



# Islands Trust Conservancy Board Regular Meeting Agenda

Date: Friday, October 3, 2025  
Time: 10:00 am  
Location: Electronic Meeting, and a physical location to view the livestream of the meeting:  
Islands Trust Victoria Office  
#200 - 1627 Fort Street  
Victoria, BC V8R 1H8

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Pages

1. CALL TO ORDER
2. TERRITORIAL ACKNOWLEDGEMENT
3. APPROVAL OF AGENDA
  - 3.1 Review of Agenda and Introduction of New Items
  - 3.2 Approval of Agenda
4. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING
5. ADOPTION OF MINUTES
  - 5.1 Draft ITC Board Meeting Minutes of July 22, 2025 4 - 10
  - 5.2 Draft ITC Special Board Meeting Minutes August 27, 2025 11 - 12
6. FOLLOW UP ACTION LIST 13 - 21
7. BUSINESS
  - 7.1 Items for Approval

**7.1.1 2026-27 Budget Request – Request for Decision** 22 - 74

That the Islands Trust Conservancy Board approve the draft 2026/27 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2026/27 budget, along with associated business cases.

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.

**7.1.2 W̱SÁNEĆ Lands Trust’s ŁENENITEL Community of Practice - Request for Decision** 75 - 81

That the Islands Trust Conservancy Board endorse the continued participation of staff in the ŁENENITEL Community of Practice as authorized by the Islands Trust Conservancy Manager.

That the Islands Trust Conservancy Board endorse the ŁENENITEL Community of Practice (CCP) Terms of Reference and request the Islands Trust Conservancy Chair or Authorized Signatory to sign on behalf of the Islands Trust Conservancy.

**7.1.3 Ruby Alton Nature Reserve Updated Management Plan – Request for Decision (late item)**

**7.2 Items for Discussion/Direction**

**7.2.1 Bylaw Referral - Policy Statement Bylaw No. 183 - Briefing** 82 - 126

**7.2.2 2026-2027 Financial Planning Committee Pre-Budget Survey - Briefing** 127 - 191

**7.3 Correspondence**

**7.4 Updates for Information**

**7.4.1 Public Acquisitions Report** 192 - 194

**7.4.2 Public Covenants Report** 195 - 202

**7.4.3 Budget Report** 203 - 204

**7.4.4 ITC Quarterly Report** 205 - 208

**7.4.5 Executive Committee Update**

**7.4.6 Financial Planning Committee Update**

**7.4.7 Trust Council Update**

**7.4.8 Governance Committee Update**

**8. PUBLIC COMMENTS AND DELGATIONS**

**9. NEW BUSINESS**

**10. NEXT MEETING**

The next meeting will take place electronically on November 18, 2025 at 10:00 am.

**11. CLOSED MEETING**

**11.1 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, as the board considers that disclosure could reasonably be expected to harm the interests of the Islands Trust Conservancy Board; and that staff remain in the meeting.

**12. ADJOURNMENT**



# Islands Trust Conservancy Board

## Minutes of a Regular Meeting

**Date:** Tuesday, July 22, 2025  
**Location:** Islands Trust Victoria Boardroom  
#200 - 1627 Fort Street  
Victoria, BC V8R 1H8

**Members Present:** Lisa Gauvreau, Chair  
Tanner Timothy, Vice Chair  
Jeannine Georgeson, Trustee  
Risa Smith, Trustee  
Susan Yates, Trustee  
Tobi Elliott, Trustee

**Staff Present:** Clare Frater, Director, Trust Area Services  
Kathryn Martell, Ecosystem Protection Specialist  
Joe Elliott, Senior Indigenous Relations Advisor, Trust Area Services  
Rob Kroeker, Planning Services Admin Assistant/Recorder

**Staff Regrets:** Jemma Green, Covenant Management and Outreach Specialist  
Nuala Murphy, Property Management Specialist  
Wendy Tyrrell, Acting Manager

**Members of the Public Present:** No members of the public were in attendance.

### 1. CALL TO ORDER

The meeting was called to order at 10:00 a.m. Chair Gauvreau initiated introductions and expressed thanks on behalf of the Islands Trust Conservancy Board for the service of Board member Charles Kahn, and welcomed the newly Provincially-appointed Trustee Jeannine Georgeson to the Board.

### 2. TERRITORIAL ACKNOWLEDGEMENT

Chair Gauvreau acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations.

### 3. APPROVAL OF AGENDA

#### 3.1 Review of Agenda and Introduction of New Items

The following items were added to the agenda:

- World Conservation Congress discussion – add to new business as item 9.2
- Consideration of changing a regular meeting date – under item 10

**DRAFT**

**3.2 Approval of Agenda**

**By general consent** the agenda was approved as amended.

**4. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING**

Chair Gauvreau reported on the following item from the Islands Trust Conservancy closed meeting of May 27, 2025:

- ITC has approved a \$12,000 Opportunity Fund grant to Mayne Island Conservancy to support costs associated with a new conservation covenant on Mayne Island, including title searches, drafting, legal costs, and registering the covenant.

**5. ADOPTION OF MINUTES**

**5.1 Draft ITC Board Meeting Minutes of May 27, 2025**

The following amendment to the minutes was presented for consideration:

**By general consent** the minutes of the May 27, 2025 meeting were adopted as presented.

**6. FOLLOW UP ACTION LIST**

Received for information.

