to use the formulas in future staff reports to the Board and Trust Council to provide more accurate cost estimates associated with proposed new protected areas. The proposed new formulas are found in Attachment 1.

If the concept of using these formulas is approved by the Board, staff recommend the Board consider amending the 3.1.6 Annual Budget Submissions Policy to incorporate the formulas for developing budget requests for protected area management planning and operational costs into the policy.

Somewhat related to management costs, are the ITC Property Management Fund and Covenant and Defence Fund. In in the 2027-28

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: The use of the formulas will support budget development into the future and support development of budgets that better reflect the Board’s responsibilities to plan and maintain protected areas in manner consistent with legislation, policy, the Board’s Property Management Strategy and Management Planning. The adoption of Board new/amended policies related to the budget development process and investment of donated funds will support future financial planning and management and increase transparency for trustees, donors and the public.

FINANCIAL: None. The formulas will support staff in providing more clear, upfront information about the costs associated with taking on new protected areas. This information will also facilitate conversations with donors about endowment funds for proposed protected areas.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will use the formulas when developing future budgets and will apply a percentage increase that reflects the change in Victoria Consumer Price Index (CPI).

Staff will include mention of the formulas in speaking notes about the 2027/28 draft budget.

Staff will draft new and amended policies regarding the Board’s budget development process and investment of donated funds.

FIRST NATIONS: None, but it should be noted that the formulas include costs associated with engagement with First Nations and Indigenous Knowledge Holders.

CLIMATE CHANGE: Work of the Islands Trust Conservancy, as supported by the budget allocations from Trust Council, provides natural climate solutions to climate change. See <https://www.iucn.org/news/world-commission-protected-areas/202105/natural-climate-solutions> for details on natural climate solutions.

OTHER: None.

4 RELEVANT POLICY(S): [6.3.1 Budget Process](#)

5 ATTACHMENT(S):

1. Protected Area Planning Formulas
2. Protected Area Management Formulas

6 RESPONSE OPTIONS

Recommendation:

1. That the Islands Trust Conservancy Board approve the formulas to support the development of annual budget requests for protected area management planning and operations.
2. That the Islands Trust Conservancy Board request staff to draft amendments to 3.1.6 Annual Budget Submissions Policy for the Board's consideration that incorporate the formulas for developing budget requests for protected area management planning and operational costs.

Alternatives:

1. That the Islands Trust Conservancy Board approve the formulas for development of annual budget requests for protected area management planning and operations.
2. No action.

Prepared By: Wendy Tyrrell, Manager, Islands Trust Conservancy /September 22, 2026

Reviewed By: Clare Frater, Director, Trust Area Services/ September 22, 2026

Attachment 1

Protected Area Management Planning Formulas

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

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

Attachment 2

Protected Area Management Operations Formulas

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

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

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



REQUEST FOR DECISION

To: Islands Trust Conservancy Board

For the Meeting of: September 29, 2026

From: Staff

Date Prepared: September 22, 2026

SUBJECT: ITC 2027-28 Budget Request Business Cases and use of ITC Funds

RECOMMENDATION:

1. That the Islands Trust Conservancy Board approve the business cases provided on September 29, 2026 and request staff to provide them to the Director of Financial and Employee Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2027-28 budget.
 2. That the Islands Trust Conservancy Board approve use of the following funds (totalling \$54,000 from donations) in 2027-28:
 - \$20,000 from the Opportunity Fund towards land securement costs
 - \$20,000 from the Ruby Alton Nature Fund towards management costs for the Ruby Alton Nature Reserve
 - \$7,000 from the Property Management Fund towards Protected Areas Management Operations costs
 - \$5,000 from the Covenant Management and Defense Fund towards covenant management costs
 - \$2,000 from the McFadden Creek Nature Reserve Fund towards management costs for the McFadden Creek Nature Reserve
- 1 **PURPOSE:** To seek Islands Trust Conservancy Board (ITC) decision on its 2027-28 budget business case requests and approval of the use of ITC Board funds to support management and securement costs (as per fund purpose).
- 2 **BACKGROUND:** [Trust Council's Budget Process Policy 6.3.1](#) and Islands Trust Conservancy's Policy [3.1.6 Annual Budget Submissions Policy](#) set out that the Islands Trust Conservancy Board (ITC Board) is to be consulted directly, at the beginning of, and throughout, the budget process with respect to Board requirements, programs and administrative services, and that appointed trustees of the ITC Board shall be given the opportunity to attend Financial Planning Committee and Trust Council meetings with observer status. The policy also sets out that the ITC Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations.

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

ITC-2026-036

It was MOVED and SECONDED

THAT the Islands Trust Conservancy (ITC) Board request staff to prepare an Islands Trust Conservancy 2027-28 budget request for the July 28, 2026 meeting that provides for:

- *Increasing costs associated with protected areas management planning and operation reflecting:*
 - o *additional costs for new nature reserves and covenants*
 - o *costs for the design, purchase and installation of updated signage for nature reserves*
 - o *continuation of the Protected Areas Management Database development and implementation project*
 - o *development of a new management plan template*
- *Increasing costs associated with land securement*

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

ITC-2026-038

It was MOVED and SECONDED,

THAT the Islands Trust Conservancy Board approves the proposed Islands Trust Conservancy 2027-28 budget [see Table 1] as presented and direct staff to provide it to the Director of Financial and Employee Services for inclusion in the Islands Trust 2027-28 draft Budget.

At its July 28, 2026 meeting, the ITC Board reviewed a briefing outlining the 2027-28 budget amounts suggested by staff and amounts to be funded by donated funds and business cases that were being developed.

It should be noted that on October 3, 2025, the Conservancy Board passed the following resolution (which was not acted on by Islands Trust Council)

ITC-2025-036

It was MOVED and SECONDED

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

The new calculation formulas presented to the board at the September 29, 2026 meeting and the budget increases proposed in the draft 2027-28 budget are a result of Board direction to increase the budget to accommodate protected area planning and operational cost for 115, soon to be 120, protected areas so that the Islands Trust Conservancy is adequately resourced.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: Finalizing and sending the drafted business cases to the Director of Financial and Employee Services will take up to an hour of the Manager's time.

FINANCIAL: None.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will forward ITC Board's budget request to Financial Planning Committee for inclusion in the draft 2027-28 ITC Budget with a cover

briefing from the Islands Trust Conservancy Board. Staff will also prepare speaking notes that will include information about:

- Budget development process and the process for potential changes to requested amounts between this request and the final amounts considered by Trust Council in March 2027;
- Rationale behind the increases to the protected area management and protected area operations budget lines (e.g, insufficient funding to implement overdue actions now there is staff capacity to do so and costs associated with new protected areas – refer to the staff request for decision to the Board at the September 29, 2026 meeting introducing new cost calculation formulas);
- Conservancy Board’s approved use of \$54,000 in donated funds in the 2027-28 budget year; and
- Factors driving the Board’s increased request to Trust Council of ~ \$186,000 of 8.7%.

FIRST NATIONS: None, but it should be noted that the business cases contain funding requests to support engagement with First Nations and Indigenous Knowledge Holders.

CLIMATE CHANGE: Work of the Islands Trust Conservancy, as supported by the budget allocations from Trust Council, provides natural climate solutions to climate change. See <https://www.iucn.org/news/world-commission-protected-areas/202105/natural-climate-solutions> for details on natural climate solutions.

OTHER: As the 2027-28 budget process progresses, additional budget pressures or savings may emerge, requiring updates to the budget and business cases.

4 RELEVANT POLICY(S): [6.3.1 Budget Process](#)

5 ATTACHMENT(S):

1. Draft ITC Board 2027-28 budget
2. Islands Trust Conservancy (ITC) 2028-2032 Plan Development Project: Year 3 Business Case (\$32,000 increase requested from Trust Council)
3. Protected Areas Management (PAM) Operations Budget Increase (\$73,348 increase requested from Trust Council)
4. Protected Areas Management Planning Budget Increase (\$82,940 increase requested from Trust Council)
5. 2030-2040 Regional Conservation Plan Project: Year 1 (\$30,000 increase requested from Trust Council)

NOTE: The Board’s Fund Report for April 1, 2026 -August 31, 2026 is in the agenda package.

6 RESPONSE OPTIONS

Recommendations:

1. **That the Islands Trust Conservancy Board approve the business cases provided on September 29, 2026 and request staff to provide them to the Director of Financial and Employee Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2027-28 budget.**
2. **That the Islands Trust Conservancy Board approve use of the following funds (totalling \$54,000 from donations) in 2027-28:**

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

Alternatives:

1. That the Islands Trust Conservancy Board approve the business cases provided on September 29, 2026, as amended, *and* request staff to provide them to the Director of Financial and Employee Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2027/28 budget.
2. That the Islands Trust Conservancy Board recommend that Trust Council add an additional budget guideline for 2028/29 that considers the Conservancy's Regional Conservation Plan and the need for increases to accommodate protected area management planning and operation costs of newly acquired protected areas to ensure the Islands Trust Conservancy is adequately resourced.

Prepared By: Wendy Tyrrell, A/Manager, Islands Trust Conservancy /September 22, 2026

Reviewed By: Clare Frater, Director, Trust Area Services/ September 22, 2026

Attachment 1: Proposed Draft 2027-28 Islands Trust Conservancy Budget

Budget Line Item	FY27 Approved Budget	FY28 Draft Budget	\$ Variance	% Variance	Comments
Communications	8,000	14,000	6,000	75.0%	Includes inflow of \$34k from ITC Funds Includes inflow of \$20k from ITC Funds
Professional Consulting Fees	7,000	0	-7,000	-100.0%	
Contracted Temporary Staffing	15,000	10,000	-5,000	-33.3%	
ITC "Board Honoraria"	7,000	7,000	0	0.0%	
ITC "Board Meeting Expense"	2,300	6,000	3,700	160.9%	
ITC "Board Training & Conferences"	1,500	3,000	1,500	100.0%	
ITC "Protected Areas Mgmt Ops"	166,500	252,500	86,000	51.7%	
ITC "Protected Areas Mgmt Planning"	54,000	132,000	78,000	144.4%	
ITC "Conservation Planning"	4,000	34,000	30,000	750.0%	
ITC "Land Securement"	34,000	54,000	20,000	58.8%	
ITC "Ecosystem Mapping"	5,000	0	-5,000	-100.0%	
Legal "General"	20,450	21,000	550	2.7%	
Memberships	1,800	1,800	0	0.0%	
Safety *	3,300	3,500	200	6.1%	
Subscriptions	550	550	0	0.0%	
Mobile Devices *	1,629	3,000	1,371	84.2%	
Training & Conferences	6,600	6,800	200	3.0%	
Travel for Training	5,000	5,150	150	3.0%	
Travel	15,000	18,000	3,000	20.0%	
Salaries *	696,009	720,000	23,991	3.4%	
Benefits (25.4%) *	176,786	182,880	6,094	3.4%	
Admin Support Services *	498,336	525,000	26,664	5.4%	
Sub-total Operations	1,729,760	2,000,180	270,420		
ITC Five Year Plan (Project)	110,000	32,000	-78,000	-70.9%	increase from last fiscal's approved budget
ITC PAM Data Mgmt SW (Project)	30,000	0	-30,000	-100.0%	
Sub-total Projects	140,000	32,000	-108,000		
Total ITC Budgets	1,869,760	2,032,180	162,420	8.7%	
Variance \$ amounts over \$7,000, representing 98% of increase.					
* Budget line items that are set by the Finance Team are based on a standard 3% increase, and are subject to change.					



Requested by: Islands Trust Conservancy Board	Budget Source (select all that apply): ☒ Specific Project Funding (select all that apply) ☒ Third Party Contractors ☒ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture (Finance) & Tech. Equipment (IS) ☐ Computer Hardware/Software/Supplies (communicate with IS department) ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other Funding Sources (i.e. grants) – please describe: _____
Department: Islands Trust Conservancy	
Name of Request: Islands Trust Conservancy (ITC) 2028-2032 Plan Development Project: – Year 3 \$32,000	
\$ Value of Request: Year 1: 2025/26 -\$3,000 spent on capacity funding Year 2: 2026/27 -\$110,000 budgeted for capacity funding (\$100k) and associated costs (\$10k) budgeted Year 3: 2027-28 - \$32,000 - \$10,000* for capacity funding for engagement with First Nations - \$11,000 for co-development and technical support - \$8,000 for associated meeting costs (e.g. venues, food, honoraria and project-related travel) - \$3,000 for professional graphic design and formatting of the final Five-Year Plan *Note: \$7,000 from the Provincial grant will partially offset this cost. TOTAL 3-YEAR PROJECT AMOUNT: \$162,000	
Date of Submission to Finance: September 14, 2026	Funding Required for (date range): April 1, 2027-March 31, 2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

1. [Islands Trust Act](#): - statutory requirement

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

- (a) policies on acquisition, management and disposal of property of the trust fund,*
- (b) policies on investment of money of the trust fund,*
- (c) goals for major acquisitions of property by the trust fund, and*
- (d) other matters as required by the minister.*

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

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

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

3. [Regional Conservation Plan \(RCP\)](#) This request directly supports Goal 2 of the Islands Trust Conservancy Board's RCP:

- Strengthen relationships with First Nations to identify and collaborate on shared conservation goals.

and RCP Objectives:

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

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

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

ISSUE/OPPORTUNITY:

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

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

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

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

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

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

ITC also anticipates engaging with island conservancies and other conservation partners and will refer the draft plan to local trust committees, Bowen Island Municipality and Trust Council for comment.

Issues

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

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

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

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

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

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

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

Opportunities

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

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

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

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

PROJECTED RESULTS/DELIVERABLES:

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

Project deliverables in summary:

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

- final Plan submitted to Minister by mid-December 2027.

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

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

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

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

ALTERNATIVES CONSIDERED:

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

Benefits:

Provides the resources to complete the next stage of the Five-Year Plan process, including co-development of drafting the Plan with at least 10 interested First Nations, broader referral of the draft Plan

to all 27 First Nations in the Islands Trust Area, local trust committees, Bowen Island Municipality, Trust Council and conservation partners, continued engagement with First Nations through review and finalization, and completion and submission of the Plan by mid-December 2027.

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

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

Financial implications: \$32,000:

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

Resource requirements: See staff resourcing section below.

Other: None

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

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

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

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

Financial implications: \$20,000

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

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

Other: None.

OPTION 3: Existing Resources – No Additional Funding

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

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

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

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

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

Other: None.

RECOMMENDED OPTION RATIONALE:

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

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

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

RISK ASSESSMENT:

Risk	Mitigation
ITC Board struggles to direct development of the new 2028-2032 ITC Plan	This risk will be mitigated by staff: • aggregating feedback and presenting recommended revisions in a manner that is easy-to-understand

ITC Board struggles to address recommended revisions based on the First Nations and stakeholder referral responses.	• working with Board to develop a plan for efficient and effective consideration of potential amendments • supporting Board in identifying its key priorities for the document • being available to answer questions from individual board members outside of public meetings This risk will be mitigated by staff: • encouraging Indigenous Governing Bodies/agencies to communicate the rationale for their recommendations to the Board where it could be unclear • working collaboratively with Indigenous Governing Bodies, and as appropriate with agencies, on recommendations for amendments that respond to their requests • communicating potential challenges to the Board at the earliest opportunity • supporting the Board in understanding previous legal advice and crafting effective requests for new legal advice • providing adequate resources to fund the participation of Indigenous Governing Bodies in the project so that there can be active dialogue.
Indigenous Governing Bodies may have limited capacity or interest in participating.	This risk will be mitigated by staff: • Providing sufficient notice, flexible participation options and appropriate capacity funding. • Follow each Indigenous Governing Body's preferred protocols and allow different levels of involvement. • Provision of capacity funding
Approval of the 2028-2032 ITC Plan by the Minister of Municipal Affairs is denied.	This risk will be mitigated by staff: • Providing the Minister with a complete and clear record of engagement with Indigenous Governing Bodies and other agencies that demonstrates that the Board has considered each request and provided a rationale for its decisions; and • Staying in regular contact with Ministry staff to keep them apprised of project developments.
Lack of staff capacity/vacancy in key staff position(s)	This risk can be mitigated by: • the Board being cautious about assigning new projects that require substantial time from the Manager and by Trust Council providing funding for continuation of the temporary Senior Policy Advisor position to support manageable workloads and sufficient focus on the project for project staff • by reducing other work assigned to ITC staff and Conservancy Board adding additional budget for increased staff support for coordination of the 2028-2032 ITC plan development project and Regional Conservation Plan development project which would otherwise fall to the Director of Trust Area Services to assist with.
COST/BENEFIT ANALYSIS: <i>Quantitative cost/benefit:</i> The recommended option will require \$32,000	

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

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

Qualitative cost/benefit:

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

PROCUREMENT PROCEDURE:

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

PROPOSED IMPLEMENTATION STRATEGY:

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

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

Timing	Activity
Spring 2027	1. Continue meetings with First Nations that have expressed interest in participating in co-development of the Plan 2. Work cooperatively with at least 10 First Nations to identify shared conservation interests, priorities and approaches to inform the Plan 3. Send communications to local conservation partners, local trust committees, Trust Council, and Bowen Islands Municipality to provide notice of development of Plan
April 2027	Target completion date of an initial draft of the 2028–2032 ITC Plan
Summer/Fall 2027	4. Circulate the draft Plan to all 27 First Nations in the Islands Trust Area and invite review and input 5. Circulate co-developed draft to local conservation partners, local trust committees, Trust Council, and Bowen Islands Municipality for review and feedback 6. Continue meetings with participating Nations and with other Nations that wish to provide input on the draft 7. Incorporate feedback received through the broader referral and engagement process

	8. Continue discussions with First Nations as appropriate and revise the Plan as required	
Fall 2027	9. Prepare the final Plan for consideration 10. Finalize Plan and obtain ITC Board approval	
By mid-December 2027	11. Submit the final 2028–2032 ITC Plan to the Minister, in accordance with the statutory requirement and the timeline approved by the Minister 12. Make changes to the Plan as requested by the Minister	
By March 31, 2028 (if approved by the Minister)	13. Circulate the final approved Plan to Indigenous Governing Bodies, local conservation partners, local trust committees, Trust Council, and Bowen Islands Municipality 14. Display the 2028–2032 ITC Plan on the website, and showcase on social media platforms 15. Send out news release 16. Implement Plan	
STAFF RESOURCING: The following are estimates: Indigenous Relations Advisor (ITC) ~ 300 hrs – First Nations engagement lead Manager, Islands Trust Conservancy ~ 300 hrs – project management/Board support Senior Policy Analyst ~ 150 hrs (if position is extended) – project lead/implementation support/drafting ITC Communications Specialist ~ 70 hrs for communications-related activities Director, Trust Area Services ~ 40 hrs for project support Manager of Indigenous Relations ~ 40 hrs for project support GIS ~ minimal for a few maps Time may also be needed from the ITC Team Lead, Ecosystem Protection Specialist, Property Management Specialist, and Covenant Management and Specialist depending on the interests of the participating First Nations. ITC Manager will work with the Director of TAS to determine appropriate time allocation of Manager of Indigenous Relations and the Senior Policy Advisor.		
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: ITC intends to collaborate with First Nations, conservation partners, Islands Trust Conservancy staff, Ministry of Housing and Municipal Affairs staff to seek their expertise. Any changes in project scope or timeline will be brought to the ITC Board, keeping in mind the statutory deadline of mid-December 2027 to submit a final Five-Year Plan to the Minister. A communications plan will be developed for the project.		