**7. BUSINESS**

**7.1 Items for Approval**

**7.1.1 Amendment to Koontz NAPTEP Covenant, Gabriola Island – Request for Decision**

Ecosystem Protection Specialist Martell presented the Request for Decision, noting that the description of the “Driveway” was not specified in the registered covenant Baseline Report and this request is to approve the covenant amendment and updated Baseline Report, sign the Modification Agreement and authorize staff to pay for associated costs of notarizing signatures. Committee discussion included:

- the legal costs of the amendment

**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.

**CARRIED**

**DRAFT**

**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.

**CARRIED**

**7.2 Items for Discussion/Direction**

**7.2.1 Discussion on Appointment of an ITC Board member to the Conservation Fund Working Group (verbal)**

Chair Gauvreau introduced the discussion, indicating that the conservation fund working group is an informal joint venture between the Islands Trust Conservancy Board members and Executive Committee members to explore a regional conservation fund in the Trust Area to partner with First Nations and support conservation and restoration. Committee discussion included:

- a workshop with other stakeholders sponsored by the Coastal Douglas-fir Conservation Partnership was held to explore supporting funds for conservation from the tax roll, such as is done in other jurisdictions
- the vision for the above model is that the Capital Regional District (CRD) would be the holder of funds
- this new fund could result in funding for conservation or donors going directly to the CRD initiative instead of Islands Trust Conservancy
- a key task of a conservation fund working group would be to understand how to interact with this emerging CRD conservation fund
- a conservation fund would be donations-based
- conservation on private lands is the target of this initiative
- there are similar models on the San Juan Islands and Lummi Nation territory regarding co-working relationships with First Nations
- if such a fund were on the tax roll it could be an opportunity to co-purchase properties with First Nations
- the spirit of the fund is to expand work with Indigenous partners, and having those partnerships in place first may be a consideration
- Islands Trust Conservancy should keep informed of this emerging CRD-conservation fund
- Limited staff capacity to track related initiatives could be addressed by a board member making inquiries, though tasks may evolve to be best suited to staff work
- these points will inform discussion with Executive Committee in the upcoming liaison meeting

**7.3 Correspondence**

**7.3.1 2025-04-14 Letter from Senkpiel Litigation regarding Crystal Mountain Society Board Decision**

Received for information.

## DRAFT

### 7.3.2 2025-07-02 Letter from Minister Kahlon regarding ITC Five-Year Plan

Director Frater introduced the letter as a response confirming a date of December 2027 to submit the Islands Trust Conservancy Five-Year Plan to the Minister, giving time to work collaboratively with First Nations. Discussion included:

- reaching out to Ministry staff for guidance on incorporating UNDRIP Principles
- the cabinet shuffle, the new Minister of Municipal Affairs and Housing, and the Minister's previous work as Minister of Indigenous Relations and Reconciliation

## 7.4 Updates for Information

### 7.4.1 Public Acquisitions Report

Received for information. Discussion ensued regarding:

- Crystal Mountain on Galiano Island
- an emergency access route proximate to ITC land

### 7.4.2 Public Covenants Report

Received for information.

### 7.4.3 Budget Report (verbal)

Director Frater indicated that budget submissions are still being developed and a special meeting in August is scheduled for consideration of budget submissions for next year and a budget status update.

### 7.4.4 ITC Quarterly Report to Trust Council

Discussion ensued regarding database management software, which manages contacts and donor relations.

- there is a need to better manage referrals and contacts with First Nations with a centralized database
- Islands Trust Conservancy's current software is supported for a few more years, but a centralized solution is desired
- Keela CRM is favoured by staff as the right fit between cost, services and that they are not an American company

Discussion continued regarding communications and outreach, anniversary communications for Islands Trust Conservancy, and Islands Trust Conservancy Board members attending fall events such as the Galiano market with promotional materials.

**DRAFT**

7.4.5 Executive Committee Update (verbal)

Trustee Elliott provided an update on the following topics:

- Executive Committee had a special meeting July 17, 2025 to approve an agenda for July 29, 2025 Trust Council special meeting for first reading of Policy Statement
- the next stage after first reading is public engagement and referral to Indigenous Governing Bodies and referral agencies/organizations, including Islands Trust Conservancy Board
- surveys, a webinar, and a virtual town hall-style session are being planned to invite the public to express their thoughts on the Policy Statement

7.4.6 Financial Planning Committee Update (verbal)

Trustee Yates advised that there is no new reporting as there has not been a recent Financial Planning Committee meeting. Director Frater indicated that a summary of pre-budget survey results will be included in the August Financial Planning Committee agenda. Chair Gauvreau indicated that she would share links with the ITC Board.

7.4.7 Trust Council Update (verbal)

This report was combined with item 7.4.5.

7.4.8 Governance Committee Update (verbal)

Chair Gauvreau reported that there is nothing new to report because there has not been a recent Governance Committee meeting.

**8. PUBLIC COMMENTS AND DELEGATIONS**

No members of the public were in attendance.

**9. NEW BUSINESS**

**9.1 Approval of an ITC Board Special Meeting Date (verbal)**

Director Frater indicated that staff propose a special meeting be scheduled for August 27, 2025 to address matters including budget considerations and other matters arising in the interim.

**ITC-2025-027**

**It was MOVED and SECONDED,**

That Islands Trust Conservancy schedule an electronic special meeting for August 27, 2025 at 10:30 a.m. to discuss matters that need to be addressed ahead of the Board's October meeting.

**CARRIED**

**DRAFT**

**9.2 World Conservation Congress (discussion)**

Trustee Smith provided background on the 2025 World Conservation Congress. She noted that her attendance presents an opportunity to connect with leaders of forums at the Congress and present on behalf of Islands Trust Conservancy. Discussion included:

- climate change management and carbon sequestration
- leveraging climate change funding for protected areas management: there is more funding devoted to climate change than biodiversity
- funders are present and it is a good opportunity to advertise Islands Trust Conservancy
- Islands Trust Conservancy's 35<sup>th</sup> anniversary is a great story to tell there
- parts of the proceedings will be livestreamed, but Trustee Smith's forums will not

**ITC-2025-028**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy Board endorses Trustee Risa Smith to seek opportunities at the upcoming World Conservation Congress to speak to and promote the Islands Trust Conservancy.

**CARRIED**

**10. NEXT MEETING**

Discussion ensued regarding the next meeting date, due to Trustee Smith's attendance at the World Conservation Congress. Director Frater noted that a regular business meeting cannot be rescheduled, but must be cancelled with a special meeting convened on the desired date. Friday, October 3, 2025 was put forward as a potential special meeting date.

**ITC-2025-029**

**It was MOVED and SECONDED,**

That Islands Trust Conservancy cancel the regular meeting scheduled for October 7, 2025.

**CARRIED**

**ITC-2025-030**

**It was MOVED and SECONDED,**

That Islands Trust Conservancy schedule a special meeting for October 3, 2025 at 10:00 a.m. in place of the regularly scheduled October 7 meeting.

**CARRIED**

The next meeting will be held electronically on August 27, 2025 at 10:30 a.m.

**11. CLOSED MEETING**

**11.1 Motion to Close the Meeting**

**ITC-2025-031**

**It was MOVED and SECONDED,**

**DRAFT**

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, as the board considers that disclosure could reasonably be expected to harm the interests of the Islands Trust Conservancy Board; and that staff remain in the meeting.

**CARRIED**

**12. ADJOURNMENT**

**By general consent**, the meeting adjourned at 12:27 p.m.

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Lisa Gauvreau, Chair

Certified Correct:

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Rob Kroeker, Administrative Assistant/Recorder

Minutes are not official until adopted at a subsequent meeting.



# Islands Trust Conservancy Board

## Minutes of a Special Meeting

**Date:** Wednesday, August 27, 2025  
**Location:** Electronic Zoom Meeting

**Members Present:** Lisa Gauvreau, Chair  
 Risa Smith, Appointed Trustee  
 Susan Yates, Trustee  
 Tobi Elliott, Trustee

**Staff Present:** Clare Frater, Director Trust Area Services  
 Jill Allan, Acting Administrative Assistant  
 Joe Elliott, Senior Indigenous Relations Advisor  
 Nuala Murphy, Property Management Specialist  
 Wendy Tyrrell, Acting ITC Manager

0 members of the public were in attendance

**Members of the Public Present:**

**1. CALL TO ORDER**

The meeting was called to order at 10:31 a.m.

**2. TERRITORIAL ACKNOWLEDGEMENT**

Chair Gauvreau acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations.

Chair Gauvreau initiated introductions

**3. APPROVAL OF AGENDA**

**3.1 Review of Agenda and Introduction of New Items**

No new items were added

**3.2 Approval of Agenda**

**By general consent** the agenda was approved, as amended/presented.

**4. BUSINESS**

There was no new business.

**5. NEXT MEETING**

The next meeting will take place on October 3, 2025 at 10:00 a.m.

**6. CLOSED MEETING**

**6.1 Motion to Close the Meeting**

**ITC-2025-034**

**It was MOVED and SECONDED,**

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, as the board considers that disclosure could reasonably be expected to harm the interests of the Islands Trust Conservancy Board; and that staff remain in the meeting. Also, section 91(k) negotiations and related discussions respecting the proposed provision of a service that are at their preliminary stages and that, in the view of the board, could reasonably be expected to harm the interests of the Islands Trust Conservancy Board if they were held in public.

**CARRIED**

**7. ADJOURNMENT**

**By general consent,** the meeting adjourned at 10:38 a.m.

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Lisa Gauvreau, Chair

Certified Correct:

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Jill Allan, Administrative Assistant/Recorder



## Follow Up Action Report

### Trust Conservancy Board

25-May-2021

Progress	Activity	Responsibility	Dates	Status
20%	<p>1 Staff to move forward with 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.</p> <p><b>This item is on hold as staff are waiting for a response from landowner.</b> This report will only show 'in-Progress' or 'Completed' under the Status column.</p>	Kathryn Martell	Target: 31-Dec-2025	In Progress

28-May-2024

Progress	Activity	Responsibility	Dates	Status
0%	<p>1 That the Islands Trust Conservancy (ITC) Board request staff to explore options and potential climate change research projects to address the climate change emergency on ITC Protected Areas, once ITC has a new Property Management Team Lead.</p> <p><b>Oct 3, 2025 Update:</b> The Team Lead position will be in full capacity mode by the end of 2025. Investigating climate change research projects will be a significant part of an overall protected areas ecological integrity monitoring program. Beginning with developing a strategy and project charter.</p>	Jemma Green Wendy Tyrrell	Target: 20-Jan-2026	In Progress



## Follow Up Action Report

### Trust Conservancy Board

01-Oct-2024

Progress	Activity	Responsibility	Dates	Status
62%	<p><b>1</b> Staff to review policies related to the acquisition of lands and covenants, to review topics including firewood, priority of mortgages, minimum size, and landholder support, this fiscal term.</p> <p><b>May 20, 2025 Update:</b> Staff are working with contractor C. Stewart to review and update securement policies this fiscal. Aiming for Oct. 3rd meeting.</p> <p><b>October 3, 2025 Update:</b> Good progress has been made on these policies. With the 26/27 budget request and Ruby Alton house/management plan on the October 3rd meeting agenda, staff will be presenting the RFD for securement-related policies at the November meeting.</p>	Kathryn Martell	Target: 07-Oct-2025	In Progress



## Follow Up Action Report

### Trust Conservancy Board

19-Nov-2024

Progress	Activity	Responsibility	Dates	Status
50%	<p><b>1</b> Staff to address compliance and ecological concerns as identified in the Islands Trust Conservancy Natural Area Protection Tax Exemption Program (NAPTEP) Covenant Monitoring Report 2024.</p> <p><b>May 20, 2025 Update:</b> Staff will report out on this FUAL item either the November 2025 or January 2026 meeting.</p> <p><b>October 3, 2025 Update:</b> Staff will present an update on NAPTEP covenant compliance and ecological concerns in the 2025 Monitoring Report at the November meeting.</p>	Jemma Green	Target: 18-Nov-2025	In Progress
52%	<p><b>2</b> Staff to move forward with 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.</p> <p><b>May 20, 2025 Update:</b> Application for tax exemption reviewed and approved by Trust Council. Referrals went out to Nations, extending comment period to accommodate capacity for Nations to respond.</p> <p><b>October 3, 2025 Update:</b> In July, referral response reminders were sent to three Nations who had requested an extension. The application was sent for Ministerial approval, they have deferred response, due to a recent appointment of a new Minister. NAPTEP application fee sponsorship request will be reviewed by TC at December's meeting.</p>	Kathryn Martell	Target: 31-Oct-2025	In Progress