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

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

Reviewed with other Department Directors (if applicable):

Approving Director's signature

Date Director Approved

Requested by: Islands Trust Conservancy Board	Budget Source (select all that apply):
Department: Trust Area Services	☐ Specific Project Funding (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software
Name of Request: Protected Areas Management (PAM) Operations Budget Increase	☐ Furniture (Finance) & Tech. Equipment (IS)
\$ Value of Request: \$73,348 increase to the protected areas management operations budget \$48,348 increase to the base budget, and \$25,000 to implement overdue priority management activities in 2027-28.	☐ Computer Hardware/Software/Supplies (communicate with IS department) ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____
Date of Submission to Finance: September 14, 2026	☐ Other Funding Sources (i.e. grants) – please describe:
Date of Submission to Finance: September 14, 2026	Funding Required for (date range): April 1, 2027- March 31, 2028
TIE TO ISLANDS TRUST GUIDING DOCUMENTS: The Islands Trust Act states that <i>The object of the Trust is to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.</i> For the purpose of carrying out the object, one of the responsibilities of the Islands Trust Conservancy under the Act is to manage the property it holds. While the Islands Trust Conservancy is working to develop a Ministerially-approved Five-year Plan, the Minister has authorized the Conservancy to continue holding and managing its land. Any new land acquisitions or dispositions require ministerial approval. The Islands Trust Conservancy Board will	

potentially acquire a total of three new NATEP covenants (84 covenants total) and two new nature reserves (36 total) by the end of fiscal year 2027-28.

The ITC Board has developed a number of policies, guiding documents, and plans pertaining to protected area management operations, including:

- [Regional Conservation Plan \(2018-2029\)](#) which includes Goal 7: *Monitor and manage existing conservation areas to maintain and enhance existing biodiversity and cultural features, with the understanding that ecosystems are continuously in a state of change.*
- [Land Securement Strategy \(2017-2027\)](#) which sets out in the property management section (8.7) that *The Islands Trust Conservancy will only secure land if an adequate property management budget is available. When properties are secured they will be incorporated into the Islands Trust Conservancy's overall land management strategy. The Islands Trust Conservancy will work to build a Property Management Fund to buffer potential budget shortfalls for property management.*
- [Property Management Strategy](#) (2017) sets out how ITC records information and uses it to guide decision making, supporting prioritization of management operations actions and related budgeting.
- [Policy 3.2.3 Acquisition and Management of Land](#) emphasizes the preservation of the ecological integrity of the Nature Reserve and requires that Nature Reserves be monitored annually to assess for potential management problems, taking action to address any problems identified, within budget constraints.
- The *Occupiers Liability Act* may impose a duty of care to the public when Islands Trust Conservancy invites members of the public onto a nature reserve. At minimum, this may require that the Conservancy mitigate against serious risks which the ITC knows has caused or could cause serious injuries to visitors.
- Protected areas management operations are also guided by covenant holder responsibilities. There are currently 81 conservation covenant agreements held by the ITC Board, each with a general intent to protect, preserve, conserve, maintain, enhance and, if applicable, from time to time restore, the natural state of the Covenant Area and the Amenities. Moreover, [Policy 3.2.4 Conservation Covenants](#) requires that each property covenanted by the Islands Trust Conservancy Board will be visited and monitored annually by either Islands Trust Conservancy staff or an Islands Trust Conservancy contractor.

ISSUE/OPPORTUNITY:

Based on securements in progress, ITC is anticipated to acquire two new nature reserves and three new conservation covenants in 2027-2028.

This business case is a request to Trust Council for an increase to the base budget amount for the Protected Areas Management Operations budget, to account for initial (first-year) and long-term operational costs, including annual monitoring, for five new protected areas, as well as an additional increase to the base budget to address priority management activities. The tables below provide estimated costs for the activities.

Table 1. Protected Area Management Operations base budget increase for initial, long-term, and monitoring costs associated with five new protected areas (see References tables on page 12-13).

Long-term management operations costs (averaged over 10 years) for two new nature reserves and three new covenants	\$7,620
Initial (first-year) management operations costs for two new nature reserves and three new covenants *	\$5,140
Annual monitoring costs for two new nature reserves and three new covenants	\$2,650
TOTAL	\$15,410

Table 2. Protected Area Management Operations general base budget increase for raising the base budget to support additional priority management activities.

General base budget increase for: ○ Nature reserve infrastructure maintenance ○ Restoration activities ○ Species at risk surveys, monitoring, and habitat conservation	\$22,638
General base budget increase for: Species at risk surveys/monitoring	\$10,300
TOTAL	\$32,938

Table 3: Additional One-Time Priority Management Activity Increase to conduct overdue water quality monitoring on three protected areas.

Water quality monitoring and management of aquatic invasive species.	\$25,000
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ISSUE

Historically, the property management budget (now split into the Protected Areas Management *Operations* and *Planning* budgets) has not adequately supported protected area management needs and responsibilities, requiring staff to operate over-capacity to meet monitoring requirements and provide for basic maintenance of nature reserves, without having the funds or capacity to proactively address species at risk, ecosystem health, or even invasive species management in some nature reserves and most conservation covenants. The previous budget (FY 26-27) sought to address staff capacity constraints by introducing a contract monitor to conduct 50% of annual monitoring, and another 14% of annual monitoring was added to island conservancy's service contracts.

While this change has been highly effective for increasing staff capacity, it has drawn down the operating budget such that the increased staff capacity for improved decision-making and increased focus on planning and prioritizing management activities cannot be translated into on-the land management actions due to insufficient funding for *implementation* of priority and outstanding management activities.

Another issue is that the Board has not previously budgeted for the initial costs associated with taking on new protected areas. In 2021, the Board endorsed a formula to be used by staff when developing the base budget to account for long-term/ongoing costs associated with new protected areas. Unfortunately, the formula used did not account for the first-year operational costs associated with new protected areas

such as: installing new signage, hazard abatement, infrastructure repair/creation (e.g. trails, fencing), and management of provincial priority invasive species.

OPPORTUNITY

Increasing the base budget for protected areas management operations will provide a necessary increase to account for annual monitoring costs, first-year costs and long-term costs of five new protected areas to, in addition to providing ITC Board with an operations budget capable of implementing general and outstanding priority management activities moving forward.

Breakdown of funding increase request:

\$7,620: Estimated annual average long-term costs associated with five new protected areas.

Operational management costs such as: infrastructure construction/replacement/repair (e.g. signs, boardwalks, stairs, handrails), and invasive species management, are examples of operational activities that require regular funding. In 2021, the Board endorsed a formula to be used by staff when developing the base budget to account for long-term/ongoing costs associated with new protected areas. For this FY28 budget request, the formula was revised to separate out the long-term costs for management operations and management planning and account for inflation. The formula, used to calculate the increase needed for anticipated two new nature reserves and three new covenants being onboarded in FY28, is \$7,620 which represents the annual of costs averaged over 10 years.

Please see Reference Table 1 on page 12 for the long-term management operations cost formula.

\$2,650: Increase to base budget for annual monitoring associated with five new protected areas.

Each new protected area acquired requires annual monitoring, according to Islands Trust Conservancy policy. This amount is based on the estimated costs for monitoring two additional nature reserves and three additional covenants.

Please see Reference Table 3 on page 13 for the annual monitoring costs formula.

\$22,638 – Increase to base budget for implementation of priority management operational activities.

More than 25% of the base Management Operations budget is dedicated to the basic maintenance of nature reserves and, in a few cases, conservation covenants, delivered primarily by local island conservancies under management contracts, in addition to annual monitoring.

There is also the necessity each year to budget for implementation of management activities identified as priority actions in management plans that are beyond basic maintenance, but the base budget is insufficient to support these activities. In addition, would provide some funding to activities that respond to emerging issues that are identified during annual monitoring, with priority given to mitigating hazards, threats and/or covenant violations (see annual monitoring reports for covenants and nature reserves).

With a contractor in place (2026-27) to monitor 50% of ITC's protected areas, and vacant positions filled on ITC's Protected Areas Management (PAM) Team, there is now capacity to take on some of these overdue management projects identified in management plans, and those that arise during annual monitoring.

These include initiatives such as the following:

- Undertaking repairs on existing restoration enclosure fencing (for deer/browsing exclusion), boundary fencing and trails.
- Implementing forest understory and meadow restoration to provide habitat for species at risk (e.g. safe fledging habitat for Western Screech-Owl) and/or mitigate wildfire risk (e.g. fine fuel clearing and soil moisture enhancement).
- Identifying, mapping and managing invasive species.

- Installing native plants in areas where invasive species are being managed and to enhance ecosystem health and functioning.

\$10,300: Increase to base budget to implement Species at Risk (SAR) surveys (in identified habitat) and SAR monitoring of known populations.

Request is to increase the amount of funds ITC has in the base operations budget to be able to increase species at risk work that has been identified in management plans and annual monitoring reports as a priority.

- Surveying ITC protected areas for multiple species at risk where suitable habitat has been identified but species have yet to be confirmed.
- Implement initiatives identified as a priority to monitor, conserve, and/or enhance populations of federally and provincially listed species in the Islands Trust Area, such as Western Screech-Owl, coastal Scouler's catchfly, yellow montane violet, Sharp-tailed Snake and multiple pollinator species-at-risk associated with Garry oak ecosystems within Islands Trust Conservancy's protected areas.

\$5,140: One-time budget request for initial (first-year) management operational costs for five new protected areas.

The initial (first-year) management operational costs for new nature reserves are generally higher than for conservation covenants due to owner responsibilities, infrastructure assessment and maintenance and liability considerations. A budget that supports these initial costs will allow the ITC Board to address operational priorities of public safety and ecosystem health in a timely manner while the management planning process unfolds.

Initial costs for a new protected area in regards to operational management activities includes:

- Hazard abatement for new protected areas that are open to the public.
- Installation of basic signage.
- Identifying and addressing [provincial priority invasive species](#).

Please see Reference Table 2 on page 12 for the initial (first-year) management operations cost formula.

\$25,000: One-time budget request to monitor and address water quality concerns/threats to water quality on three protected areas.

Increase request for undertaking overdue water quality testing in wetlands in three protected areas, for the purposes of:

- assessing the downstream impacts from livestock on an adjacent property.
- assessing if an aggressive invasive species is impacting oxygen levels below critical thresholds for known Northern Red-legged Frog populations (a species at risk) and other amphibians known to breed in a protected wetland.
- Monitoring water quality and flow rates in a nature reserve to measure the impacts of erosion, siltation, and nutrient loading from the broader watershed to a brackish marsh, which is an ecologically valuable, geographically-rare ecosystem that provides habitat for species at risk such as Henderson's checker-mallow.
- Managing aquatic invasive species, such as Bull Frog to reduce threats to native species.

For many of these types of initiatives, results will determine whether management intervention is needed to protect ecosystem health and species-at-risk habitat, and inform adaptive management.

PROJECTED RESULTS/DELIVERABLES:

The proposed increases will bring staff capacity and financial resources for implementation closer into balance, for the purpose of meeting a higher, more efficient and strategic management standard.

Specifically, the proposed increases will allow the Board to:

- Demonstrate respect for, and avoid unintentional harm to, ecological and cultural values and species at risk, as new nature reserves come into ITC's care.
- Address urgent public safety hazards and ecosystem threats more promptly as new nature reserves come into ITC's care.
- More effectively investigate and address compliance, climate change impacts and/or ecological concerns in new ITC protected areas.
- Mitigate wildfire risk in priority protected areas.
- Survey for new species-at-risk populations where habitat exists, but presence has not been confirmed.
- Restore/enhance known species-at-risk habitat where threats/impacts have been identified.

ALTERNATIVES CONSIDERED:**Option 1: \$73,348 increase to Trust Council funding for the Protected Areas Management Operations budget**

Benefits – The Protected Areas Management Team will have the financial resources to implement priority management actions that address the declining ecological health of ITC's protected areas (due to climate change, invasive species, recreational use pressures, impacts of surrounding land use, etc.); mitigate risks of litigation associated with delayed hazard abatement; mitigate risks and threats due to covenant violations; and, minimize costs by addressing ecological hazards and covenant violations effectively as soon as they are detected.

Risks – None. Provided a contractor continues to provide significant support for the annual monitoring program, thereby relieving staff capacity constraints, budget increases for implementation can be fully allocated and effectively administered.

Financial implications – \$73,348

In addition, the Conservancy travel budget will see an associated increase for staff to lead ecological restoration activities.

Resource requirements – The Protected Areas Management Team (Team Lead, Property Management Specialist, and Covenant Management Specialist) will be needed for: procurement of contractors, materials, and supplies; design and coordination of in-house restoration projects. The Manager and Director of Trust Area Services will be needed to support the Protected Areas Management Team. Additional support from Finance and GIS teams may be required from time to time.

Other implications - Strengthened relationships with conservation partners, improved public perception.

Option 2: \$40,410 increase to Trust Council funding for the Protected Areas Management Operations budget. Includes all of the activities in Option 1, with the exclusion of \$32,937 for management activities, including species at risk work identified in Table 2.

Benefits – Supports an increase in PAM Operations base budget incorporating the costs associated with long-term and first-year activities and annual monitoring for five new protected areas to meet basic operational needs on new acquisitions; allows the Protected Areas Management Team to respond to water quality and aquatic invasive species concerns, but not other identified priority management actions.

Risks – Habitat for species at risk is not restored or enhanced; populations go unmonitored and may continue to decline. Lack of progress on wildfire risk mitigation or some work left to non-profit conservation partners, who generally have fewer resources. Infrastructure maintenance is deferred, potentially increasing future costs. Reputational damage, and loss of confidence in Islands Trust to manage the lands they have protected under the mandate.

Financial implications – \$40,410

Financial costs will be deferred to future years, when they are expected to increase as more drastic measures are required to restore habitat or reverse species-at-risk population declines.

Resource requirements – The Protected Areas Management Team (Team Lead, Property Management Specialist, and Covenant Management Specialist) will be needed for procurement of contractors. The Manager and Director of Trust Area Services will be needed to support the Protected Areas Management Team. Additional support from Finance and GIS teams may be required from time to time.

Other implications - Greater dependency on local volunteers, straining the resources of island organizations. Declining public perception with the failure to act to protect species at risk or address wildfire risks. Infrastructure deterioration.

Option 3: No budget increase for Protected Areas Management Operations

Benefits – No increase in cost to Trust Council.

Risks – ITC will be challenged to address the declining ecological health of ITC’s protected areas (due to climate change, invasive species, recreational use pressures, impacts of surrounding land use, etc.); mitigate risks of litigation associated with delayed hazard abatement and infrastructure deterioration; and address ecological hazards effectively as soon as they are detected.

Finally, as resources are spread increasingly thin across a growing number of protected areas, and as the Board’s budget does not keep pace with growth of new properties or the costs of inflation, the ITC Board will likely be faced with a difficult decision regarding securement of additional conservation lands.

Financial implications – None. However, there will be an increase of management costs over time, delaying management activities and associated management costs (e.g. spread of invasive species).

Note: The Board has allocated ITC Funds (donations) to this budget. Until the Board adopts a fund management policy, best practice is to use the interest earned only, leaving the fund’s principal untouched to preserve the capital.

Resource requirements – None in FY 2027-28. Resources requirements are deferred to future years.

Other implications - Greater dependency on local volunteers, straining the resources of island organizations; weakened relationships and reduced confidence of the Islands Trust from islands communities, conservation partners and First Nations due to not addressing management needs to protect species and ecosystems; declining public perception. Potentially weakened relationships with conservation partners, including the Government of Canada with whom ITC holds a Section 11 agreement under the Species at Risk Act.

RECOMMENDED OPTION RATIONALE:

Option 1: Increase Trust Council funding for the Protected Areas Management Operations budget by \$73,348

Key benefits of this option include:

- **Improved Protected Areas Management Program efficacy:** The proposed increase will allow staff to apply their recently-restored working capacity to address conservation priorities and complex ecological challenges, attend to a backlog of management tasks, and deliver high-quality services to support the Islands Trust mandate.
- **Enhanced relations with donors, funders, conservation partners and First Nations:** Taking a proactive approach to species at risk conservation, habitat restoration and wildfire risk mitigation will build confidence among current and potential funders/donors, strengthen relationships with covenant landholders, improve public perceptions, and support and inspire conservation partners and collaboration with First Nations.
- **Heightened job satisfaction and staff retention:** Providing the ITC team with resources needed to better manage protected areas will lead to enhance job satisfaction. This leads to higher levels of staff engagement, motivation, and loyalty, contributing to a positive work environment, and retention potential is enhanced.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Lack of capacity for ITC Protected Areas Team Inability for the ITC PAM Team to implement the work described in this business case.	Low	• ITC staff vacancies have been filled • Addition of Team Lead, Protected Areas Management resulting in increased capacity • External monitoring contracts providing additional capacity for ITC protected areas team • Concurrent development of new ITC data management system will improve management efficiency • ITC Manager will work with the team to ensure work loads are manageable, and support establishing priorities

COST/BENEFIT ANALYSIS:

Quantitative costs/benefits: \$73,348 increase.

The Conservancy Board has approved contribution of \$34,000 in donated funds to the 2027-28 protected area operations budget from the following sources: McFadden Creek Nature Reserve Fund (\$2,000), Ruby Alton Nature Fund (\$20,000), Property Management Fund (\$7,000), and the Covenant Management & Defence Fund (\$5,000).

Qualitative costs/benefits:

Increasing the Protected Area Management Operations base budget will support:

- Funding initial, long-term management operational and annual monitoring costs for new protected areas.
- The ability to realize the benefits of increased capacity for improved decision-making for more effective management of protected areas and species at risk.
- Strengthened relationships with conservation partners.
- Improved public perception.
- Improved job satisfaction for ITC staff.

Without this increase, the Board expects to see additional costs for property management in future years that could result from delayed management activities (e.g. invasive species spread, fire risk mitigation, infrastructure deterioration).

As noted above, the Board has a Property Management Fund and Covenant Management and Defence Fund available for general management use, but, until the Board adopts a fund management policy, best practice is to use the interest earned only, leaving the principal in the fund untouched to preserve the capital.

PROCUREMENT PROCEDURE:

Procurement for goods and services related to protected area management operations will take place early in the 2027-28 fiscal year (or prior to it, subject to budget approval), and will be undertaken in accordance with the Procurement Policy which provides for purchase orders, direct awards, invitations to quote, and requests for proposals, depending on the estimated value of the goods or services and the specific nature of the services required.

PROPOSED IMPLEMENTATION STRATEGY:

No new strategy is required; implementation strategy is consistent with ongoing operations:

- Jan-March 2026: Receive and review contractor reports. Finalize annual management operations plan and schedule taking into account approved management plans and emerging needs identified through monitoring in FY 2026-27; renew ongoing monitoring and management contracts (if satisfactory; subject to budget approval); begin procurement processes for qualified professionals for water quality, invasive species, and species-at-risk work.
- April -June 2027: Finalize contracts. Begin implementation of annual compliance monitoring program (in house delivery and contractor coordination) and management operations.
- July-September 2027: Continue implementation of monitoring and management operations.
- October -December 2027: Receive and review monitoring reports. Analyse management needs in light of results from monitoring reports. Share monitoring reports and resulting management recommendations with the ITC Board. Adapt management operations as needed.
- January -March 2028: Receive and review contractor reports. Finalize annual management operations plan and schedule taking into account approved management plans and emerging needs identified through monitoring in FY 2027-28; renew ongoing monitoring and management contracts (if satisfactory; subject to budget approval); begin procurement processes for qualified professionals as required.

STAFF RESOURCING:

The management of ITC's Nature Reserves is led by the Property Management Specialist, and a majority of this positions full-time work hours are dedicated to the coordination and implementation of management projects, contract development and administration and monitoring of nature reserves.

The management of ITC's Conservation Covenants is led by the Covenant Management Specialist, and a majority of their full-time work hours are dedicated to coordinating and implementing covenant monitoring, contract administration and project management.

The Team Lead, Protected Areas Management (Team Lead) is projected to spend at least 30% of their time supervising, supporting and contributing to protected area management operations and protected area management team.

The ITC Manager is projected to spend approximately 100 hours (6%) supporting protected area management operations.

Consistent with the delivery model approved by Trust Council for FY 2026-27, the following resourcing will be applied:

- Continue to strategically combine contract and in-house annual monitoring hybrid delivery: contract out approximately 60% of monitoring work, while select protected areas continue to be monitored by staff. This frees up an estimated 150 hours (equivalent to over one month of work time) for the Property Management Specialist and 310 hours (equivalent to over two months of work time) for the Covenant Management Specialist.
- The Property Management Specialist develops annual management operations work plans; leads procurement for nature reserve management; implements management plans for nature reserves; undertakes monitoring of a small number of protected areas as needed; responds to issues identified during nature reserve monitoring; and develops/updates management plans (including coordinating with interested First Nations and engaging in the referral process, and administering contracts for archaeological assessments).
- The Covenant Management Specialist develops annual management operations work plans; leads procurement for conservation covenant management; implement prioritized management initiatives for conservation covenants, undertakes monitoring of a subset of conservation covenants, and responds to issues identified during compliance monitoring, adapting management operations work plans as needed.
- The Team Lead supervises the Property Management Specialist and Covenant Management Specialist ; coordinates monitoring contractors; reviews and oversees implementation of the protected area management program; reviews and develops policies, procedures, strategies, and plans; works with GIS and Information Systems staff to improve tools and technologies for protected area management program; assists the ITC Manager with development of department workplans and budgets and conducts Performance Reviews for the protected area management team.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management: The proposed activities are consistent with expectations of staff, external conservation partners and other collaborators, and the public; therefore, no change management requirements are anticipated.

Communications: The Islands Trust Conservancy Communications Specialist will continue to feature protected area management activities in social media and the Heron newsletter, and as needed, highlighting local community participation and support from local island conservancies. Significant program activities or accomplishments will be supported by a communications plan(s).

Collaboration: The Protected Areas Management Program will continue to be delivered in a collaborative manner in partnership with island conservancy partners. Staff will increase focus on better collaboration with Indigenous Governing Bodies and Indigenous Knowledge Holders in 2027/28. Conservancy staff will work closely with GIS staff regarding improvements to GIS systems for managing and applying information about ITC protected areas.

Requested by: Islands Trust Conservancy Board

Prepared by: ITC Staff and Manager

Reviewed by: Clare Frater, Director, Trust Areas Services / September 14, 2026

Reviewed with other Department Directors (if applicable):

Approving Director's signature

Date Director Approved

Reference Table 1:

Formula for estimated LONG-TERM OPERATIONAL costs per new protected area (averaged over 10-year period).

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

Long-term Management Operations costs for five new protected areas anticipated in FY28:

2 NEW Nature Reserves	\$5,040
3 NEW Covenants	\$2,580

Total base-budget increase for Long-term operations costs for Ops FY28	\$7,620
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Reference Table 2:

Formula for estimated INITIAL OPERATIONAL (one-time) costs per new protected area (first year costs).

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

Initial Management Operations costs for five new protected areas anticipated in FY28:

2 NEW Nature Reserves	\$3,520
3 NEW Covenants	\$1,620

Total base-budget increase for Initial Operations Cost for FY28	\$5,140
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Reference Table 3:

Estimated annual monitoring costs per new protected area.

	Nature Reserves	Covenants
Annual Monitoring cost increase per new protected area*	\$350	\$650

Annual monitoring costs for five new protected areas anticipated in FY28:

2 NEW Nature Reserves	\$700
3 NEW Covenants	\$1,950

Total base budget increase for annual monitoring	\$2,650
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*Contractor monitors ~ 50 sites in 2026-27 for \$50,000 in 2026 (average \$1,000 per site).



Islands Trust

Funding Request Business Case

Completion of this form initiates a request to the Senior Leadership Team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision-making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by: Islands Trust Conservancy Board	Budget Source (select all that apply): ☐ Specific Project Funding (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture (Finance) & Tech. Equipment (IS) ☐ Computer Hardware/Software/Supplies (communicate with IS department) ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other Funding Sources (i.e. grants) – please describe: _____
Department: Trust Area Services	
Name of Request: Protected Areas Management Planning Budget Increase	
\$ Value of Request: \$82,940 increase to the base-budget of the Protected Areas Management Planning budget	
Date of Submission to Finance: September 14, 2026	Funding Required for (date range): April 1, 2027- March 31, 2028

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

The Islands Trust Act states that *The [object](#) of the Trust is to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.* For the purpose of carrying out the object, one of the [responsibilities](#) of the Islands Trust Conservancy under the Act is to manage the property it holds.

While the Islands Trust Conservancy is working to develop a Ministerially-approved Five-year Plan, the Minister has authorized the Conservancy to continue holding and managing its land. Any new land

acquisitions or dispositions require Ministerial approval. The Islands Trust Conservancy Board will potentially acquire a total of three new NAPTEP covenants (84 covenants total) and two new nature reserves (36 total) by the end of fiscal year 2027-28.

The ITC Board has developed a number of policies, guiding documents, and plans pertaining to protected area management planning, including:

- [Regional Conservation Plan \(2018-2029\)](#) which includes Goal 7: *Monitor and manage existing conservation areas to maintain and enhance existing biodiversity and cultural features, with the understanding that ecosystems are continuously in a state of change.*
- [Land Securement Strategy \(2017-2027\)](#) which sets out in the property management section (8.7) that *The Islands Trust Conservancy will only secure land if an adequate property management budget is available. When properties are secured they will be incorporated into the Islands Trust Conservancy's overall land management strategy. The Islands Trust Conservancy will work to build a Property Management Fund to buffer potential budget shortfalls for property management.*
- [Property Management Strategy](#) (2017) sets out how ITC records information and uses it to guide decision making for the preparation of management plans.
- [Policy 3.2.3 Acquisition and Management of Land](#) requires development and implementation of a management plan for each new property within one year of acquisition, and that each management plan will be updated approximately every 10 years.
- [ITC Reconciliation Declaration](#) (2019) states that ITC *will strive to create opportunities for knowledge-sharing, understanding and collaboration, and that ITC is committed to the protection and preservation of this place through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples.*

ISSUE/OPPORTUNITY:

Based on securements in progress, ITC is anticipated to acquire two new nature reserves and three new conservation covenants in 2027-2028.

This business case is a request to Trust Council for an increase of \$82,940 to last fiscal's base-budget of \$54,000 for protected areas management planning to support the following:

1. Long-term costs associated with onboarding five new protected area in fiscal year 2027-28 (averaged out over 10-years) *
2. Two archaeological assessments on nature reserves per fiscal, moving forward
3. Three nature reserve management plans per fiscal, moving forward

TOTAL BASE-BUDGET INCREASE REQUEST FOR THIS BUSINESS CASE: \$82,940

Table 1. Protected Areas Management Planning Base-budget Cost Increase Summary (amounts are estimates).

Long-term management planning costs for two new nature reserves and three new covenants (averaged over 10 years) *	\$2,440
Two archaeological assessments annually	\$64,000

Three management plans annually:	\$70,500
• Ecological inventories and drafting of plan \$15,000/each • Cultural monitor and/or Knowledge Holder \$1,000/each • Hazard assessment - \$500/each • First Nations engagement referral fees - \$7,000/each	
Total Budget Required	\$136,940
Less current base budget for PAM Planning	- \$54,000
Total Base-budget Increase Request for PAM Planning	\$82,940

* Formula to be applied annually based on number of protected areas anticipated for that budget year

ISSUE

Historically, the property management budget (which was split into the Protected Areas Management (PAM) Operations and Protected Areas Management (PAM) Planning budget lines beginning in FY 2026-27) has not adequately supported protected area management planning and operational needs and responsibilities, requiring staff to operate over capacity to meet monitoring requirements, fall behind in updating management plans on existing nature reserves, and provide only basic maintenance of nature reserves, without having the funds or capacity to proactively address species at risk, ecosystem health, or even invasive species management in some nature reserves and most conservation covenants.

The previous budget (FY 26-27) sought to address staff capacity constraints by introducing a contract monitor to conduct 50% of annual monitoring, and another 14% of annual monitoring was added to island conservancy's service contracts.

While this change was highly effective for increasing staff capacity, it drew down the operating budget such that the increased staff capacity for improved decision-making and increased focus on planning and prioritizing management activities could not be translated into on-the-land management actions; the remaining operating budget was insufficient for funding implementation of identified priority/outstanding management activities.

Another issue is that initial costs for taking on new protected areas has never been factored into the operations or planning budgets. In 2021, the ITC Board endorsed a formula to be used by staff when developing the base budget to account for long-term/ongoing costs associated with new protected areas. Unfortunately, the formula used did not account for the significant initial (primarily first-year) costs associated with new nature reserves, such as: engaging with First Nations and conservation partners; conducting ecological inventories, archaeological assessments, and hazard assessments; identifying infrastructure needs; and preparing the initial management plan.

The 2026-27 protected areas planning budget of \$54,000 would be sufficient to cover the cost of preparing one initial management plan, conducting one archaeological assessment, and engaging with First Nations and conservation partners for one new nature reserve. However, in addition to the onboarding of two new nature reserves and three new covenants anticipated in 2027-28, ITC currently has a backlog of:

- four nature reserves awaiting initial management plans;
- 11 nature reserves overdue for management plan updates (over 10 years old); and
- 32 of 34 ITC nature reserves have not had archaeological assessments

Rather than incorporating a formula to account for these initial costs that is dependent upon how many new protected areas are anticipated each fiscal year (as done for the Protected Areas Management Operations base-budget increase) for Protected Areas Management Planning, it is more logical to increase the base-budget to support a consistent number of management plans and archaeological assessments each fiscal year.

OPPORTUNITY

Increasing the base-budget for protected areas management planning aims to establish a base-budget that:

- accounts for the long-term planning costs associated with onboarding five new protected areas anticipated in fiscal year 2027-28
- provides funds to complete three nature reserve management plans annually
- provides funds to conduct archaeological assessments for two nature reserves annually
- provides funds to cover the backlog of priority planning activities

With this increase to base-budget it is anticipated that staff will complete new management plans for the two new nature reserves and will make modest progress (dependant on number of new securements each fiscal) on developing overdue management plans and updating existing management plans.

Breakdown of base-budget increase request:

\$2,440: Estimated long-term planning costs associated with five new protected areas.

With each new property acquired there comes a need for development of an initial management plan that is updated every ten years (as per policy). Updating a nature reserve management plan involves most of the same steps and costs associated with developing a new management plan, and can include ecosystem and species inventories on conservation covenants, and site visits from First Nations Cultural Monitors and Knowledge Holders.

In 2021, the ITC Board endorsed a formula for incorporating the estimated costs of new protected areas into the base-budget that averaged costs over a ten-year period. For this 2027-28 budget request, the formula was revised to separate out the long-term costs for management operations and management planning. Estimated costs per activity were increased to reflect current needs, and to take inflation into account.

See Reference Table 1 on page 12 for details on the long-term (ongoing) planning costs associated with new nature reserves and covenants.

\$32,000: Increase to base-budget for protected area management planning to provide funds to support conducting one additional archaeological assessment annually, moving forward.

Providing an increase to the base-budget to support two archaeological assessments annually, will support the Board to implement its [Land Securement Strategy](#), which states: *‘As part of its current practice, the Islands Trust Conservancy invites comment from First Nations in management planning processes and refers public conservation proposals to First Nations where archaeological sites are identified.’*

In the same strategy, section 8.5 states: *‘Where the Islands Trust Conservancy engages in land securement on lands with known archaeological sites, the Islands Trust Conservancy will:*

- *refer public conservation proposals to the appropriate First Nations,*
- *seek permission from applicants of confidential conservation proposals to refer the proposals to the appropriate First Nations, and*
- *identify the needs and the means to carry out archaeological assessments as needed.*

To ensure that the full extent of archaeological sites on conservation properties are known, the Islands Trust Conservancy will assist applicants to locate areas that need further archaeological assessment or study and work with applicants to identify resources to undertake the required work.'

\$70,500: Increase to base-budget for protected area management planning for three management plans annually moving forward.

At the time of writing, ITC has 115 protected areas, and averages three new protected areas per year. The Board anticipates five new protected areas completing the securement process in 2027-28, bringing the total number of protected areas to 120 (36 fee-simple lands (nature reserve/sanctuary) and 84 conservation covenants).

According to the Board's [Property Management Strategy](#): *'The ecological inventories and management recommendations highlighted in the conservation covenants and management plans are critical to property management.'*

[Policy 3.2.3 Acquisition and Management of Land](#) states that: *the Board will prepare and approve a management plan for each property it acquires as a nature reserve. The management plan will provide details on the scope and extent of the threats found on the protected area and provide recommendations for how best to address them. The Board will approve a management plan for its properties within one year of acquisition, and will update each management plan approximately every 10 years.'*

Providing a base-budget for management planning every year that supports the development of three management plans annually, will allow ITC Board to keep up with developing management plans for new nature reserves, and address the back-log of management plans that are overdue for an update.

This work is scheduled to be implemented during the first year after securement.

In a year when there are no new nature reserves being onboarded, the Board will allocate the base budget to outstanding new management plans, management plan updates, and, if identified or requested by First Nations, archaeological assessments on existing nature reserves.

PROJECTED RESULTS/DELIVERABLES:

The proposed base-budget increase for protected areas management planning will provide a practical base-budget that supports:

- Developing and/or updating three management plans for nature reserves annually
- Conducting two archaeological assessments annually
- Supporting Cultural Knowledge Holder and Cultural Monitor site visits
- Conducting hazard assessments
- Referral fees for three Management Plan engagement processes

The proposed base budget will support the ITC Board in responsibly managing new and established nature reserves and covenants; specifically, to:

- Uphold [Policy 3.2.3, Acquisition and Management of Land](#), which requires development and implementation of a management plan for each new property within one year of acquisition, and that each management plan will be updated approximately every 10 years;
- Uphold ITC Board's [Land Securement Strategy](#);
- Manage nature reserves in a manner that reflects ITC Board priorities and input from First Nations and island communities, which is gathered through engagement phases in the management planning process;

- Gradually reduce the backlog of nature reserves without management plans, and of nature reserves that are overdue for a 10-year management plan update;
- Undertake archaeological assessments where First Nations engagements have identified a need, to prevent accidental damage to cultural features during land management operations, and to support respectful, collaborative stewardship of cultural values in alignment with the ITC Board's Reconciliation Declaration and [Land Securement Strategy](#); and
- Gather the information needed to address immediate public safety hazards in new nature reserves that are accessible to the public. (Even if a nature reserve is designated by ITC as temporarily or permanently "closed to the public" upon acquisition, lands that have a history of public use may continue to see unauthorized use by the public, particularly initially.)

ALTERNATIVES CONSIDERED:

Option 1: – \$82,940 increase to the protected areas management planning base-budget to support costs associated with:

- **Developing three nature reserve management plans annually**
- **Conducting two archaeological assessments annually**
- **Long-term, ongoing costs associated with onboarding five new protected areas**

Benefits – This option allows the protected areas management team to:

- responsibly manage lands entering ITC's care in a consistent manner that reflects community, partner, and First Nations engagement and the ITC Board's guidance;
- begin to address the backlog of newer nature reserves awaiting their first management plan and of established nature reserves with management plans that are out of date,
- support informed decision-making that is reflective of cultural values, and of growing challenges such as climate change, development impacts, invasive species, and declining species-at-risk populations;
- support a higher standard of engagement with Indigenous Governing Bodies and Cultural Knowledge Holders,
- lays a foundation for potential future co-management opportunities;
- work towards collaborative stewardship of cultural features and values on the land; and
- mitigate risks of litigation associated with delayed hazard abatement.

Risks – None. Provided a contractor continues to provide significant support for the annual monitoring program, thereby relieving staff capacity constraints, budget increases for management planning can be fully allocated and effectively administered.

Financial implications – \$82,940.

In addition, the ITC communications budget will see an associated increase for associated community engagement and the travel budget will see an associated increase of \$500/per new protected area.