# Follow Up Action Report

## Trust Conservancy Board

27-May-2025

Progress	Activity	Responsibility	Dates	Status
100%	<p>1 Staff to amend the March 18, 2025 meeting minutes as follows: On page seven of the minutes, item 7.4.9 Funding our Future: Financing Conservation on Private Lands Conference Highlights, replace the word 'province' with 'Capital Regional District'.</p> <p><b>October 3, 2025 Update:</b> Completed.</p>	Corlynn Strachan	Target: 22-Jul-2025	Completed
100%	<p>2 Staff to reinstate the 'exploring options and researching potential climate change projects, to address the climate change emergency on ITC Protected Areas' item for inclusion on the FUAL report for the next meeting.</p> <p><b>October 3, 2025 Update:</b> Completed.</p>	Wendy Tyrrell	Target: 22-Jul-2025	Completed
0%	<p>3 Staff to add the following topic to a future meeting agenda: If an internal whistleblower policy exists, and if not, should they consider the establishment of a process for staff, elected officials, and Board members to report concerns.</p> <p><b>October 3, 2025 Update:</b> BC enacted a Whistleblower Law in 2019, but it does not apply to the Islands Trust.</p>	Wendy Tyrrell	Target: 07-Oct-2025	In Progress
0%	<p>4 Staff to add the following topic to a future meeting agenda: A discussion on the use and potential harm of artificial intelligence (AI).</p> <p><b>October 3, 2025:</b> No update.</p>	Wendy Tyrrell	Target: 31-May-2026	In Progress
0%	<p>5 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.</p> <p><b>October 3, 2025 Update:</b> Staff will work with Chair Gauvreau to provide a BRF at the March 2026 meeting on options for training opportunities through KPMG.</p>	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
100%	<p>6 Staff to move forward with the Islands Trust Conservancy Board's approval of the Audited Financial Statements for the 2024/25 fiscal year, and refer the statements to Islands Trust Council for information.</p> <p><b>October 3, 2025 Update:</b> Completed.</p>	Wendy Tyrrell	Target: 22-Jul-2025	Completed
100%	<p>7 Staff to move forward with the Islands Trust Conservancy Board approval of the amended text for inclusion in the 2024/25 Annual Report for approval by Trust Council and submission to the Minister of Housing and Municipal Affairs.</p> <p>The changes are as follows: revising the paragraph on page 72 of the agenda package, under the section on the protected area goal. The proposed changes included removing the word 'only' before '20%' and replacing 'The Government of Canada and British Columbia' with 'The United Nations and the Government of Canada.'</p> <p><b>October 3, 2025 Update:</b> Completed.</p>	<p>Micaela Yawney</p> <p>Wendy Tyrrell</p>	Target: 16-Jun-2025	Completed
100%	<p>8 Staff to notify the Salt Spring Island Local Trust Committee that Islands Trust Conservancy's interests are unaffected by Development Variance Permit Application PLDVP20250029.</p> <p>The Islands Trust Conservancy Board recommends that the Salt Spring Island Local Trust Committee ensure that affected First Nations have been asked to comment on this proposed dock expansion.</p> <p><b>October 3, 2025 Update:</b> Completed.</p>	Jemma Green	Target: 22-Jul-2025	Completed
100%	<p>9 Staff to notify the Galiano Island Local Trust Committee that Islands Trust Conservancy's interests are unaffected by Bylaw 291.</p> <p><b>October 3, 2025 Update:</b> Completed.</p>	Jemma Green	Target: 22-Jul-2025	Completed



## Follow Up Action Report

### Trust Conservancy Board

27-May-2025

Progress	Activity	Responsibility	Dates	Status
100%	<p><b>10</b> Staff to notify the Ministry of Water, Lands and Resource Stewardship and the two covenant holders - Gabriola Land &amp; Trails Trust and Nanaimo Area Land Trust - of the Islands Trust Conservancy Board's approval of to upgrade of Provincial Groundwater Observation Well 197, in S'ul-hween X'pey (Elder Cedar) Nature Reserve, with a new well box and the addition of equipment for satellite telemetry.</p> <p><b>October 3, 2025 Update:</b> Completed.</p>	Nuala Murphy	Target: 22-Jul-2025	Completed
100%	<p><b>11</b> Staff to prepare an Islands Trust Conservancy 2026/27 budget request, including:</p> <ul style="list-style-type: none"> <li>· An increase to the property management budget to reflect new nature reserves and covenants, archeological assessments, and increasing costs; and rename this budget line item to Property Management Operations budget;</li> <li>· Creation of a Property Management Planning budget line;</li> <li>· An increase to the ITC staff travel budget to accommodate additional travel needs for newly acquired covenants/nature reserves, and increasing costs in travel;\n</li> <li>· Consideration of increases to multiple ITC budget lines associated with engagement and relationship building with First Nations, and potential payment of referral fee requests from Nations;</li> <li>· Separation of budget lines for Conservation Planning and Land Securement;</li> <li>· Development of a business case for a conservation technician co-op position and/or a seasonal conservation technician position; and</li> <li>· Development of a business case for a permanent Indigenous relations position.</li> </ul> <p><b>October 3, 2025:</b> Completed. RFD presented at October's meeting.</p>	Clare Frater Wendy Tyrrell	Target: 03-Oct-2025	Completed