Resource requirements

- The Property Management Specialist:
 - Lead preparation and implementation of management plan processes, and
 - Procurement and oversight of contractors, preparation of referrals, coordination of archaeological assessments, review reports and agreements, conduct public open houses, and participate in engagement with First Nations
- The Team Lead, Protected Area Management:
 - Supervise and support the Property Management Specialist, and
 - Collaborate with the ITC Manager to oversee engagement with First Nations and public engagement processes

- The Indigenous Relations Advisor:
 - Provide guidance on relationship building with Indigenous Governing Bodies, Indigenous groups, Knowledge Holders and Indigenous community members
- The ITC Manager
 - Support the protected areas management team
 - Support and participate in engagement with First Nations, island conservancies, and other conservation partners
- ITC's Communications Specialist and Administrative Assistant will support public and First Nations engagement and open houses
- Finance staff will be required for routine activities such as contract preparation and invoice management
- Support from the GIS team will be required to incorporate new spatial information into organizational information systems

Other implications- This request aligns with policies, organizational strategies, conservation covenant agreements, and the ITC Reconciliation Declaration; an opportunity for collaboration and relationship-building with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.

Option 2: \$59,440 increase to the protected areas management planning base-budget to support costs associated with:

- **Developing two nature reserve management plans annually**
- **Conducting two archaeological assessments on nature reserves annually**
- **Long-term costs associated with onboarding of five new protected areas this fiscal year**

Benefits – Reduced base-budget increase. This option provides support for protected areas management team to:

- responsibly develop planning to manage lands entering ITC's care in a consistent manner that reflects community, partner, and First Nations engagement and the ITC Board's guidance;
- support informed decision-making on new protected areas that is reflective of cultural values, and of growing challenges such as climate change, development impacts, invasive species, and declining species-at-risk populations; and
- mitigate risks of litigation associated with delayed hazard assessment and abatement on two new nature reserves

Risks – The Board will be unable to address the backlog of 11 management plans that are older than 10 years, and the four nature reserves that do not have management plans yet. The Board will also be unable to complete archaeology assessments. Outdated management plans can lead to inefficient or ineffective management operations risking reputational damage and potentially liability risks. Without this increase, the Board expects to see additional costs for property management that could result from:

- delayed management activities (e.g. invasive species spread)
- an increasing backlog of management activities (e.g. sign updating)
- inefficient or ineffective management activities that results from guidelines set out in outdated management plans.

Financial implications – \$59,440

Long-term management planning costs for two new nature reserves and three new covenants (averaged over 10 years) *	\$2,440
Two archaeological assessments annually	\$64,000

Two management plans annually:	\$47,000
• Ecological inventories and drafting of plan \$15,000/each • Cultural monitor and/or Knowledge Holder \$1,000/each • Hazard assessment - \$500/each • First Nations engagement referral fees - \$7,000/each	
Total Budget Required	\$113,440
Less current base budget for PAM Planning (adjusted for inflation)	- \$54,000
Total Base-budget Increase Request for PAM Planning	\$59,440

Resource requirements –

- Property Management Specialist:
 - Lead preparation and implementation of management plan processes, and
 - Procurement and oversight of contractors, preparation of referrals, coordination of archaeological assessments, review reports and agreements, conduct public open houses, and participate in engagement with First Nations
- Team Lead, Protected Area Management:
 - Supervise and support the Property Management Specialist, and
 - Collaborate with the ITC Manager to oversee engagement with First Nations and public engagement processes
- Indigenous Relations Advisor:
 - Provide guidance on relationship building with Indigenous Governing Bodies, Indigenous groups, Knowledge Holders and Indigenous community members
- The ITC Manager
 - Support the protected areas management team
 - Support and participate in engagement with First Nations, island conservancies, and other conservation partners
- ITC's Communications Specialist and Administrative Assistant will support public and First Nations engagement and open houses
- Finance staff will be required for routine activities such as contract preparation and invoice management
- Support from the GIS team will be required to incorporate new spatial information into organizational information systems

Other implications – This reduced base-budget increase request will limit staff's ability to fully align with policies, organizational strategies, conservation covenant agreements, and the ITC Reconciliation Declaration; and limit the opportunity for collaboration and relationship-building with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.

Option 3: No increase to protected areas management planning budget

Benefits – Financial - no budget increase.

Risks –

- The ITC Board may be required to advise potential land donors that they are unable to consider their donation as there are insufficient resources to cover initial and ongoing planning costs for more than one new protected area per year.

- The backlog of new nature reserves without an initial management plan or archaeological assessment, and of nature reserves overdue for their 10-year update, will continue to grow at the current pace, which means that the protected areas management team will be challenged to manage nature reserves with limited or outdated information and the ITC Board will be challenged to make decisions with limited or outdated information. This will also not allow for Board strategies and policies to be upheld in a feasible manner. Engagement with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members will be limited, slowing the progress of relationship building and potential to incur reputational damage.
- The ITC Board and staff will be challenged to translate the Reconciliation Declaration into action, without a management template update that reflects the organizations growing cultural awareness and sensitivity, and without a framework to guide collaborative stewardship of cultural features and values on the land.
- Feedback gathered from engagement processes with First Nations during Five Year Plan development, such as concerns about the current management plan template language or a desire for co-management, may appear to go unheard, potentially damaging relationships with Indigenous Governing Bodies, Indigenous groups, or Indigenous community members.
- Staff morale may be affected due to the challenges of managing donated protected areas without sufficient budget.

Financial implications –None. The Board may consider requesting the requested funds in a future fiscal year.

The ITC Board does not currently have a fund management policy in place to guide the use of donated monies. It could consider drawing down further on the principal of its donation-based Property Management Fund to support management planning in 2027-28. However, given the current Fund balance this is not a sustainable or practical approach to long-term budgeting.

Resource requirements – No additional resources required in FY 2027-28.

Other implications - Reduced efficacy and efficiency of decision-making and protected area management operations; strained relationships with conservation partners; declining public perception. Increased backlog of management planning, management plans, and hazard assessments and potential for reputational damage and loss of donors.

RECOMMENDED OPTION RATIONALE:

Option 1: \$82,940 increase to the protected areas management planning base-budget to support costs associated with:

- **Long-term, ongoing costs associated with onboarding five new protected areas**
- **Developing three nature reserve management plans annually**
- **Conducting two archaeological assessments on nature reserves annually**

The Board selected this option because it best aligns with the Board's Land Securement Strategy, the Property Management Strategy and ITC's Reconciliation Declaration; specifically:

- Results from an improved budgeting process that better provides for the management needs of newly-donated protected areas and existing protected areas
- Supports enhanced relations with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members

RISK ASSESSMENT:

Risks	Impact	Mitigation
First Nations engagement timelines Don't align with objective of three management plans per fiscal.	Med-Low	Management planning may take longer where more in-depth engagement with First Nations is needed, particularly where there are cultural heritage or sacred significance considerations. Timelines may not be entirely within ITC's control
Limited availability of qualified archaeologists May affect the ability to complete two archaeological assessments per year	Med	ITC staff will conduct a procurement process to establish access to qualified archaeological expertise, and work with the Province and local First Nations to determine the appropriate level of archaeological expertise and assessment required for each property.
Lack of capacity for ITC Protected Areas Team Inability for the ITC PAM Team to implement the work described in this business case.	Low	• ITC staff vacancies have been filled • External monitoring contracts providing additional capacity for ITC protected areas team • Concurrent development of new ITC data management system will improve management efficiency • ITC Manager will work with the team to ensure work loads are manageable, and support establishing priorities

COST/BENEFIT ANALYSIS:

Quantitative costs/benefits: \$82,940 increase to base budget for protected area management planning activities.

Qualitative costs/benefits:

This increase to base-budget responds to the Board's previous inability to keep keep pace with initial management plans for new nature reserves and updated management plans for established nature reserves.

Funding this increase may also address issues of staff morale associated with the current challenges of managing protected properties to a reasonable standard on a limited budget.

As noted above, the Board has a Property Management Fund available for general use, but, until the Board adopts a fund management policy, best practice is to use the interest earned only, leaving the principal in the fund untouched to preserve the capital. The Board also has specific donated funds for some nature reserves that will be used when their associated nature reserve is due for a management plan update.

The non-quantifiable benefits of this initiative are the potential for strengthened relationships with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members; improved access to lands in traditional territories and the benefits for individual and community well-being; cross-cultural learning opportunities and the ability for ITC Board to incorporate traditional ecological knowledge into management planning for more effective and appropriate land management.

PROCUREMENT PROCEDURE:

Procurement for services related to protected area management planning will take place early in the 2027-

28 fiscal year (or prior to it, subject to budget approval), and will be undertaken in accordance with the Procurement Policy which provides for purchase orders, direct awards, invitations to quote, and requests for proposals, depending on the estimated value of the goods or services and the specific nature of the services required.

PROPOSED IMPLEMENTATION STRATEGY:

ITC Board [Policy 3.2.3 Acquisition and Management of Land](#) requires that the Board will approve a management plan for its properties within one year of acquisition, and will update each management plan approximately every 10 years. The following implementation strategy outlined in this policy remains relevant and reflective of protected areas management Team operations:

- The Board will engage First Nations early in the management planning process to better understand areas of cultural importance and to invite First Nations input into land management.
- Engagement with First Nations will begin by contacting First Nations who have treaty or established rights, or identified geographic areas for engagement purposes, relevant to the nature reserve, as determined using the BC Consultative Areas Database, and by inviting them to discuss areas of mutual interest related to the nature reserve.
- The Board will encourage input and involvement from interested community members, local First Nations and island conservation groups during the management planning process for its Nature Reserves.

The timeline is generally as follows:

- Jan-March 2026: Receive and review archaeological reports and management plans completed by contractors. Prioritize protected areas needing initial management plans, archaeological assessments, or management plan updates. Begin procurement processes. Participate in active engagement and collaboration with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.
- April -June 2027: Finalize contracts and ensure timely implementation. Plan for community engagement activities. Initiate referrals for new acquisitions. Participate in active engagement and collaboration with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.
- July-December 2027: Oversight of contracts. Participate in active engagement and collaboration with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.
- January -March 2028: Receive and review archaeological reports and management plans completed by contractors. Prioritize protected areas needing initial management plans, archaeological assessments, or management plan updates. Begin procurement processes. Participate in active engagement and collaboration with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.

STAFF RESOURCING:

Consistent with the staffing model approved by Trust Council for FY 2026-27, the following resourcing will be required to support this proposal:

- The Property Management Specialist: works with the Ecosystem Protection Specialist to forecast securements nearing completion that will require initial management planning costs, and with the Team Lead, Protected Area Management to prioritize management plan updates; leads procurement for management plan preparation and archaeological assessments; prepares in-house updates to management plans, where appropriate; prepares referrals to First Nations; and participates in engagement with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.
- The Team Lead, Protected Areas Management: supervises the protected areas management team, including the Property Management Specialist; reviews and develops policies, procedures, strategies, and plans relating to management planning; works with GIS and IS staff to improve tools and technologies for protected areas management planning; and, in collaboration with the
- ITC Manager, oversees engagement with First Nations and public engagement processes.
- The Indigenous Relations Advisor: Facilitates and manages respectful engagement processes with Indigenous Governing Bodies by developing the engagement framework and decision-making processes, establishing working relationships with the Indigenous communities in the Islands Trust Area, organizing engagement sessions, and providing program-specific professional advice to the ITC Board and staff.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management: The proposed activities are consistent with expectations of the ITC Board, staff, external conservation partners and other collaborators, and the public; therefore, no change management requirements are anticipated.

Communications: The Islands Trust Conservancy Communications Specialist will continue to feature protected area management planning activities in social media and the Heron newsletter where appropriate, and as needed, significant program activities or accomplishments will be supported by a communications plan(s). Public open houses will be advertised using the modes that are best suited to each Island community.

Collaboration: Management planning of protected areas will continue to be implemented in a collaborative manner in partnership with island conservancy partners, those which hold covenants on ITC nature reserves. Staff will increase focus on better collaboration with Indigenous Governing Bodies and Indigenous Knowledge Holders in 2027/28. Conservancy staff will work closely with GIS staff regarding improvements to GIS systems for managing and applying information about ITC protected areas.

Requested by: Islands Trust Conservancy Board

Prepared by: ITC Staff and Manager / August 28, 2026

Reviewed by: Clare Frater, Director, Trust Area Services

Approving Director's signature

Date Director Approved

Reference Table 1:

Formula for LONG-TERM PLANNING costs per new protected areas (averaged over 10-year period)

Long-term Management Planning Formula (estimated costs averaged over 10 years) - per new protected area	Nature Reserves/each	Covenant/each
Updating Nature Reserve Management Plan (Contractor Services)	\$720	n/a
First Nations engagement and cultural site stewardship Planning	\$200	\$100
Ecosystem Inventory	\$180	n/a
TOTAL ESTIMATED LONG-TERM PLANNING COSTS PER NEW PROTECTED AREA	\$1,070	\$100

Long-term Management Planning costs for five new protected areas anticipated in FY28:

2 NEW Nature Reserves	\$2,140
3 NEW Covenants	\$300
Total base-budget increase for Long-term planning costs for Ops FY28	\$2,440

Reference Table 2:

Formula detailing activities and estimated costs associated with developing management plans (new and existing).

Activities and Costs for Developing a Management Plan	Nature Reserves
Cultural knowledge holder visits - honoraria	\$1,000
Hazard assessment	\$500
Archaeological assessment (as required)	\$32,000
Management Plan First Nations referrals process	\$7,000
Management plan preparation - (incl. costs for ecological inventory and drafting report)	\$15,000

TOTAL ESTIMATED COST FOR DEVELOPING ONE NATURE RESERVE MANAGEMENT PLAN	\$55,500
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NB: Costs associated with developing and updating management plans will vary depending on factors such as property size, terrain, cultural significance, species at risk, invasive species and other property-specific considerations. The costs presented in this formula are based on an average estimate for developing a typical nature reserve management plan.

Requested by: Islands Trust Conservancy Board	Budget Source (select all that apply): ☒ Specific Project Funding (select all that apply) ☒ Third Party Contractors ☒ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture (Finance) & Tech. Equipment (IS) ☐ Computer Hardware/Software/Supplies (communicate with IS department) ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other Funding Sources (i.e. grants) – please describe: _____
Department: Trust Area Services	
Name of Request: 2030-2040 Regional Conservation Plan Project (Year 1)	
\$ Value of Request Increase of \$30,000 to the Conservation Planning Budget for: Year One: 2030-2040 Regional Conservation Plan Project Total estimated cost of year one is \$34,000 Estimated costs for the following three years will depend on the approved project charter and the availability of updated data but likely range from \$130,000-\$150,000.	
Date of Submission to Finance: September 14, 2026	Funding Required for (date range): April 1, 2027 – March 31, 2028
TIE TO ISLANDS TRUST GUIDING DOCUMENTS: The proposed update of the 10-year Regional Conservation Plan is tied to the following Islands Trust Conservancy guiding documents: Islands Trust Act: In 1990, through the enactment of a section of <i>Islands Trust Act</i> , the Islands Trust Conservancy (ITC) was established as a conservation land trust to assist in carrying out the “preserve and protect” mandate. Part	

[6 of the Islands Trust Act](#) establishes the corporate status, responsibilities, and governance structure of the Islands Trust Conservancy.

Five-year Plan: The Islands Trust Conservancy typically operates under a Ministerially-approved Five-Year Plan; however, ITC is currently operating without an approved Five-Year Plan while it is in the process of better incorporating First Nations' perspectives and priorities, and reconciliation-based relationship-building into a revised Plan. For reference, see the [2018-2022 Five Year Plan](#). The values and priorities expressed in the Five-Year Plan influence the development of the Regional Conservation Plan.

Land Securement Strategy (2017-2027) is a strategic plan for securement of land with high biodiversity values, identifying securement processes and a framework for assessing viability of conservation opportunities, which is described as ecological value and threats assessed against feasibility of project success (cost / ha, likelihood that ITC can reasonably manage threats).

ITC Reconciliation Declaration (2019) states that ITC *will strive to create opportunities for knowledge-sharing, understanding and collaboration*, and that ITC is *committed to the protection and preservation of this place through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples*.

Definitions relevant to this project:

- 1. Regional Conservation Plan:** Islands Trust Conservancy's guiding document, a science-based and community-informed plan that identifies conservation priorities for the Islands Trust Area and outlines strategic goals and objectives for ITC's work protecting the islands' natural spaces.
- 2. Conservation prioritization model:** a peer-reviewed analysis framework to assess the relative conservation priority of different areas, based on combining and evaluating multiple datasets according to best-available knowledge about species, ecosystems, connectivity, threats, and other criteria. The model analysis results in a conservation priority "score" for properties or areas (e.g., a particular wetland or patch of forest) that can be viewed and analysed on a map or in tables, graphs, etc.
- 3. Data analysis tool:** a software application that runs the conservation prioritization model analysis to produce the conservation priority "score" for defined areas across the Islands Trust Area (e.g., a particular wetland or patch of forest)
- 4. Online Resource Toolkit:** a web-based toolkit combining mapping, reports, case studies, and explanations of the analyses and data that underly the regional conservation planning process and the goals and objectives identified for ITC in the 2030-2040 Regional Conservation Plan.

ISSUE/OPPORTUNITY:

Conservation planning is a critical tool to ensure that areas of biodiversity importance and habitat for at-risk species are prioritized for protection, and to ensure the most effective use of ITC's funding and resources in working towards the "preserve and protect" Object.

The Islands Trust Conservancy Board's [Regional Conservation Plan](#) (2018-2029) is a science-based and community-informed plan that identifies, prioritizes and plans for the protection of the islands' natural spaces and guides the ITC's work. It gathers, analyses, and presents data about land status and land use, current ecosystems, protected areas, threats, and changes to the landscape, and sets goals and areas of focus for Islands Trust Conservancy's work preserving and protecting the diverse ecosystems of the islands.

ITC has been doing conservation planning since the early 1990s to focus its efforts and resources on the properties most urgently in need of protection. The 2018-2027 plan is the third Islands Trust Conservancy Regional Conservation Plan (RCP). The Conservancy's Regional Conservation Plan was developed with

input from partners and key knowledge holders. This 10-year strategic plan, and the associated biodiversity priority analysis that it is based on, are instrumental in supporting land conservation decisions and guiding land management activities that protect ecosystems and species in the Islands Trust Area.

The current RCP was originally written to span 2018-2027, but this timeframe was extended to 2029 by the Islands Trust Conservancy Board to allow additional time to accomplish key objectives of the original 10-year timeframe.

The RCP describes the ecosystems and species of the Islands Trust Area, and uses core biological data about to support what exists on the landscape (e.g., the vegetation community that is present) and to identify areas of high biodiversity value. This information is then combined with other data about the landscape (e.g., extent, type, and immediacy of threats; proportion of each habitat type that is unprotected) in a conservation prioritization model developed by ITC and partners in 2014, to determine areas of conservation priority. The analyses of data generated maps detailing where on the landscape to focus conservation efforts both on a landscape level (“protect Old and Mature Forests”) and specifically (“this 100-hectare area is a high conservation priority”). The Plan itself then identifies achievable goals and objectives to support protection of conservation priorities. The analyses, biodiversity priorities, threat analyses, conservation prioritization model, and other components of the RCP inform advice given to the Islands Trust Conservancy Board, planners, local trust committees, and Trust Council.

The current RCP is due to be reviewed and updated, in terms of:

- Analysing current data.
- identifying gaps in data to improve accuracy and inform conservation and cultural values.
- acquiring and analysing new data to fill gaps identified.
- reviewing and revising the goals and objectives of the plan.

Effective biodiversity protection relies on up-to-date information about land use patterns, threats, protected areas, cultural features and current ecosystems. Many of the data sets used in the current RCP have not been updated since 2014.

There is a need to transition the conservation prioritization model used in the previous RCP to a new software platform and identify preliminary needs to update data sets used by the conservation prioritization model and the other analyses that support the RCP.

An updated RCP will also address a critical gap in current and past ITC conservation plans: the absence of consideration of First Nations’ stewardship knowledge, priorities, concerns, and conservation goals. The current Five-year Plan project provides an opportunity to work with First Nations to include Indigenous perspectives, priorities, areas of cultural importance, and stewardship goals into the RCP analyses, goals, and strategies. Furthermore, the following are examples of data that can now be incorporated into a new plan:

- emerging threats and data, including climate change impacts – both predicted and already occurring.
- expanded information about species-at-risk presence and their critical habitat needs.
- expanded information about cultural features and places significant to Indigenous Peoples.
- updated assessments of species and ecosystem conservation status.
- updated demographic and development changes in the Islands Trust Area.

Funding is needed in 2027-28 to hire a consultant to:

- utilize the outcomes of the 2026-27 evaluation of the current RCP’s effectiveness at achieving the stated goals.
- conduct project planning.
- develop a project charter.

- conduct project scoping for data and budget needs with results to inform the RCP update project and costs.

Subject to advice from the project lead consultant, steps included in the four-year project (March 2027-March 2030) to develop the 2030-2040 Regional Conservation Plan include:

- Developing a project charter.
- Developing a project work plan.
- Review of the current 2017-2027 Regional Conservation Plan.
- Review of the 2017-2027 Plan evaluation completed in 2026-27.
- Review of data used in 2017-2027 Plan
- Conducting a gap analysis of data sets and information needed for updating both the scientific components (including conservation prioritization) and the goals and objectives of the plan.
- Research on available ecological data and acquisition (purchasing and/or adapting available data sets, and hiring contractors for new data sets [e.g., field work, purchase of aerial imagery]) (these new data will also benefit Planning Services).
- Running the conservation prioritization model with updated and new data, and conducting further analyses with the results.
- Engagement with Indigenous Governing Bodies to better understand conservation and reconciliation goals of the First Nations who steward the Islands Trust Area.
- Engagement with conservation partners, cultural knowledge holders, academia and others, to contribute to goals and objectives of the Plan.
- Confirmation of regional conservation goals and objectives for ITC
- Development of the 2030-2040 Regional Conservation Plan, summary report, and maps.
- Referrals process and review with First Nations, Local Trust Committees, island Conservancies and other stakeholders for feedback.
- Present final 2030-2040 Regional Conservation Plan to ITC Board for review incorporating feedback received.
- Submit 2030-2040 Regional Conservation Plan to the Minister of Housing and Municipal Affairs for review and approval.
- Design & printing (if approved) of the 2030-2040 Plan.
- Update ITC Board's Securement Strategy based on 2030-2040 Plan.
- Develop three-year action plan and annual work plans based on 2030-2040 Plan.
- Develop, pilot and launch an RCP-based online toolkit

PROJECTED RESULTS/DELIVERABLES:

2027-28 (Year One) the project is anticipated to result in:

1. Review of the evaluation of the 2017-2027 Regional Conservation Plan's effectiveness at achieving the stated goals (conducted in 2026-27)
2. A 2030-2040 Regional Conservation Plan Project Charter
3. Development of a Four-year Work Plan, based on Board-approved Project Charter
4. Data review and gap analysis conducted
5. If time permits, the refinement of data gaps and availability and associated funding requirements

Obtaining expertise external guidance for the first phase of the RCP update will provide needed support and expertise on the step-by-step process to develop an updated and science/knowledge-based regional conservation plan. Bringing in a project lead (contractor) will retain ITC's Ecosystem Protection Specialist's capacity to continue to work on on-going securement projects and other initiatives. This external guidance will support ITC staff in ensuring that the project is sufficiently scoped, resourced, and managed to deliver an updated regional conservation plan that is useful and valued by the Conservancy Board members and trustees.

Expanded Ability to use new Tools

An external contractor will be expected to investigate new technologies and data sets, and the potential use of innovative, interactive tools to analyse and display those data necessary to develop a toolkit. This Regional Conservation Plan update comes at a time when there are improved data sets available on climate change impacts, species at risk presence and habitat availability, disturbance impacts to ecological integrity, and other factors that affect conservation priority and securement approaches.

The results of the multi-year project are intended to be:

Data-driven Regional Conservation Plan

An updated, peer-reviewed, science-based Regional Conservation Plan, potentially supported by an online resource toolkit, will provide a foundational resource for guiding the effective protection of ecological integrity in the Islands Trust Area for the next 10 to 15 years. It will provide up-to-date information on areas of conservation priority in the Islands Trust Area to inform conservation and land use planning by local trust committees, the ITC Board and other conservation groups working to conserve land in the Salish Sea.

Improved Conservation Outcomes based on Better Decisions

The Regional Conservation Plan (RCP) enables ITC to set priorities and develop projects that maximise effective and efficient use of resources and target the areas and habitats of highest conservation priority. An updated RCP that reflects currently available data, cultural and scientific knowledge will support the ITC Board and staff in identifying, prioritizing, and implementing conservation projects. The data and analyses also supports planners and local trust committees and on land use planning decision-making by identifying biodiversity priority areas, highlighting most important threats, and evaluating conservation needs for each local trust area/island municipality as well as regionally for the entire Islands Trust Area. Having up-to-date ecological data, conservation prioritization maps and information will provide a solid basis to create a conservation and land use toolkit, an online visualization tool, and other products to improve understanding of ecosystems and rare species to support the 'preserve and protect' mandate. It will also enhance public perception of how the Islands Trust uses local knowledge and sound science as the foundation for conservation prioritization and planning decisions in the Islands Trust Area.

Enhanced Collaboration

Developing the RCP involves collaboration across multiple spheres, both internally and externally, working with island planners, trustees, conservation partners, academia, local data experts, First Nations, Indigenous Knowledge Holders, and other levels of government. This collaboration will be necessary both for the scientific and cultural knowledge data and information gathering and analysis phases and for translating those biodiversity science, cultural and conservation priorities into achievable goals and objectives for ITC over the next ten years.

ALTERNATIVES CONSIDERED:

Option 1 (Recommended): \$30,000 - Development of the 2030-2040 Regional Conservation Plan Project Phase 1 deliverables – supported by an external contractor project lead.

Benefits: A dedicated external project lead would provide specialized expertise and project management capacity to develop the project charter, conduct project scoping, identify data and budget requirements, and undertake a review and gap analysis of existing data and information. This approach would provide the expertise needed to establish a strong foundation for the Regional Conservation Plan while reducing pressure on staff who must balance a project of this magnitude with ongoing land securement and other priority projects.

Risks: Procurement challenges within our budget, and as set out below. Lower project delivery risk.

Financial implications: \$30,000.

Resource requirements:

Year one (FY28):

- Procurement Process: procure and manage contract with support from Finance staff:
 - 30 hours of Ecosystem Protection Specialist time
 - 15 hours of Finance support
 - 10 hours of ITC Manager support time
 - 10 hours each for procurement panel members
- Project Oversight:
 - 150 hours for ITC Ecosystem Protection Specialist to oversee contractor and the project.
- 30 hours for Manager to provide support to the Ecosystem Protection Specialist
- 75 hours for the Information Systems/GIS team
- 10-15 hours for Freshwater Specialist to provide advice about model tools and data availability and integration.
- Administration and Communications:
 - ITC's Administrative Assistant and Communications Specialist will require hours to support the Ecosystem Protection Specialist throughout the RCP Update project.

Later phases of the RCP update project will likely have a heavier reliance on the Information Systems/GIS team to support data analysis and development of toolkit / interactive tools.

Other implications: Aligns with strategic objectives, providing an efficient solution to address the need to plan a multi-phase project to revise and implement ITC's Regional Conservation Plan and provide modern analytical tools to Trustees and planners.

Option 2: Internal development of the 2030-2040 Regional Conservation Plan Project Phase 1 deliverables

Benefits: No immediate external project costs.

Risks: Phase 1 would be developed internally by staff without dedicated expertise in regional conservation planning and project development. Staff would need to build this capacity while balancing the project with ongoing securement and other priorities, increasing the risk of delays to Phase 1 and the overall development of the 2030-2040 Regional Conservation Plan.

Financial implications: Additional staff time for training and associated training costs would be required to develop expertise needed to complete Phase 1.

Resource requirements:

Year one (FY28):

- Project Lead: Scoping and Planning:
 - 550 hours for ITC Ecosystem Protection Specialist to lead scoping, develop project charter and work plan
 - 100 hours for Manager to support the Ecosystem Protection Specialist.
- 100-125 hours for the Information Systems/GIS team to provide advice about data acquisition and integration
- 10-15 hours for Freshwater Specialist to provide advice about model tools and data availability and integration
- Administration and Communications:
 - ITC's Administrative Assistant and Communications Specialist will require hours to support the Ecosystem Protection Specialist throughout the RCP Update project.

Later phases of the RCP update project will have a heavier reliance on the Information Systems/GIS team to support data analysis and development of toolkit / interactive tools.

Other implications: A majority of the Ecosystem Protection Specialist's time would need to be re-directed to this project, requiring the Board to pause current conservation projects and limit or decline acceptance of new conservation proposals for land and covenant donations. This would delay the processing of in-stream conservation proposals, which could be challenging for potential donors who may have already invested in appraisals, surveys, and legal advice.

ITC staff do not have the in-house expertise required to plan and manage a project of this scope. Data gap analysis is also outside the Ecosystem Protection Specialist's current work plan and core expertise. As a result, developing Phase 1 internally would require staff to undertake additional training and would divert capacity from core conservation securement work.

Option 3: Status Quo (Do not fund Phase 1 of the 2030-2040 Regional Conservation Plan Project)

Benefits: No immediate financial investment required, and minimal disruption to current operations

Risks: Continued reliance on older data sets, or on external tools and analyses that may not adequately meet the needs of Islands Trust. This would limit the ability to develop and track indicators of ecological integrity, protection of species at risk habitat, effectiveness of conservation activities, and progress towards achieving the Islands Trust's preserve and protect Object. There is potential for reputational risk that conservation partners, funders, First Nations, other levels of government, and the public may question the Islands Trust's ability to use current, sound science as the foundation for conservation and planning decisions in the Islands Trust Area. Deferred costs increase risk.

Financial implications: No immediate financial implications.

Resource requirements: No immediate additional resources required. However, future costs would be associated with updating the 2027-2027 Regional Conservation Plan and acquiring, integrating, and managing external data sets and ecological analysis tools.

Other implications: Delay in initiation and achievement of strategic objectives related to improving conservation planning, strengthening peer-reviewed, science-based decision-making and developing consistent measures of conservation effectiveness.

RECOMMENDED OPTION RATIONALE:

Option 1 (Recommended): Contract development of 2030-2040 Regional Conservation Plan Project Phase 1 deliverables

Rationale:

While this option has the highest initial financial investment it offers highest likelihood of project success and may result in cost savings over the course of the project.

Development of a new Regional Conservation Plan is a multi-year and multi-faceted project. Project planning for an initiative of this complexity requires relevant expertise as well as dedicated focus. The project will be conducted more effectively and efficiently with the support of a project lead with project management expertise.

RISK ASSESSMENT:

Risks	Impact	Mitigation
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Procurement Challenges It may be challenging to identify a contractor in the specialized area of conservation planning	High	External expertise Staff will involve BC Bid staff to seek advice on procurement in this area. Staff will also reach out to the broader conservation community to inquire about recommendations.
Unavailability of Information Systems/GIS staff Unavailability of Information Systems staff to assist with the project due to emerging projects	Med	ITC staff will meet with the Manager of Information Technology early to plan the project and adjust project as required to accommodate other planned initiatives.
Lack of capacity for procurement / contract management Unavailability of Ecosystem Protection Specialist to manage procurement processes and contract	Med	Staff will work with Finance Team and BC Bid to manage procurement and contract. ITC Manager will provide advice to the ITC Board regarding which work items to delay to accommodate this priority project.

COST/BENEFIT ANALYSIS:

Quantitative Considerations: \$34,000 for Phase 1 (\$30,000 increase in the Conservation Planning Budget plus \$4000 in FY27 approved budget)

Qualitative Considerations: Hiring a contractor with expertise in conservation scoping, development of project charter and work plan, in addition to conducting a data review and gap analysis. Contracting an external project lead offers the opportunity for having an experience conservation planner defining a clear project scope and plan, identify collaboration opportunities, and determine budget needs and timing for the subsequent project phases without impacts to existing and planned staff work programs.

PROCUREMENT PROCEDURE:

Procurement for services will take place early in the 2027-28 fiscal year (or prior to it, subject to budget approval), through a request for proposals process

PROPOSED IMPLEMENTATION STRATEGY:

January-March 2027: Staff will run a procurement process in early 2027 (making clear that final contract is subject to funding approval), develop the three-year project charter for the 2030-2040 Regional Conservation Plan development, and conduct project scoping for data and budget needs (potentially including data review and gap analysis. This work will inform a business case for funding for 2028/29 for Phase 2 of the project.

April -June 2027: Finalize contract and ensure timely implementation.

June – September 2027: Seek Board approval of business case for 28/29 funding and project plan.

September-December: Continue project planning

STAFF RESOURCING:

- Procurement Process: procure and manage contract with support from Finance staff:
 - 30 hours of Ecosystem Protection Specialist time
 - 15 hours of Finance support
 - 10 hours of ITC Manager support time
 - 10 hours each for procurement panel members
- Project Oversight:
 - 150 hours for ITC Ecosystem Protection Specialist to oversee contractor and the project.

- 30 hours for Manager to provide support to the Ecosystem Protection Specialist and project lead
- 75 hours for the Information Systems/GIS team
- 10-15 hours for Freshwater Specialist to provide advice about model tools and data availability and integration.
- Administration and Communications:
 - ITC's Administrative Assistant and Communications Specialist will require hours to support the Ecosystem Protection Specialist throughout the RCP Update project.

Later phases of the RCP update project will have a heavier reliance on the Information Systems/GIS team to support data analysis and development of toolkit / interactive tools.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Updating the RCP is going to be a multi-year, multi-partnership project. Development of the current 2018-2027 RCP involved an internal working group including planning team, ITC, and information services. Clear, regular communications about the project, particularly the data acquisition needs and timelines, to build organization-wide understanding and confidence in project progress and applicability to their needs.

There are many stakeholders involved in all phases of this project:

- IT departments – Information Services, GIS, Planning, TAS, ITC
- Trustees – There is a genuine interest expressed by trustees for ITC to have updated ecological data, re-run the conservation prioritization model tool and develop an online resource for the next iteration of the Regional Conservation Plan.
- First Nations – incorporating this project into engagement processes on the Five-year Plan
- Nations have an interest in working with ITC on conservation planning in this region
- Local conservancies and conservation organizations
- Academia – lots of new and innovative tools, resources and research in this field in this region
- Other levels of government (particularly regional districts).

A communications roll-out plan will be vital to ensuring that all of the interested and affected parties are informed, participating and active throughout the Regional Conservation Plan update process.

Requested by: Islands Trust Conservancy Board

Prepared by: Kathryn Martell, Ecosystem Protection Specialist and Wendy Tyrrell, ITC Manager

Reviewed by: Clare Frater, Director, Trust Area Services

Approving Director's signature

Date Director Approved



BRIEFING

To: Islands Trust Conservancy Board
For the Meeting of: September 29, 2026

From: Staff
Date Prepared: September 3, 2026

SUBJECT: Crystal Mountain Land Transfer, Galiano Island – Rezoning application update
Applicant: Crystal Mountain Society (CMS)
Location: Lot 9, District Lot (DL) 90 and part of Lot A, DL 88 & 89, Galiano Island

PURPOSE: To present the Islands Trust Conservancy Board with an update on Crystal Mountain Society’s rezoning application, which is linked to the 2017 conservation proposal to Islands Trust Conservancy (ITC).

BACKGROUND: In 2017, the ITC Board accepted a proposal from the Crystal Mountain Society to accept a transfer of property near the northern end of Galiano Island, subject to several conditions. The Crystal Mountain Society – A Society for Eastern and Western Studies (CMS) wishes to rezone two properties on the north end of Galiano Island to permit a year-round not-for-profit forest retreat centre (creating a spiritual retreat land use). The applicant’s intent is to develop their meditation centre on part of the property and ensure the rest is protected.

This rezoning application has been open since 2014. The applicant’s current proposal is to locate the infrastructure areas on 25% of the subject properties (~6 ha) and protect the other 75% (~18.3 ha) as a community benefit by transferring the land to ITC. The ITC Board has previously considered a conservation covenant proposal from CMS and in November 2017 the applicant requested that the ITC Board accept a transfer of land instead of holding a conservation covenant. ITC and IT staff worked with CMS, their consultant, and the Galiano Island Local Trust Committee (LTC) for several years to determine lot configurations and boundaries for the proposed protected area. In early 2022, CMS began meeting with members and Elders from Penelakut Tribe to discuss potential co-management of the area. Penelakut Tribe requested greater consultation around the subdivision and rezoning, and in May 2023, ITC’s securement work for the potential nature reserve was put on hold pending the outcome of Penelakut’s request.

At the most recent meeting of the Galiano Island LTC, trustees considered a request from planning staff to close the CMS rezoning application file due to lack of progress (Attachment 1). The LTC passed the following resolutions:

GL-2026-033

It was MOVED and SECONDED, that Galiano Island Local Trust Committee defer decision on application closure for GL-RZ-2014.1 until the November, 2026 Local Trust Committee meeting.