## Follow Up Action Report

### Trust Conservancy Board

27-May-2025

Progress	Activity	Responsibility	Dates	Status
100%	<p><b>12</b> Director Frater to assist with finding a speaker for the July 22nd ITC-EC liaison meeting.</p> <p><b>October 3, 2025 Update:</b> Completed. Unfortunately, the speakers were unable to attend due to an unexpected change of plans.</p>	Clare Frater	Target: 22-Jul-2025	Completed
0%	<p><b>13</b> Staff to review if the Victoria Foundation is the most suitable institution to manage the ITC's endowment fund.</p> <p><b>October 3, 2025 Update:</b> A/Manager Tyrrell, Director Frater and Director Mobbs met with a representative from the Municipal Finance Authority of BC (MFABC), and we have determined that this financial institution will best suit the needs of the Conservancy for managing ITC's funds. Moving the Ruby Alton Endowment Fund from the Victoria Foundation has not yet been determined.</p>	Julia Mobbs Mike Richards Wendy Tyrrell	Target: 31-Dec-2025	In Progress
0%	<p><b>14</b> Staff to cooperate with Tsartlip First Nation and Tseycum First Nation, via the W_ŠÁNEC Leadership Council (WLC), to develop an agreement for Islands Trust Conservancy Board consideration.</p> <p><b>October 3, 2025 Update:</b> 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.</p>	Clare Frater Wendy Tyrrell	Target: 31-Mar-2026	In Progress
100%	<p><b>15</b> Staff to add the following topic to the July 22, 2025 meeting agenda: Discussion on appointment of an ITC Board member to the Conservation Fund Working Group.</p> <p><b>October 3, 2025 Update:</b> Completed.</p>	Wendy Tyrrell	Target: 22-Jul-2025	Completed



## Follow Up Action Report

### Trust Conservancy Board

27-May-2025

Progress	Activity	Responsibility	Dates	Status
100%	<p><b>16</b> Staff to consider the suggestion from Board members to have the ITC 35th anniversary celebration at the September Trust Council on Gabriola Island.</p> <p><b>October 3, 2025 Update:</b> A 35th Anniversary Celebration with cupcakes and a slide-show presentation by Chair Gauvreau took place at the September Trust Council event.</p>	<p>Alexandra Trifonidis</p> <p>Clare Frater</p> <p>Micaela Yawney</p>	Target: 01-Sep-2025	Completed
93%	<p><b>17</b> 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 &amp; Trails Trust and Nanaimo &amp; 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.</p> <p><b>October 3, 2025 Update:</b> Staff are close to wrapping up the final well access agreement. It has been reviewed by legal council, 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 and the Minister of Housing and Municipal Affairs for approval.</p>	Nuala Murphy	Target: 30-Sep-2025	In Progress



## Follow Up Action Report

### Trust Conservancy Board

22-Jul-2025

Progress	Activity	Responsibility	Dates	Status
100%	<p><b>1</b> 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.</p> <p><b>October 3, 2025 Update:</b> Signatures obtained, resolution completed.</p>	<p>Kathryn Martell</p> <p>Lisa Gauvreau</p>	Target: 03-Oct-2025	Completed
100%	<p><b>2</b> Staff to proceed with Trust Conservancy Board authorize expenditure of up to \$300 to support the landholder and GaLTT in obtaining notarized signatures for registering the Modification Agreement.</p> <p><b>October 3, 2025 Update:</b> Completed.</p>	Kathryn Martell	Target: 03-Oct-2025	Completed
100%	<p><b>3</b> schedule an electronic special meeting for August 27, 2025 at 10:30 a.m. to discuss matters that need to addressed ahead of the Board's October meeting</p>	Wendy Tyrrell	Target: 05-Aug-2025	Completed
100%	<p><b>4</b> cancel October 7, 2025 Regular Meeting and reschedule as Special Meeting on October 3, 2025</p> <p><b>October 3, 2025 Update:</b> Completed.</p>	Wendy Tyrrell	Target: 06-Aug-2025	Completed
0%	<p><b>5</b> Trustee Smith will seek opportunities at the upcoming World Conservation Congress October 9-15 in Dubai, UAE to speak and promote the ITC</p> <p><b>October 3, 2025 Update:</b> No update provided.</p>	Wendy Tyrrell	Target: 03-Oct-2025	In Progress



## REQUEST FOR DECISION

**To:** Islands Trust Conservancy  
Board

**For the Meeting of:** October 3, 2025

**From:** Staff

**Date Prepared:** September 26, 2025

**SUBJECT:** ITC 2026/27 Budget submission

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### RECOMMENDATION:

**That the Islands Trust Conservancy Board approve the draft 2026/27 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2026/27 budget, along with associated business cases.**

**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.**

**1 PURPOSE:** To seek Islands Trust Conservancy Board (ITC) decision on its 2026/27 budget requests.

**2 BACKGROUND:**

[ITC Policy 3.1.6](#) requires that the ITC Manager prepare a proposed ITC budget for ITC Board approval. The following items are provided for consideration:

- It is anticipated that the annual \$220,000 of funding from Environment and Climate Change Canada (ECCC), which has been in place for six years, will end March 2026, resulting in a need to increase amounts from taxation to maintain service levels.
- Therefore, it is anticipated that ITC's grant-funded Species at Risk Program Coordinator position will be ending at the end of March 2026.
- The budget formula for new properties has been reliably updated to reflect historic inflation amounts. Staff have adjusted budget requests for 2026/27 accordingly.

On May 27, 2025 the Islands Trust Conservancy Board passed the following motion:

**2025-008:**

**That the Islands Trust Conservancy (ITC) Board direct staff to prepare an Islands Trust Conservancy 2026/27 budget request, including:**

- **An increase to the property management budget to reflect new nature reserves and covenants, archeological assessments, and increasing costs; and rename this budget line item to Property Management Operations budget;**
- **Creation of a Property Management Planning budget line;**

- **An increase to the ITC staff travel budget to accommodate additional travel needs for newly acquired covenants/nature reserves, and increasing costs in travel;**
- **Consideration of increases to multiple ITC budget lines associated with engagement and relationship building with First Nations, and potential payment of referral fee requests from Nations;**
- **Separation of budget lines for Conservation Planning and Land Securement;**
- **Development of a business case for a conservation technician co-op position and/or a seasonal conservation technician position; and**
- **Development of a business case for a permanent Indigenous relations position.**

Staff had previously advised that the ECCC grant-funded seasonal conservation technician (co-op student) position was anticipated to continue (potentially increasing to two positions) but staff are now proposing a new model for delivering protected area management which involves more reliance on contract(s) for protected area monitoring which will result in lower costs and increase capacity and staff time for planning and implementing priority management actions.