GL-2026-034

It was MOVED and SECONDED, that Galiano Local Trust Committee request staff to communicate with the Penelakut Tribe regarding their opinion on the land transfer for GL-RZ-2014.1 and the Galiano Local Trust Committee motion to defer the decision until the November, 2026 Local Trust Committee meeting.

Although the land transfer proposal to ITC is linked to the rezoning application, it will not be automatically closed or withdrawn if the LTC closes the rezoning application file. ITC staff will reach out to CMS to establish conservation proposal status and next steps, as necessary, based on their response to the LTC and the results of planning staff's conversation with Penelakut Tribe.

ATTACHMENT:

1. Islands Trust Southern Planning Team Staff Report on Crystal Mountain Society Rezoning Application – August 25, 2026

FOLLOW-UP:

- Planning staff will update ITC about the rezoning application, and ITC staff will determine appropriate next steps.

Prepared By: Kathryn Martell, Ecosystem Protection Specialist

Reviewed By/Date: Wendy Tyrrell, Manager / September 21, 2026

File No.: GL-RZ-2014.1 (Crystal Mountain)

DATE OF MEETING: August 25, 2026

TO: Galiano Island Local Trust Committee

FROM: Kim Stockdill, Island Planner
Southern Team

COPY: Brad Smith, A/Regional Planning Manager
Wendy Tyrrell, Manager, Islands Trust Conservancy
Warren Dingman, Bylaw Compliance & Enforcement Manager

SUBJECT: Crystal Mountain Rezoning Application – File Closure

Applicant: Crystal Mountain Society (CMS)

Location: District Lot (DL) Lot 90 Lot 9 and DL 88 & 89 Lot A, North Galiano Island

RECOMMENDATIONS

1. That the Galiano Island Local Trust Committee proceed no further with rezoning application file GL-RZ-2014.1 (Crystal Mountain) and requests staff to close the application file.
2. That the Galiano Island Local Trust Committee request staff to notify Penelakut Tribe of the file closure for rezoning application GL-RZ-2014.1 (Crystal Mountain).

REPORT SUMMARY

The purpose of this report is for the Galiano Island Local Trust Committee (LTC) to consider proceeding no further with rezoning application GL-RZ-2014.1 (Crystal Mountain) due to lack of progress from the applicant.

BACKGROUND

This application is to rezone two subject properties (DL Lot 90 Lot 9 and DL 88 & 89 Lot A) on the north end of Galiano Island in order to permit a *spiritual education* land use. Lot 9 is currently zoned Rural 2 (R2) and Lot A is zoned Forest 1 (F1). The rezoning application has been ongoing since 2014.

The LTC held a public hearing for proposed bylaw No. 256 and 257 on May 6, 2023. After the public hearing, the LTC passed the following resolution:

GL-2023-031

That the Galiano Island Local Trust Committee directs staff to conduct further consultation with the Penelakut Tribe on rezoning application GL-RZ-2014.1 (Crystal Mountain).

At the December 10, 2024 Galiano Island LTC meeting, the LTC passed the following resolutions in regards to the rezoning application:

GL-2024-044**It was Moved and Seconded,**

that Galiano Island Local Trust Committee is supportive of an alternative 75% land transfer to the Penelakut Tribe instead of the Islands Trust Conservancy as part of rezoning application GL-RZ-2014.1.

CARRIED

GL-2024-045**It was Moved and Seconded,**

that Galiano Island Local Trust Committee requests that the Crystal Mountain Society consider an alternative 75% land transfer to Penelakut Tribe instead of the Islands Trust Conservancy as part of rezoning application GL-RZ-2014.1.

CARRIED

GL-2024-046**It was Moved and Seconded,**

that Galiano Island Local Trust Committee requests that the applicant engage directly with Penelakut Tribe to determine feasibility of a 75% land transfer of Crystal Mountain Society lands to Penelakut Tribe as part of rezoning application GL-RZ-2014.1, including agreement on proposed lot layout, future uses, and subdivision mechanism acceptable to the Local Trust Committee.

CARRIED

Further background to this application, including previous staff reports, proposed bylaws, professional reports and correspondence, is available on the Islands Trust website: <http://www.islandstrust.bc.ca/islands/local-trust-areas/galiano/current-applications/current-application-documents/>

APPLICATION STATUS

Since December 2025, staff have received limited communication or updates from the applicant. In April 2025, staff received correspondence from the applicant's legal representative providing an update on the status of the applicant's Rezoning Committee. The correspondence advised that the Crystal Mountain Society Board intended to dissolve the existing Rezoning Committee and establish a new committee. No further substantive updates or communication regarding the application have been received since that time.

On July 22, 2026, staff sent a letter to the applicant (attached) requesting an update on the status of the application. The letter provided the applicant with an opportunity to provide information regarding the applicant's intentions and anticipated next steps. To date, staff have not received any communication or correspondence from the applicant in response to the letter.

Given the lack of recent activity and the absence of communication from the applicant, staff consider the application to be dormant. Considerable staff resources have already been expended on this application, well beyond what would be recovered through the original application fee paid in 2014. Continuing to retain the application as an active file would require further staff resources to be allocated to an application for which there is currently no indication of when, or if, the applicant intends to proceed.

Staff recommend that the Galiano Island LTC consider proceeding no further with the rezoning application and formally close the application. Staff have provided a draft motion under Recommendation No. 1 for the LTC's consideration.

In addition, staff have provided a second recommendation requesting that staff notify the Penelakut Tribe of the LTC's decision to close the application. This notification would ensure that the Penelakut Tribe is advised of the application's status and the LTC's decision.

Should the LTC resolve to close the application, staff would proceed with the necessary file closure procedures. Following closure of the application, bylaw enforcement would commence as required to cease the ongoing non-permitted use on the two lots for the hosting of spiritual education retreats by CMS.

ALTERNATIVES

The LTC may consider the following alternatives to the staff recommendation:

1. Hold the application in abeyance

The LTC may choose to hold the application in abeyance until the applicant provides an update.

2. Receive for information

The LTC may receive the report for information

NEXT STEPS

If the LTC decides to proceed no further with the application, staff will close the file. Islands Trust Bylaw Enforcement, Islands Trust Conservancy, Capital Regional District Building Department, and the Penelakut Tribe will be notified of the file closure.

Submitted By:	Kim Stockdill, Island Planner	August 17, 2026
Concurrence:	Brad Smith, A/RPM	August, 17, 2026

ATTACHMENT

Attachment 1 - Letter to applicant dated July 22, 2026



200 – 1627 Fort Street, Victoria BC V8R 1H8
Telephone **(250) 405-5151** Fax (250) 405-5155
Toll Free via Enquiry BC in Vancouver 660-2421. Elsewhere in BC **1.800.663.7867**
Email information@islandstrust.bc.ca
Web www.islandstrust.bc.ca

July 22, 2026

File Number: GL-RZ-2014.1 (Crystal Mountain)

Crystal Mountain Society
Galiano Islands
Delivered by email to:
info@crystallmountain.org
helen@crystallmountain.org
sands@morningbeach.com

Attn: Helen Foster & Elizabeth McClelland

Islands Trust staff will be requesting the Galiano Island Local Trust Committee (LTC) consider closing File Number GL-RZ-2014.1 (Crystal Mountain) at the August 25, 2026 regular LTC meeting, due to lack of activity on the rezoning application.

At the December 10, 2024 Galiano Island LTC meeting, the LTC passed the following resolutions in regards to the rezoning application:

GL-2024-044

It was Moved and Seconded,

that Galiano Island Local Trust Committee is supportive of an alternative 75% land transfer to the Penelakut Tribe instead of the Islands Trust Conservancy as part of rezoning application GL-RZ-2014.1.

CARRIED

GL-2024-045

It was Moved and Seconded,

that Galiano Island Local Trust Committee requests that the Crystal Mountain Society consider an alternative 75% land transfer to Penelakut Tribe instead of the Islands Trust Conservancy as part of rezoning application GL-RZ-2014.1.

CARRIED

GL-2024-046

It was Moved and Seconded,

that Galiano Island Local Trust Committee requests that the applicant engage directly with Penelakut Tribe to determine feasibility of a 75% land transfer of Crystal Mountain Society lands to Penelakut Tribe as part of rezoning application GL-RZ-2014.1, including agreement on proposed lot layout, future uses, and subdivision mechanism acceptable to the Local Trust Committee.

CARRIED

The last correspondence received was from Mr. Peter Senkpiel on April 14, 2025 (attached), stating that the Crystal Mountain Society Board would dissolve its Rezoning Committee and that a new committee would be established over the following weeks or months.

As no further correspondence or action has been received in over a year, staff are recommending that your rezoning application be closed. If the application is closed, bylaw compliance will be required, and a bylaw enforcement file will be reopened.

Any request to keep the application file open must be submitted to the Galiano Island LTC and include a strong rationale explaining why the application should remain open. In addition, substantial information outlining the proposed next steps for the application, including a timeline, will be required.

Following the Galiano Island LTC's consideration of this matter at its August 25, 2026 regular meeting, a subsequent letter will be sent advising you of the LTC's decision to either close the application file or keep it open.

Sincerely,

A handwritten signature in black ink that reads "Kim Stockdill". The signature is written in a cursive, flowing style.

Kim Stockdill
Island Planner, Galiano Island Local Trust Area

Attachment: Letter from P. Senkpiel dated April 14, 2025

*pc: Galiano Island Local Trust Committee
Mary Storzer, Regional Planning Manager
Warren Dingman, Bylaw Enforcement Manager*

To Brad Smith (bsmith@islandstrust.bc.ca):

I write as legal counsel for the board of Crystal Mountain Society in order to convey some recent decisions of the Board.

The LTC and Islands Trust's process to date has resulted in considerable delays and financial expense (approximately \$100,000) to CMS. These delays (and the estimated 2-4 years to go to completion) have fundamentally changed the economic viability/feasibility of the proposed retreat centre (nearly quintupling the anticipated costs), and, with the economic uncertainty as a result of the trade wars with the US, created an unstable and uncertain environment for moving forward.

As a result, the CMS board is no longer confident that this rezoning, as spearheaded by the previous committee, is viable, and it is no longer able to justify demanding so much time and hassle from the current committee members.

As such, the board of CMS had decided, effective immediately, to dissolve its current Rezoning Committee. A new committee will be constituted in the coming weeks/months, and it will be tasked with looking—with fresh eyes and energy—at the various options available for Lot A moving forward. It will, in part, keep an eye on the economic factors given the current political climate.

Independent of what the new committee decides in relation to the rezoning application for Lot A, the CMS board will direct the new committee to continue with the plan to create an emergency access route for the North End of Galiano Island.

The board of CMS wishes to thank the previous committee members for their tireless work over the past years. The outgoing committee members were unpaid volunteers who devoted considerable time from their personal lives to the goal of seeking to create a community based non-profit spiritual education retreat facility on 25% of CMS' land while also trying to find ways to ensure that the remaining 75% received Nature Protection zoning, regardless of which entity or group received those lands, for the benefit of the environment and everyone on Galiano.

Any inquiries about this letter or matters relating to CMS and its application should be directed to the Board of CMS, which will, once it is constituted, advise as to the members of the new CMS committee. To avoid issues arising amongst the Galiano community, the Board has recommended that the outgoing committee members address any inquiries by simply directing people to this letter and to the board of CMS. This will ensure that any inquiries are answered consistently to avoid the communication problems that have arisen in this matter in the past.

Yours very truly,

✓
Peter Senkpiel, K.C.
Crabtree + Senkpiel Litigation
peter@cslitigation.ca



BRIEFING

To:	Islands Trust Conservancy Board	For the Meeting of:	September 29, 2026
From:	Islands Trust Council	Date Prepared:	July 10, 2026
SUBJECT:	Model Amendment Bylaw to Incorporate Standard Resolutions Without Meeting Procedures into Islands Trust Conservancy Bylaw No. 2		

PURPOSE:

To provide a model bylaw to the Islands Trust Conservancy Board in regards to standard text for Resolutions Without Meeting Procedures.

BACKGROUND:

At its regular meeting in September 2026, Trust Council passed the following resolution:

That Trust Council forward the Briefing “Model Amendment Bylaw to Incorporate Standard Resolutions Without Meeting Procedures into Islands Trust Conservancy Bylaw No. 2” to Islands Trust Conservancy Board.

Trust Council is proposing to update its meeting procedures bylaw and the local trust committee procedures bylaw to include procedures for resolutions without meeting that are consistent across all Trust Council bodies.

Trust Council does not have authority to establish procedures for the Islands Trust Conservancy Board; those procedures are established by the Board in Islands Trust Conservancy Bylaw 2. Therefore, Trust Council has provided draft language that the Islands Trust Conservancy Board can consider for an amendment to Bylaw 2.

The intent is to provide consistent approach to handling resolutions without meetings throughout the organization, to avoid confusion, ensure consistency for staff processing the resolutions, and transparency to the public.

ATTACHMENT:

Attachment 1: Model Bylaw Language.

FOLLOW-UP:

N/A

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

Reviewed By/Date: Governance Committee/July 16, 2026
Chief Administrative Officer/August 13, 2026
Executive Committee/August 26, 2026
Trust Council/September 8, 2026

Attachment 1:
Model Bylaw Language for Resolutions-without-meeting

1. Islands Trust Conservancy Meeting Procedure Bylaw 201, as amended, is amended as follows:
 - a) By adding the following definitions in alphabetical order in Section 1.1:
 - “entitled to vote” means a member of a local trust committee who has not previously advised the Secretary or their delegate that they will not be available via any means during the period the vote is being taken, or has not declared a conflict of interest, or is not an ex-officio member under Policy 2.3.1 [Council Committee Systems].
 - “not requiring discussion” means not considered to be controversial, sensitive, complex or otherwise benefitting from discussion and debate.
 - "Secretary" means the person appointed by Islands Trust Council under Section 17(1)(a) of the *Islands Trust Act*.
 - "telecommunication" means communication by electronic mail (email) or by voice via a telephone or video conference call.
 - “urgent” means where the issue in question requires immediate action as a result of unforeseen or unavoidable circumstances and must be dealt with before the next regular meeting.
 - b) By renumbering Part 12 to Part 13, and adding a new Part 12 with the following text:

PART 12 - Resolutions Without Meeting (RWM)

Principles

- 12.1 Normally most issues will be discussed and motions voted on at a properly called and constituted meeting.
- 12.2 In exceptional circumstances, a resolution-without-meeting may be conducted if an issue is deemed by the chair of the Islands Trust Conservancy Board to meet three criteria:
 - a. it is urgent, and,
 - b. it cannot be deferred to a scheduled meeting, and,
 - c. it does not require discussion.
- 12.3 A resolution-without-meeting cannot be conducted if:
 - a. an issue is deemed by the chair of the Islands Trust Conservancy Board to require a staff report, a Briefing, or a Request For Decision to be presented to that body or,
 - b. at least one member of the pertinent Board wishes to debate the issue.
- 12.4. The resolution-without-meeting process is dependent on the timely contribution and response of trustees. If a trustee expects to be absent and not able to access their Islands Trust email account, they must notify the Secretary or their delegate of that situation. If such notification is provided, the absent Trustee will not be assumed to be abstaining from voting.

Voting

- 12.5. A Resolution Without Meeting is carried where a majority of the members of the Islands Trust Conservancy Board entitled to vote on the resolution inform the Secretary or their delegate of their approval in person or by telecommunication.

- 12.6 Subject to Section 12.4 when a simple majority of members is required to carry the resolution, and only one or less of the eligible votes received are in favour after two business days from the calling of the vote, those entitled to vote who did not inform the Secretary or their delegate of their vote will be considered to be abstaining.

Legislated Limitations

- 12.7 If a member of the Islands Trust Conservancy Board considers that they are not entitled to participate in a vote pursuant to Section 100(2) of the Community Charter (regarding a conflict of interest), the member must make a declaration giving the general reason(s) for the conflict of interest and must withdraw from voting and any discussion thereof. The declaration is as per Appendix B of Islands Trust Council Policy 2.1.1 (Statutory Rules of Conduct).

Conducting of the Resolution Without Meeting

- 12.8 Any member of the Islands Trust Conservancy Board or staff may notify the chair of the Islands Trust Conservancy Board of an apparent need for a resolution-without-meeting and will provide text for the proposed motion to the chair to consider.
- 12.9 The chair of the Islands Trust Conservancy Board will decide if a resolution-without-meeting is appropriate and, if so, will request designated staff to conduct the resolution-without-meeting.
- 12.10 All members of the Islands Trust Conservancy Board entitled to vote will be given simultaneous notice of a resolution-without-meeting and the ability to view information on the subject of the resolution where available.
- 12.11 If any member of the Islands Trust Conservancy Board who is entitled to vote believes that the motion requires debate, they must notify the chair of the Islands Trust Conservancy Board of their belief as soon as possible after receiving the notice of the resolution-without-meeting. The chair of the Islands Trust Conservancy Board must then declare that the resolution-without-meeting is cancelled.
- 12.12 If the chair of the Islands Trust Conservancy Board deems the issue remains urgent and cannot wait until the next scheduled meeting, the chair can request designated staff to conduct a resolution-without-meeting to establish a special meeting, otherwise designated staff will add the issue to the agenda of the next scheduled meeting unless the chair directs otherwise.
- 12.13 Designated staff will request or call for a mover and a seconder to the proposed motion and will notify the chair when there is a mover and a seconder.
- 12.14 The chair of the Islands Trust Conservancy Board will authorise staff to send out the Call for a Vote.
- 12.15 A member entitled to vote may vote either “in favour”, or “opposed”, or they can declare that they abstain from voting. An abstention vote is recorded in the affirmative (“in favour”), and a notation will be made beside the name of the member who abstained.

Results of the Vote

- 12.16 Once the vote has been conducted, staff will notify the chair of the vote results.

- 12.17 The chair will declare the vote to be carried or defeated in accordance with the results.
 - 12.18 All members of the Islands Trust Conservancy Board will be notified of the results of the vote and will be provided a copy of the completed resolution-without-meeting, if applicable.
 - 12.19 Staff will provide a report on each completed resolution-without-meeting that will be placed on the agenda of the next regular meeting and recorded in the minutes of that meeting.”
2. This Bylaw may be cited for all purposes as “Islands Trust Conservancy Meeting Procedure Bylaw 2019, Amendment Bylaw No. 1, 2026”.

ISLANDS TRUST CONSERVANCY

BYLAW NO. 5

A BYLAW TO AMEND THE ISLANDS TRUST CONSERVANCY BYLAW TO REGULATE THE MEETINGS OF THE
ISLANDS TRUST CONSERVANCY BOARD AND COMMITTEES OF THE ISLANDS TRUST CONSERVANCY
BOARD

The Islands Trust Conservancy Board, having jurisdiction in respect of the Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, as amended, enacts as follows:

1. Islands Trust Conservancy Meeting Procedures Bylaw, 2019 is amended as follows:
 - a) By inserting the following definitions to Section 1.1 in alphabetical order:
 - “entitled to vote” means a member of the Islands Trust Conservancy Board who has not previously advised the Secretary or their delegate that they will not be available via any means during the period the vote is being taken, or has not declared a conflict of interest.
 - “not requiring discussion” means not considered to be controversial, sensitive, complex or otherwise benefitting from discussion and debate.
 - "Secretary" means the person appointed by Islands Trust Council under Section 17(1)(a) of the Islands Trust Act.
 - “Special voting” means a Resolution Without Meeting by the Islands Trust Conservancy Board as provided for in BC Reg 182/92 [Islands Trust Special Voting Regulation]
 - "telecommunication" means communication by electronic mail (email) or by voice via a telephone or video conference call.
 - “urgent” means where the issue in question requires immediate action as a result of unforeseen or unavoidable circumstances and must be dealt with before the next regular meeting.
 - b) By replacing Section 8.15 in its entirety with the following:
 - a) Normally most issues will be discussed and motions voted on at a properly called and constituted meeting.
 - b) In exceptional circumstances, an RWM may be conducted if an issue is deemed by the chair of the Islands Trust Conservancy Board to meet three criteria:
 - i. It is urgent, and,
 - ii. it cannot be deferred to a scheduled meeting, and,
 - iii. it does not require discussion.
 - c) An RWM cannot be conducted if:
 - iv. an issue is deemed by the chair of the Islands Trust Conservancy Board to require a staff report, a Briefing, or a Request For Decision to be presented to that Islands Trust body, or,
 - v. at least one member of the pertinent Islands Trust body wishes to debate the issue.
 - d) The RWM process is dependent on the timely contribution and response of trustees. If a trustee expects to be absent and not able to access their Islands Trust email account, they should notify the Secretary or their delegate of that situation. In this case, the absent Trustee will not be assumed to be abstaining from voting.
 - e) A Resolution Without Meeting is carried where a majority of the members of the Islands Trust Conservancy Board entitled to vote on the resolution inform the Secretary or their delegate of their approval in person or by telecommunication.

- f) When a simple majority is required to carry the resolution, and only 50 percent or less of the eligible votes received are in favour after two business days from the calling of the vote, those entitled to vote who did not inform the Secretary or their delegate of their vote will be considered to be abstaining.
- g) When a 3/4 majority is required to carry the resolution, and only less than 75 percent of the eligible votes received are in favour after two business days from the calling of the vote, those entitled to vote who did not inform the Secretary or their delegate of their vote will be considered to be abstaining.

Legislated Limitations

Pursuant to the relevant legislation:

- h) The Islands Trust Conservancy Board must:
 - i. consider the matter being voted on to be urgent, and
 - ii. consider that calling a regular or special meeting to conduct the vote is not practical.
- i) If a member of the Islands Trust Conservancy Board considers that they are not entitled to participate in a vote pursuant to Section 100(2) of the Community Charter (regarding a conflict of interest), the member must make a declaration giving the general reason(s) for the conflict of interest and must withdraw from voting and any discussion thereof. The declaration is as per Appendix B of Islands Trust Council Policy 2.1.1 (Statutory Rules of Conduct).

Conducting of the Resolution Without Meeting

- j) Any member of the Islands Trust Conservancy Board or staff may notify the Chair of the Board of an apparent need for an RWM and will provide text for the proposed motion to the chair to consider.
- k) The Chair and one other member must consider the matter to be urgent and calling a regular or special meeting to conduct the voting is impractical. Notification of the ITCB RWM must include why it is considered urgent and why it is not practical to hold a special or regular meeting to make the decision.
- l) All members of the Islands Trust Conservancy Board entitled to vote will be given simultaneous notice of an RWM and the ability to view information on the subject of the resolution where available.
- m) If any member of the Islands Trust Conservancy Board who is entitled to vote believes that the motion requires debate, they must notify the Chair of the Board of their belief as soon as possible after receiving the notice of the RWM. The Chair of the Board must declare that the RWM is cancelled.
- n) If the Chair of the Islands Trust Conservancy Board deems the issue:
 - i. remains urgent and cannot wait until the next scheduled meeting, the chair can request designated staff to conduct an RWM to establish a special meeting, or,
 - ii. is not urgent, designated staff will add the issue to the agenda of the next scheduled meeting unless the chair directs otherwise.
- o) Designated staff will request or call for a mover and a seconder to the proposed motion and will notify the Chair when there is a mover and a seconder.
- p) The chair of the Islands Trust Conservancy Board will authorise staff to send out the Call for a Vote.
- q) A member entitled to vote may vote either “in favour”, or “opposed”, or they can declare that they abstain from voting. An abstention vote is recorded in the affirmative (“in favour”), and a notation will be made beside the name of the member who abstained.

Results of the Vote

- r) Once the vote has been conducted, staff will notify the Chair of the vote results.
- s) The Chair will declare the vote to be carried or defeated in accordance with the results.

- t) All members of the Islands Trust Conservancy Board will be notified of the results of the vote and will be provided a copy of the completed RWM, if applicable.
- u) Staff will provide a report on each completed RWM that will be placed on the agenda of the next regular meeting and recorded in the minutes of that meeting.

2. This Bylaw may be cited for all purposes as “Islands Trust Conservancy Meeting Procedures Bylaw, 2019, Amendment Bylaw No. 1, 2026”.

READ A FIRST TIME THIS	xx	DAY OF	September,	2026
READ A SECOND TIME THIS	xx	DAY OF	September,	2026
READ A THIRD TIME THIS	xx	DAY OF	September,	2026
ADOPTED THIS	xx	DAY OF	Month,	Year

David Marlor, SECRETARY

Lisa Gauvreau, CHAIR



BRIEFING

To: Islands Trust Conservancy Board **For the Meeting of:** September 29, 2026

From: Trust Council **Date Prepared:** September 11, 2026

SUBJECT: Request to Trust Council in regards to the use of artificial intelligence

PURPOSE: To communicate to Islands Trust Conservancy Board resolution passed by Trust Council in response to the Islands Trust Conservancy Board (the Board) request regarding the use of generative artificial intelligence use by Islands Trust staff.

BACKGROUND: At their May 12, 2026 regular meeting, the Board passed the following motion:

that the Islands Trust Conservancy Board requests that Trust Council request staff to identify if Generative Artificial Intelligence has been used in the generation of briefings, discussion notes or requests for decisions.

The Board had requested the Director of Legislative and Information Services (DLIS) to provide a verbal briefing regarding artificial intelligence (AI) and the Islands.

In his verbal briefing, the DLIS advised that Islands Trust management had adopted an interim policy on the use of generative AI that was based on the provincial public service policy. This summary included:

- A writer using AI must ensure their work is correct and that the tone is appropriate for the Islands Trust
- Everything entered into an AI chatbot should be considered public
- Confidential material or an entire letter from a member of the public should not be entered in order to protect privacy
- AI should be treated as an 'untrustworthy assistant' and information generated from AI must be verified to ensure accuracy

A discussion ensued including:

- How AI policy could apply to staff and contractors
- Concerns with the ethics of using AI as a generative tool
- Negative environmental and human impacts (e.g. water use, electromagnetic radiation, noise) from AI data centres
- AI engines extract information to influence commerce
- Islands Trust Council should develop an AI policy

The DLIS clarified that, if the Board decided it wanted an AI policy, that his recommendation is to make a motion to request Trust Council to undertake an action to ensure consistency in the organization.

On September 10, 2026 Trust Council considered the Islands Trust Conservancy Board's request and passed the following motion:

that Trust Council request staff to report back with options, and implications, on the Islands Trust Conservancy Board request to identify if Generative Artificial Intelligence has been used in the generation of briefings, discussion notes or requests for decisions.

ATTACHMENT(S):

- Islands Trust Operations policy on use of Generative AI
- [BC Public Service's Policy on the use of generative AI](#)
- [Six Guiding Principles on Public Service employee's use of generative AI:](#)

FOLLOW-UP: Staff will report back to Trust Council with options, and implications, on the request to identify if Generative Artificial Intelligence has been used in the generation of briefings, discussion notes or requests for decisions. Staff will advise the Islands Trust Conservancy Board if Trust Council directs any changes to policy regarding the preparation of briefings, discussion notes or requests for decisions.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Wendy Tyrrell, Manager, Islands Trust Conservancy/September 11, 2026



Public Acquisitions Update For the Meeting of September 29, 2026

Property Name and Island	Date (yyyy/mm/dd)	Notes
PUBLICLY CONSIDERED PRIVATE LAND ACQUISITIONS		
Crystal Mountain (Galiano) 18.3 ha.	2017/11/21	ITC previously considered a conservation covenant proposal and land transfer proposal for this property.
	2017/11/21	TFB-2017-031: It was MOVED and SECONDED , that the Trust Fund Board accept the updated Conservation Proposal from the Crystal Mountain Society, agreeing to accept transfer of approximately 18.3 hectares of Lot 9, District Lot 90, Galiano Island, Cowichan District, Plan 31200, (PID 000-851-035) and part of Lot A, District Lots 88 and 89, Galiano Island, Cowichan District, Plan VIP68079, (PID 024-351-041), subject to: 1. The release of the rent charge and related easements on the title of Lot A and any other charges determined, through legal review, to be problematic for the Trust Fund Board; 2. Establishing legal access for the Trust Fund Board to the most eastern part of Lot A; 3. Receipt of \$30,000 upon transfer of the land, with at least \$15,000 to be held in a pooled Nature Reserve Management Fund, and \$10,000 to \$15,000 to be put towards the development of a management plan and management activities for the nature reserve; 4. Staff reaching mutual agreement with the water license holders to limit the impact of accessing and maintaining the permitted water works; 5. Agreement with the Society that the portion of the proposed Emergency Access over the nature reserve would be used only in the case of emergency; 6. Written agreement with the Society about the use and maintenance of the pagoda; 7. Installation of boundary and corner pin markers at the time of survey at the expense of the applicant (locations to be determined in consultation with ITF staff); and 8. Final approval of the Trust Fund Board of the final survey plan, transfer agreement and all other associated agreements.
	2019/07/24	Received subdivision proposal plan from the planning department.
	2020/09/08	Applicant provided a revised proposal to the Galiano Island Local Trust Committee.
	2020/12/10	File transferred to TAS Director Frater due to declared conflict of interest by ITC Manager, Kate Emmings.
	2021/01/28	ITC Staff met with applicant. An application update is anticipated for the May ITC Meeting.
	2021/05/25	Update provided to ITC Board.
	2021/05/25	ITC-2021-019: It was MOVED and SECONDED , that the Islands Trust Conservancy Board accept the updated approximate lot configuration proposed by the Crystal Mountain Society, subject to staff assessment that adjusted lot boundaries meet ITC conservation goals and policies, based upon a site visit and review of any necessary additional ecological information from the applicant.



Public Acquisitions Update For the Meeting of September 29, 2026

Crystal Mountain (Galiano) 18.3 ha.	2021/05/25	ITC-2021-020: It was MOVED and SECONDED, that the Islands Trust Conservancy Board accept the Crystal Mountain Society proposal to register a Statutory Right of Way across Lot A on the upper ridge, in favour of Islands Trust Conservancy, to provide legal access to the eastern part of Lot A via the legal easement across neighbouring Lots B and C. ITC-2021-021: It was MOVED and SECONDED, that the Islands Trust Conservancy Board express support for the Crystal Mountain Society proposal to alter the lot boundaries of Lot 9 and Lot 10, prior to land transfer to Islands Trust Conservancy, to remove the pagoda from the proposed nature reserve, subject to staff assessment that adjusted lot boundaries meet ITC conservation goals and policies, based upon a site visit and review of any necessary additional ecological information from the applicant ITC-2021-022: It was MOVED and SECONDED, that the Islands Trust Conservancy Board request that the Crystal Mountain Society update the Ecological Inventory report and other relevant documents to reflect the proposed boundary changes, prior to transfer of the land. ITC-2021-023: It was MOVED and SECONDED, that the Islands Trust Conservancy Board accept the Crystal Mountain Society proposal to register a Statutory Right of Way for emergency access on Lot A in favour of the Capital Regional District prior to subdivision, subject to Crystal Mountain Society's working with ITC staff to develop an appropriate agreement.
	2021/07/07	Staff site visit scheduled.
	2021/07/21	Follow-up staff visit to discuss lot boundary options.
	2022/02/09	Applicant and staff discuss coordinating a visit from a Cultural Knowledge Holder.
	2022/08/16	Meeting with applicant to discuss their meeting with Penelakut Elders and leadership.
	2022/11/24	Meeting with applicant's agent to discuss potential co-management relationship with Penelakut.
	2023/02/01	Applicant's agent provided update on process of fulfilling ITC Board's requirements; continuing discussion with staff about engagement with Penelakut Tribe and other Indigenous community members.
	2023/05/06	Penelakut Tribe has requested greater consultation around subdivision and bylaw. ITC work on hold.
	2025/07/22	ITC Board received, for information, letter sent to IT Planning Team that the CMS Rezoning Committee has dissolved and the CMS Board will be considering next steps with the ongoing rezoning application.
	2026/07/28	No new updates.
	2026/08/25	Islands Trust staff recommended to the Galiano Island LTC that the Crystal Mountain rezoning application be closed due to inactivity. The LTC deferred decision pending more information about Penelakut Tribe's interest in receiving the proposed land transfer. See BRF in this package.
Current Total ITC Acquisitions:		34



PUBLIC COVENANTS UPDATE

For the Meeting of September 29, 2026

NAPTEP COVENANTS		
<i>29 NAPTEP Covenants on title, 4 NAPTEP covenants in progress, Ecological Gifts application in progress for 1 completed NAPTEP covenant</i>		
<i>1 NAPTEP enquiry since last Board meeting (Galiano)</i>		
Property	Date	Notes
S, KÉK, FINES NAPTEP Covenant (North Pender Island, ~3 ha)	2026/05/26	[pronounced "Squak-Thee-Nez"] Application received. Applicant had had previous discussions with ITC staff and with Pender Islands Conservancy Association for several years prior to submitting the application.
	2026/06/15	Staff site visit.
	2026/07/28	ITC-2026-044: It was MOVED and SECONDED that the Islands Trust Conservancy Board accept the conservation proposal submitted by Mary Anne Paré, Lesley Joy, and Steve Sipos, to place a NAPTEP covenant on approximately 3 hectares of a North Pender Island property, PID: 001-080-849, Lot 18, Sections 6 and 24, Pender Island, Cowichan District, Plan 32261, subject to review of First Nations referral responses and Ministerial approval, to protect woodlands, cliffs, herbaceous habitats, and maturing forests.
	2026/08/11	Staff informed covenant co-holder, PICA, of Board acceptance via email.
	2026/08/24	Determined final covenant area boundaries and survey needs with PICA and landholders.
	2026/08/27	Covenant area boundary survey (coordinated and paid for by PICA, through HSP funding)
	2026/09/09	Formal letter sent with Board decision, and explanation of next steps for NAPTEP application.
	2026/09/29	Staff is delaying sending referrals to First Nations pending outcome of on-going discussions related to the Five-Year Plan and other in-process referrals.
Walker (Stewart Road) NAPTEP Covenant (Salt Spring Is., ~2.5 ha)	2025/11/15	Application received. Applicant had had previous discussions with ITC staff prior to submitting the application.
	2025/12/16	Staff site visit.
	2025/12/19	Phase 1 NAPTEP fee receipt and application acknowledgement letter sent.
	2026/02/23	Sent letter with notice of application review at upcoming Board meeting.
	2026/03/17	ITC-2026-024: It was MOVED and SECONDED that the Islands Trust Conservancy Board accepts the conservation proposal submitted by Marilyn Walker, to place a Natural Area Protection Tax Exemption Program (NAPTEP) covenant on approximately 2.5 ha of a Salt Spring Island property, PID: 009-805-991, Lot A, Section 72, South Salt Spring Island, Cowichan District, Plan 46279, to protect a wetland, riparian areas, and mature forest, subject to review of First Nations referral responses and to Ministerial approval.



PUBLIC COVENANTS UPDATE

For the Meeting of September 29, 2026

Walker (Stewart Road) NAPTEP Covenant (Salt Spring Is., ~2.5 ha)	2026/04/23	Letter sent with Board decision and explanation of next steps for NAPTEP application
	2026/04/30	Application referrals sent to affected First Nations, with response window to July 31, 2026. Several nation have responded to request involvement in negotiating the terms of the conservation covenant, and cultural knowledge holder site visit. ITC Manager is carrying out these discussions. Staff will provide the Board with an update and synopsis of First Nations referral comments at the end of the referral period.
	2026/06/09	Sent applicant letter notifying about application review and decision at upcoming Trust Council meeting and Salt Spring Island LTC
	2026/06/11	Application received for information by Salt Spring Island Local Trust Committee
	2026/06/19	Application for tax exemption reviewed and approved by Trust Council. TC-2026-090: It was MOVED by Trustee Gauvreau and SECONDED by Trustee Borthwick that the Islands Trust Council requests the Secretary to issue a Natural Area Protection Tax Exemption Program Certificate for the covenanted portion of the property described as PID: 009-805-991, Lot A, Section 72, South Salt Spring Island, Cowichan District, Plan 46279, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for Natural Area Protection Tax Exemption Program.
	2026/07/06	Letter sent to applicant advising of Trust Council decision
	2026/07/28	First Nations referrals on-going; staff sent reminder email for those nations who have not yet responded by the referral period end date of July 31 st .
	2026/08/29	Sent letter updating landholder that First Nations referrals are on-going and have been delayed due to ITC capacity constraints and on-going Five-Year Plan discussions.
Martin NAPTEP Covenant (Salt Spring Is., ~1 ha)	2026/09/29	No updates.
	2024/08/25	Application received.
	2024/10/28	Staff site visit.
	2024/10/29	Applicant submitted request for fee sponsorship. Staff will send to Executive Committee for review and approval at an upcoming meeting.
	2024/11/19	ITC-2024-061: It was MOVED and SECONDED that the Islands Trust Conservancy Board approve the conservation proposal submitted by Tara Martin, to place a NAPTEP covenant on approximately 1 ha of Salt Spring Island, PID: 000-363-740, Lot A, Section 39, South Salt Spring Island, Cowichan District, Plan 35768, subject to review of First Nations responses and to Ministerial approval, to protect woodlands and herbaceous habitats, maturing dry Douglas-fir forest, and connectivity with adjacent protected areas.
	2024/12/02	Sent receipt and acknowledgment letter for Phase 1 application fee.
	2024/12/05	Staff is preparing application for referral to First Nations.
	2024/12/18	Staff sent letter informing applicant of Board decision and outlining next steps in the application process (NAPTEP Phase 1 letter).