Staff have included a reduction to the travel budget as savings are anticipated due to the recommended change in protected area monitoring delivery.

The wage increase for BCGEU staff is not yet known; staff have estimated 2.5%. This amount will be refined through the budget process.

#### **IMPLICATIONS OF RECOMMENDATION:**

**ORGANIZATIONAL:** Approval of these budget requests will support work associated with the named programs, and the requested staff positions will address critical staff capacity needs.

**FINANCIAL:** If approved as part of the 2026/27 budget and financial plan, these funds will be secured for the coming fiscal year. The ending of the Priority Places ECCC grant funding will also mean an increase in costs funded by tax funds.

**POLICY:** None.

**IMPLEMENTATION/COMMUNICATIONS:** Staff will forward ITC Board's budget request to Financial Planning Committee for inclusion in the draft 2026/27 budget.

**FIRST NATIONS:** Staff are recommending increases to multiple budget lines associated with engagement and relationship building with First Nations, in addition to proposing a new permanent (part-time) Indigenous relations advisor position for ITC.

**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 2026/27 budget process continues other areas for budget increases/decreases may emerge.

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

#### 4 ATTACHMENT(S):

- Draft ITC Board 2026/27 budget
- Indigenous Relations advisor (permanent, part-time) business case and marked-up organization chart
- Species at Risk coordinator (auxiliary, extension for one month full-time)
- Protected area management planning and operations business case
- Land securement business case
- Islands Trust Conservancy Five-Year Plan Engagement Program (Minister requires engagement)
- ITC data management software for protected area management database

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#### **RESPONSE OPTIONS**

##### **Recommendation:**

**That the Islands Trust Conservancy Board approve the draft 2026/27 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2026/27 budget.**

**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.**

**Alternative:** That the Islands Trust Conservancy Board approve the draft 2026/27 ITC Budget as amended and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2026/27 budget, along with associated [amended] business cases.

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**Prepared By:** Wendy Tyrrell, A/Manager, Islands Trust Conservancy /September 28, 2025

**Reviewed By:** Clare Frater, Director, Trust Area Services/ September 28, 2025

2026-27 ITC Proposed Budget - Draft - for October 3, 2025 Board Meeting

Description	2025/26				2026/27				Budget to budget change	
	Islands Trust contribution: Taxes	Grant Contribution: FN Engagement	Grant Contribution: SAR	Total Approved Budget	Islands Trust contribution: Taxes	Grant funding	Total Draft Budget	Business case?	\$ Change	% Change
Salaries and Benefits *	799,771		102,418	902,189	812,002		812,002		(90,187)	-10.0%
Salaries and Benefits -Ind Relations advisor (part-time) and extend SAR Coordinator				0	58,984		58,984	Yes * 2	58,984	100.0%
54500-210 Communications	4,500		5,500	10,000	8,000		8,000		(2,000)	-20.0%
56100-210 Professional Services**	6,000		13,000	19,000	10,000		10,000		(9,000)	-47.4%
56500-210 Contracted Temporary Staffing	15,000			15,000	15,000		15,000		-	0.0%
61100-210 Board Honoraria	7,000			7,000	7,000		7,000		-	0.0%
61200-210 Board Meeting Expense	2,850			2,850	4,500		4,500		1,650	57.9%
61210-210 Board Training and Conferences	500			500	1,500		1,500		1,000	200.0%
NEW Protected Areas Management Operations***	56,918		76,582	133,500	150,000		150,000	Yes	16,500	12.4%
NEW Protected Areas Management Planning***	35,000			35,000	54,000		54,000		19,000	54.3%
NEW Conservation Planning***	4,000			4,000	4,000		4,000		-	0.0%
NEW Land Securement***	11,000		12,000	23,000	34,000		34,000	Yes	11,000	47.8%
61600-210 Ecosystem Mapping	5,200		4,000	9,200	5,000		5,000		(4,200)	-45.7%
63000-210 Legal	30,000			30,000	20,000		20,000		(10,000)	-33.3%
67500-210 Memberships	1,800			1,800	1,800		1,800		-	0.0%
74900-210 Safety****	3,300			3,300	3,300		3,300		-	0.0%
79500-210 Subscriptions	400			400	550		550		150	37.5%
80300-210 Mobile Devices	356			356	356		356		-	0.0%
81300-210 Training and Conferences	6,400			6,400	6,600		6,600		200	3.1%
81305-210 Travel for Training	4,500			4,500	5,000		5,000		500	11.1%
82300-210 Travel	19,500		6,500	26,000	15,000		15,000		(11,000)	-42.3%
73001-210-8062 First Nations Plan Engagement	10,000	10,000		20,000	50,000		50,000	Yes	30,000	150.0%
NEW Protected Areas Data Management Software	0			0	15,000		15,000	Yes	15,000	100.0%
<b>TOTAL Direct ITC Costs</b>	<b>1,023,995</b>	<b>10,000</b>	<b>220,000</b>	<b>1,253,995</b>	<b>1,281,592</b>		<b>1,281,592</b>		<b>27,597</b>	<b>2.2%</b>
Admin Allocation - 14% (2025/26) estimated 15% (2026/27)	<b>417,669</b>		-		TBA		TBA			
<b>TOTAL</b>	<b>1,441,664</b>	<b>10,000</b>	<b>220,000</b>	<b>1,671,664</b>	<b>TBA</b>		<b>TBA</b>			

\* Assumes 3% salary increase. Excludes costs for previously grant- funded positions - Species at Risk Coordinator and coop

\*\* Professional Services includes \$4,000 for bookkeeper and consultant services for property management and FN knowledgeholder

\*\*\* The former property management and land securement/conservation planning lines have been broken out with 2025/26 allocated amounts provided as estimates.

\*\*\*\* Safety budget support monthly fee for GPS BIVY units

NOTE: Budget amounts listed for prior year is as per the approved budget.