PUBLIC COVENANTS UPDATE

For the Meeting of September 29, 2026

Martin NAPTEP Covenant (cont'd)

2025/01/09	Referrals sent to affected First Nations, with input requested by 10 March.
2025/02/14	Sent for information to Salt Spring Island Local Trust Committee. No comments received.
2025/02/19	Site visit with landholder and SXÁUTW (Tsawout) to discuss the covenant project. Discussion ongoing.
2025/03/10	Referral reminder sent to First Nations, and to offer referral window extension.
2025/03/11	Application for tax exemption reviewed and approved by Trust Council. TC-2-25-035: It was MOVED by Trustee Gauvreau, and SECONDED by Trustee Peterson, that the Islands Trust Council request the Secretary to issue a Natural Area Protection Tax Exemption (NAPTEP) Certificate for the covenanted portion of the property described as PID: 000-363-740, Lot A, Section 39, South Salt Spring Island, Cowichan District, Plan 35768, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for Natural Area Protection Tax Exemption (NAPTEP).
2025/04/15	Referral reminder sent to three First Nations who had requested referral window extension.
2025/04/28	Sent letter with notice of Trust Council decision and application next steps
2025/05/23	Staff discussed mortgage holder consent and priority agreement for the covenant, and sent follow-up information for applicant to use in discussions with mortgage holder.
2025/05/27	No new updates.
2025/06/09	Referral reminder sent to three First Nations who had requested referral window extension. Ongoing discussion with Tsawout First Nation about how to address their access and cultural stewardship concerns in the covenant draft.
2025/07/17	Referral reminder sent to three First Nations who had requested referral window extension.
2025/07/22	No new updates
2025/07/24	Application sent for Ministerial approval.
2025/07/28	Applicant submitted application for Executive Committee sponsorship of NAPTEP application fees. Application will be reviewed by Trust Council at their December quarterly meeting.
2025/07/31	Response from Ministry of Housing & Municipal Affairs that application is under review, and they are unable to provide a timeline for response due to recent appointment of new Minister.
2025/10/03	Covenant approved by Minister.
2025/11/18	Update: Landholder is arranging preliminary approval for Priority Agreement with mortgage holder, with ITC staff support. Ongoing. All work related to the negotiating and drafting of the covenant is on hold pending agreement from mortgage holder.



PUBLIC COVENANTS UPDATE

For the Meeting of September 29, 2026

Martin NAPTEP Covenant (cont'd)	2025/12/08	Application for fee sponsorship reviewed and approved by Trust Council. THAT Trust Council approve financial sponsorship of \$450 for Natural Area Protection Tax Exemption Program (NAPTEP) application PLNAP-20240358, Martin NAPTEP, Salt Spring Island. TC-2025-141: It was MOVED by Trustee Evans, and SECONDED by Trustee Yates, that Trust Council approve financial sponsorship of \$450 for Natural Area Protection Tax Exemption Program (NAPTEP) application PLNAP-20240358, Martin NAPTEP, Salt Spring Island.
	2026/01/05	Sent notice of Trust Council fee sponsorship decision
	2025/01/15	Submitted Phase 1 fee refund paperwork to finance team and noted that Phase 2 fee is waived in ITC application process
	2026/07/28	No updates. Staff have made numerous attempts to speak with applicant (via email and phone). Recent communications with other staff have indicated that the landowner will be contacting us regarding the covenant this summer.
	2026/09/14	Landholder contacted staff to arrange phone call, to discuss next steps with mortgage holder. Call scheduled for week of Sept 25 th .
	2026/09/29	Verbal update, as necessary.
Doris McHardy NAPTEP Covenant (North Pender Is, ~1 ha)	2024/02/04	Application received.
	2024/02/14	Application sent for Ministerial approval.
	2024/03/19	ITC-2024-13: It was MOVED and SECONDED that the Islands Trust Conservancy Board approve the conservation proposal submitted by Sara Miles, Mike Timmins, and Vivian Mitchell, to place a NAPTEP covenant on approximately 0.6 ha of North Pender Island, PID: 005-837-651, Lot 6, Sections 18 and 22, Pender Island, Cowichan District, Plan 6294, subject to review of First Nations responses and to Ministerial approval, to protect woodlands and herbaceous habitats, maturing dry Douglas-fir forest, and adjacent protected areas.
	2024/04/18	Staff updated the Ministry of Municipal Affairs, who replied that they will wait for results of First Nations referral before reviewing the application.
	2024/04/29	Application referred to First Nations. Response window of 90 days ends on July 25 th , 2024.
	2024/07/08	Referral reminder sent to First Nations.
	2024/07/25	First Nations referral response window closes. Responses compiled and submitted to Minister's office for review and approval of the covenant application.
	2024/08/28	Covenant approved by the Minister. Application will be sent to Trust Council for tax exemption approval at December 2024 meeting, and for information to North Pender LTC.
	2024/10/28	Applicant submitted request for fee sponsorship.



PUBLIC COVENANTS UPDATE

For the Meeting of September 29, 2026

Doris McHardy NAPTEP (cont'd)	2024/10/30	Applicant requested ITC support in arranging preliminary approval for Priority Agreement with mortgage holder. Ongoing. Any work negotiating and drafting covenant is on hold pending agreement from mortgage holder.
	2024/11/20	Executive Committee approved sponsorship of NAPTEP Application: <i>EC-2024-146: It was MOVED and SECONDED, that the Executive Committee approve financial sponsorship of \$450 for Natural Area Protection Tax Exemption Program (NAPTEP) application NP-NAP-2024.1 (Doris McHardy), North Pender Island.</i> Staff will process Ph 1 fee refund and Ph 2 fee waiver.
	2024/11/29	Referred for information to North Pender Island Local Trust Committee. No comments received.
	2024/12/04	Application for tax exemption reviewed and approved by Trust Council. TC-2024-111: It was MOVED by Trustee Elliott, and SECONDED by Trustee Morrison, that the Islands Trust Council requests the Secretary to issue a Natural Area Protection Tax Exemption Program Certificate for the covenanted portion of the property described as PID: 005-837-651, Lot 6, Sections 18 and 22, Pender Island, Cowichan District, Plan 6294, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.
	2025/01/10	Staff informed applicant of TC decision and next steps.
	2025/01/19	Staff provided the ITC Board with a summary of First Nations responses. Deferred to next meeting
	2025/03/18	Staff provided the ITC Board with a summary of First Nations responses.
	2025/05/27	No new updates.
	2025/06/09	Applicant informed staff that they will continue work on priority agreement in the autumn when negotiating mortgage renewal.
	2026/03/17	Staff contacted applicant to discuss status and proposed next steps. Applicant is considering withdrawing the application.
	2026/04/08	Brief discussion with applicant to discuss the application. Next steps still under discussion.
	2026/05/12	North Pender Island LTC has referred a bylaw / rezoning for the property adjacent to this proposed NAPTEP covenant. RFD in this package.
	2026/05/22	Letter sent to applicant with reminder that Trust Council NAPTEP approval expires in December 2026, and requesting that they provide an indication to proceed by September 30 th , 2026.
	2026/06/02	Applicant replied to indicate that they will consider options and connect with staff to discuss the application once they have done so.
	2026/07/28	No new updates.
	2026/09/29	No updates.



PUBLIC COVENANTS UPDATE

For the Meeting of September 29, 2026

Koontz NAPTEP Covenant Gabriola Island (~2.5 ha)	2023/02/08	Application received.
	2023/05/30	ITC-2023-017: It was MOVED and SECONDED , that the Islands Trust Conservancy Board approve the conservation proposal submitted by Yarrow Koontz, to place a NAPTEP covenant on approximately 2.5 ha of Gabriola Island, PID: 005-788-447, That Part of Lot 3, Section 5, Gabriola Island, Nanaimo District, Plan 6986, Lying to the North West of a Road Dedication by Plan 17829, Except those parts in Plans 21783 and 26145, to protect wetlands, maturing forest, and sensitive riparian and cliff habitats.
	2023/06/12	Staff informed applicant of Board decision.
	2023/07/07	Application referred to First Nations.
	2023/08/18	First Nations referral window ended. Only one response has been received, indicating no comments regarding this application.
	2023/09/14	Referred for information to Gabriola Island Local Trust Committee. No comments received.
	2023/09/27	Application for tax exemption approved by Trust Council (resolution number pending)
	2023/10/05	Phase II next steps correspondence sent to landholder.
	2023/10/19	Site visit to determine covenant area boundaries.
	2023/10/23	Applicant submitted request to have NAPTEP fees sponsored by EC. Staff working to add to November EC meeting
	2023/10/26	Submitted expression of interest for funding support from Ecological Gifts Program.
	2023/11/22	Executive Committee approved sponsorship of NAPTEP Application: EC-2023-120: It was MOVED and SECONDED , that Executive Committee approve financial sponsorship of \$450 for Natural Area Protection Tax Exemption Program (NAPTEP) application GB-NAP-2023.1 (Koontz), Gabriola Island.
	2023/12/08	Applicant requested ITC support in arranging Priority Agreement with mortgage holder. Ongoing. Further work negotiating and drafting covenant is on hold pending agreement from mortgage holder.
	2023/12/15	NAPTEP Phase I fee refund cheque mailed to applicant.
	2023/12/22	ITC staff worked with GaLLT to secure Ecological Gifts Program funding for covenant area survey; procurement process underway (contract will be directly with Environment & Climate Change Canada). Survey work planned for January.
	2024/02/14	Application sent for Ministerial approval.
	2024/02/29	Contract signed for land survey (with ECCC).
	2024/03/27	Covenant area survey complete.
	2024/03/27	Ministerial approval received for covenant.



PUBLIC COVENANTS UPDATE

For the Meeting of September 29, 2026

Koontz NAPTEP Covenant (cont'd)

2024/05/13	Applicant connected with mortgage provider about Priority Agreement.
2024/06/21	Mortgage holder provided approval in principle for a Priority Agreement for the covenant and SRW over the mortgage.
2024/08/23	Draft covenant reviewed by ITC legal.
2024/08/28	Draft baseline inventory report submitted by contractor. Reviewed by ITC.
2024/09/16	Final draft covenant sent to landholder and GaLLT for final agreement on language.
2024/09/17	ITC staff site visit to complete field surveys for baseline inventory report.
2024/10/01	ITC-2024-048: It was MOVED and SECONDED , that the Islands Trust Conservancy Board authorizes the Chair to sign a covenant with Yarrow Koontz, over a portion of the Land described as That Part of Lot 3, Section 5, Gabriola Island, Nanaimo District, Plan 6986, Lying to the North West of a Road Dedication by Plan 17829, Except those parts in Plans 21783 and 26145, PID: 005-788-447, and directs staff to register the covenant through the Natural Area Protection Tax Exemption Program (NAPTEP).
2024/10/12	Application to register covenant submitted to Land Titles and Survey Authority.
2024/10/24	Covenant registered on title. Natural Area Exemption Certificate submitted to Land Titles.
2024/11/07	Natural Area Exemption Certificate registered on title. Staff has prepared and sent all necessary notifications and copies.
2024/11/07	NAPTEP application process complete. Application file closed.
2024/11/19	The Islands Trust Conservancy Board authorized a rise and report relating to the approval of spending up to \$2,000 from existing budgets towards the cost of an Ecological Gifts Program appraisal for a NAPTEP covenant on Gabriola Island.
2024/12/05	GaLLT and landholder are coordinating covenant appraisal for Ecological Gift Program application.
2025/03/27	Staff noticed oversight in baseline report. Amended baseline in progress.
2025/05/27	No new updates.
2025/07/22	ITC-2025-025: It was MOVED and SECONDED, that the Islands Trust Conservancy Board authorize the Chair or any available ITC Authorized Signatory to sign the Modification Agreement to amend covenant CB1650359 registered on the land described as PID 005-788-447, That Part of Lot 3, Section 5, Gabriola Island, Nanaimo District, Plan 6986, Lying To The North West Of A Road Dedicated By Plan 17829, Except Those Parts In Plans 21783 And 26145. ITC-2025-026: It was MOVED and SECONDED, that the Islands Trust Conservancy Board authorize expenditure of up to \$300 to support the landholder and GaLTT in obtaining notarized signatures for registering the Modification Agreement



PUBLIC COVENANTS UPDATE

For the Meeting of September 29, 2026

Koontz NAPTEP Covenant (cont'd)	2025/10/29	Modification agreement submitted to Land Titles Office for registration. Expected examination date November 5th.
	2025/11/12	Modification agreement registered on title. Updated copies of baseline report, covenant, title sent to all parties.
	2025/12/22	Service contract in process for appraisal for Ecological Gifts Program application. Appraisal work underway, deadline for submission 15 March, 2026.
	2026/03/17	Verbal update provided at this meeting regarding appraisal.
	2026/05/12	Staff is working with the applicant to prepare and submit EcoGifts application.
	2026/05/19	Ecological Gifts Programme application submitted to Environment & Climate Change Canada.
	2026/08/28	No updates.
REGULAR COVENANTS		
<i>52 regular covenants on title, 0 public regular covenants in progress, 0 in camera covenants in progress.</i>		
Property	Date	Notes
ITC NATURE RESERVES WITH COVENANTS OUTSTANDING		
<i>9 ITC Nature Reserves are without covenants, 1 ITC Nature Reserve covenant in progress.</i>		
Property	Date	Notes
Fairyslipper Forest Nature Reserve Thetis Island (16.6 ha)	2018/03/20	ThINC Board approves resolution to hold a covenant on Fairyslipper Forest.
	2018/03/21	CCLT Board approves resolution to hold a covenant on Fairyslipper Forest.
	2018/04/03	TFB approves negotiation of conservation covenant in favour of ThINC and CCLT.
	2018/04/06	ITC template covenant sent to partners. Trail relocation is needed before finalizing baseline report.
	2018/10/13	Hosted Management Plan Open House on Thetis Island.
	2019/02/22	Draft management plan and baseline report sent to ThINC and CCLT staff for review.
	2019/05/21	ITC Board approves management plan with minor revisions.
	2019/06/12	ThINC Board approves revised management plan.
	2019/09/26	CCLT Board approves revised management plan. Management Plan posted to the ITC website.
	2020/02/03	Trail relocation completed by contracted trail builder, Penelakut youth and volunteer labour. A Statutory Right of Way is required from the adjacent property where the trailhead and parking area are planned.
	2020/03/19	ThINC is working with the Thetis Island Residents and Ratepayers Association to obtain a trail license over adjacent private lands for access and parking for the Fairyslipper Forest Nature Reserve.



PUBLIC COVENANTS UPDATE

For the Meeting of September 29, 2026

FFNR (cont'd)	2020/07/14	Adjacent landowner signs Trail Licence Agreement with TIRRA (Thetis Island Residents and Ratepayers Association). Staff continues to work with owner to develop permanent legal access.
	2022/04/25	Adjacent landowner extends Trail Licence Agreement with TIRRA.
	2022/06/06	Staff discussed proposed conservation covenant with ThINC, agreement to defer. Staff will reengage with adjacent landowner to discuss more formal access arrangement.
	2022/07/27	Adjacent landowner wishes to continue with informal access agreement. Staff will continue with current access and will consider varied trail options as part of the covenant negotiations.
	2022/10/04	ITC Board rescinds resolution directing staff to negotiate a statutory right of way and related section 219 covenant with adjacent landowner.
	2023/05/30	Staff re-initiated discussion about access arrangement with adjacent landowner. Numerous efforts to set up phone call or (preferred) site visit to discuss options; unable to set meeting.
	2023/11/20	TIRRA agrees to continue holding trail licence for access through adjacent private lands
	2024/01/24	Neighbour on eastern side establishes trail that connects into FFNR from Mt Burchell trail, in a trail licence with TIRRA, as an alternate access.
	2024/03/01	TIRRA and adjacent landholder sign renewed trail licence for existing informal access, to last until April 30, 2026, with automatic renewal for an additional 2 years unless either or both parties desires otherwise.
	2026/03/17	No new updates. Covenant negotiation has been deferred since 06 2022.
	2026/09/29	No new updates.
Total	81 covenants registered	

Islands Trust Conservancy Fund Report

April 1, 2026 – August 31, 2026

Account Name/No.	Restricted Funds	Opening Balance April 1, 2026	Credit/Interest	Expense/Debit	Balance August 31, 2026	Committed
Victoria Foundation	Ruby Alton Property Endowment Fund	\$162,090	\$10,741	\$0	\$172,831	
0012 8820-622 (BMO)	Ruby Alton Nature Fund (Management/Maintenance)	\$104,475	\$665	(\$5,768)	\$99,371	~\$20,000
Canaccord Genuity & BMO	Property Management Fund	\$214,492	\$1,838	(\$1,027)	\$215,303	\$21,348
0012 8940-624 Cannacord	Covenant Management & Defense Fund	\$135,173	\$1,191	\$0	\$136,365	
0012 8820-614	Opportunity Fund	\$1,072,199	\$27,195	(\$2,612)	\$1,096,782	\$12,000
0012-8820-614	Opportunity Fund (Hornby/Tempest Fund)	\$47,962	\$384	\$0	\$48,345	
Private Donation	Western Screech-Owl - Link Island- Project	\$9,728	\$72	(\$8,800)	\$999	\$999
0012 8820-681/ Cannacord	Lasqueti Island Acquisition Fund	\$36,550	\$293	\$0	\$36,844	
MFABC	Gambier Island Acquisition Fund (Lois Kennedy)	\$144,579	\$1,135	\$0	\$145,713	
0012 8944-844/ Cannacord	Thetis Island Acquisition Fund	\$1,514	\$13	\$0	\$1,527	
0012 8820-649/ Cannacord	McFadden Creek Nature Sanctuary Fund	\$18,691	\$5,140	(\$6,323)	\$17,508	~ \$8,000
0012 8960-158	Morrison Waxler Legacy Fund (Pender Island)	\$11,251	\$56	\$0	\$11,307	~\$10,000
chequing account	Link Island – Cabin Removal Fund	\$40,729	\$299	\$0	\$41,029	
	TOTALS	\$1,999,432	\$49,021	(\$24,530)	\$2,023,924	105