**Budget Funding Request  
Short-Form Business Case**

Islands Trust

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

**TO BE COMPLETED BY INITIATOR**

**Requested by** (*Committee or Operational Unit*):

Islands Trust Conservancy Board

**Department: Initiated by**

Islands Trust Conservancy

**Name of Request:**

**Indigenous Relations Advisor** - .5 FTE  
(Administrative Officer R24)

**\$ Value of Request** (*indicate by fiscal year and total if project is multi-year*):

Summary for Business Case Insertion	
Salary + Benefits	\$53,468
Travel	\$1,500
Cell Phone	-
Computer - Laptop	-
Computer - Desktop	-
Standard software licenses	-
Training	\$700
Professional Fees	-
Overtime	-
<b>TOTAL COST OF NEW POSITION in 1st year</b>	<b>\$55,668</b>
Total one-time expenses	
<b>Total yearly expenses</b>	<b>\$55,668</b>

**Budget Source** (select all that apply):

- Specific Project Funding** (select all that apply)
  - Third Party Contractors
  - Staff Travel Expense
  - Staff Overtime Expense
  - New Staff Member – Temporary for project
  - Computer Hardware/Software

**Furniture & Equipment**

**Computer Hardware/Software/Supplies**

**New Staff Resources** (see Staff Costing Tool)

**Permanent**

**Temporary**

Temp Duration:

**Other – please describe:** \_\_\_\_\_

<b>Date of Submission to Finance:</b>	<b>Funding Required for (date range):</b> Beginning April 1, 2026
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**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** *(Indicate how the proposed project/activity/work ties to Trust Council’s strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust’s object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)*

Creating a permanent ITC Indigenous Relations Advisor position in 2026/27 will support implementation of the Islands Trust Conservancy Board’s Reconciliation Declaration in which the Board committed to the protection and preservation of the Trust Area through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples. Creation of this position also responds to direction from the Minister of Housing and Municipal Affairs to undertake development of the next iteration of the Islands Trust Conservancy’s Five-Year Plan through engagement with all First Nations in the Islands Trust Area in a manner that reflects the spirit of the UN Declaration on the Rights of Indigenous People.

The position will also support Strategic Direction 5.1 of Trust Council’s Strategic Plan: Enhance *proactive planning and intentionality of reconciliation initiatives*

The Trust Council 2026-27 Budget Guideline Assessment includes these guidelines:

- That resource requests for new tax-funded personnel will only be considered where critical capacity issues can be clearly demonstrated, or where upfront investment will result in longer term savings as outlined in a business case.
- That Trust Council direct that new personnel requests will include with the business case, a draft job description for the new position, as well as a depiction of where the position will reside in the organisational chart.
- That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan. (not yet finalized)

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Conservancy staff are not properly supported to undertake engagement with First Nations on the Five-year Plan and many of the regular duties of the Islands Trust Conservancy. With 30 First Nations with a range of interests across the 115 protected areas, the Islands Trust Conservancy does not have sufficient capacity to meaningfully engage in a manner that reflects the spirit of the UN Declaration on the Rights of Indigenous People. Despite Reconciliation being a high-priority of the Islands Trust Conservancy Board and staff for a number of years, the Conservancy has not had the capacity or expertise to develop a Reconciliation Action Plan, and has struggled to meaningfully involve Indigenous Governing Bodies in land securement, protected area management planning and operations, and, crucially, for the past three years has not been able to initiate engagement, as directed by the Minister, on the development of its Five-year Plan, which has a statutory deadline for submission to the Minister of December 2027. The Conservancy has also found it challenging for individual staff to coordinate with Planning Services’ and Trust Area Services’ engagement efforts. Without a staff person dedicated to develop, guide and manage the Conservancy’s relationships with Indigenous Governing Bodies and track engagement and relationship-type agreements in the future, the Conservancy will continue to have critical capacity issues and will struggle to develop and sustain positive and meaningful relationships and meet the December 2027 Five-year Plan statutory deadline.

The current Senior Indigenous Relations Advisor is already beyond capacity, tasked with assisting with engagement for the Conservancy in addition to currently assigned work of strategy/action plan

development/implementation for Islands Trust Council, training of staff and trustees, orientation of new staff, negotiation of protocol agreements, answering questions from trustees and staff, review of correspondence and planning and attending engagement meetings on behalf of local trust committees and Trust Council. There is insufficient time available in this vital role for the addition of Conservancy's work. There is risk of burnout of the Conservancy Manager, Director of Trust Area Services and the Senior Indigenous Relations Advisor if they continue to try to sustain their workloads and the additional duties of an Indigenous Relations Advisor and engagement lead for the Conservancy. The unavailability of the Director, Manager or Advisor to support Conservancy staff will continue to impact morale and organizational cohesion. If existing staff require extended leave, the cost to fill a position is nearly doubled, as staff on leave are paid 75% - 100% of their base salary and any temporary hire to backfill would be paid 100% of that same salary as well. Neither position can easily absorb additional work associated with the engagement on the Five-Year Plan development and ongoing work.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Establishing a part-time, permanent Indigenous Relations Advisor position will strengthen the Conservancy's capacity by providing dedicated knowledge and expertise and enabling us to better meet current expectations for engagement with Indigenous Governing Bodies.

This position would develop a Reconciliation Action Plan, guide Conservancy staff through the engagement process for the Five-year Plan, providing a much-needed strategic approach to engagement with Indigenous Governing Bodies and coordinated methods for tracking and reporting. The outcomes will strengthen the Conservancy's work into the future and create opportunities to build meaningful working relationships with First Nations and Indigenous Governing Bodies.

Other projected results are as follows for the 2026/27 year:

- Time for the Conservancy Manager to work on core Manager duties, such as supporting the Islands Trust Conservancy Board, developing unit work plans associated with corporate planning, risk management, strategic planning, policy analysis, conducting PMDPs and managing staff turn-over
- Time for the Manager to support staff on larger projects, including the next iteration of the Regional Conservation Plan and a Protected Areas Database System
- Reduced timelines addressing questions from Conservancy staff and Board regarding engagement processes and status with First Nations
- Reduced timelines for implementing initiatives assigned to Conservancy staff
- Reduced risk of staff burnout: This will greatly benefit the personal health of individual staff members, supporting the desire to move forward with engagement with First Nations

An Indigenous Relations Advisor position would fill a critical gap by providing the expertise to develop a Reconciliation Action Plan for the Conservancy, and initiate meaningful engagement with Indigenous Governing Bodies in land securement, protected area management planning and operations as directed by the Minister on the development of its Five-year Plan. Deliverables include:

- Facilitating and managing respectful engagement processes with Indigenous Governing Bodies by developing an engagement framework and facilitating decision-making processes, establishing working relationships with the Indigenous communities in the Islands Trust Area, organizing engagement sessions, and providing program specific professional advice to Islands Trust Conservancy Board and staff

- Organizing Five-Year Plan engagement sessions and facilitate working agreements with Indigenous Governing Bodies
- Building and maintaining relationships with Indigenous Nations, groups and organizations on behalf of and in support of the Conservancy to stimulate information sharing and encourage future partnership opportunities
- Communicating Indigenous Governing Bodies' requests and interests to Islands Trust Conservancy Board and staff, and working collaboratively with all parties to respond to requests and address issues raised including, but not limited to, opportunities for engagement, information sharing and cooperation.
- Providing guidance to Islands Trust Conservancy Board and staff on relationship building for the purposes of referrals, negotiations, communications, and collaboration on projects and planning with Indigenous Governing Bodies, Indigenous groups and Indigenous community members.
- Facilitating, supporting, reviewing and tracking the Conservancy's engagement and referral processes and protected area management planning and making recommendations for improvements
- Contributing to the development and review of Islands Trust Conservancy policies, structures and systems to support the success of the role and engagement processes

Please see attached draft job profile for a full list of deliverables.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

Hiring a new staff resource to support the Conservancy team with engaging Indigenous Governing Bodies comes with very little, if any, risk to the organisation. Identified risks with hiring a new 0.5 FTE would be those typically associated with the hiring of any position, such as the inability to find or retain suitable candidates. The risk of not supporting this new position is greater than the risks of supporting it, as described in the Issue/Opportunity section of this report.

It may prove to be more challenging to recruit a qualified candidate to a part-time position.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1: Hire a Permanent 0.5 FTE -recommended option**

**Benefits:** For the Conservancy staff and Board, and Director of Trust Area Services - as stated above in projected results/deliverables section.

For the Senior Indigenous Relations Advisor to work on currently assigned work of strategy/action plan development/implementation for Islands Trust Council, training of staff and trustees, orientation of new staff, negotiation of protocol agreements, answering questions from trustees and staff, review of correspondence and planning and attending engagement meetings on behalf of local trust committees and Trust Council.

**Risks:** As stated above in risk assessment section. It may be more difficult to recruit a qualified candidate to a part-time position and the Manager will have one more staff position to supervise without the benefit of full-time productivity from the position.

**Financial implications:** \$55,668 additional staff salaries/benefits ongoing

**Resource requirements:** Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision

**Option 2: Hire a temporary (auxiliary) 0.5 FTE**

**Benefits:** As above with less ability to sustain improvements, relationships and workloads for more than the 8 months of the 2026/27 fiscal year.

**Risks:** Hiring a new staff resource to support the Conservancy comes with very little, if any, risk to the organisation. Identified risks with hiring an auxiliary 0.5 FTE would be those typically associated with the hiring of any position, such as the inability to find or retain suitable candidates. It may be more difficult to recruit a qualified candidate to a temporary, part-time position and the Manager would have one more staff position to supervise without the benefit of a permanent, full-time productivity from the position.

Additional risk of losing or delaying relationship connections and engagement processes with Indigenous Governing Bodies initiated by auxiliary position and a delay in cooperative co-development of the Five-year Plan with Indigenous Governing Bodies.

**Financial implications:** \$59, 918 additional staff salaries/benefits from July 2026 - March 31, 2027

**Resource requirements:** Staff time to run hiring competition and train successful applicant in the role, and supervision for auxiliary term.

**Option 3: Hire a permanent 1.0 FTE**

**Benefits:** As above with increased impact, ability for the new hire to develop lasting relations with the staff/elected officials/hereditary leaders of Indigenous Governing Bodies, more ability to plan for the longer-term, and higher likelihood of attracting qualified applicants. In addition, provide time for the Senior Indigenous Relations Advisor to work on currently assigned work of strategy/action plan development/implementation for Islands Trust Council, training of staff and trustees, orientation of new staff, negotiation of protocol agreements, answering questions from trustees and staff, review of correspondence and planning and attending engagement meetings on behalf of local trust committees and Trust Council.

**Risks:** Hiring a new staff resource to support the Conservancy team comes with very little, if any, risk to the organisation. Identified risks with hiring a new 1.0 FTE would be those typically associated with the hiring of any position, such as the inability to find or retain suitable candidates.

**Financial implications:** \$110,135 additional annual staff salaries/benefits

**Resource requirements:** Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision.

**Option 4: Status Quo - No new staff resources**

**Benefits:** No increase in costs

**Risks:**

1. Conservancy staff will not be properly supported to undertake engagement with First Nations on the Five-year Plan and many of the regular duties of the Islands Trust Conservancy.
2. The Conservancy will continue to have insufficient capacity to meaningfully engage in a manner that reflects the spirit of the UN Declaration on the Rights of Indigenous People.
3. The Conservancy will continue to experience a lack of capacity or expertise to develop a Reconciliation Action Plan, and will continue to struggle to meaningfully involve Indigenous Governing Bodies in land securement, protected area management planning and operations.
4. The Conservancy Manager will continue to be challenged to initiate engagement, as directed by the Minister, on the development of its Five-year Plan.
5. The Conservancy will not have a dedicated staff person to develop, guide and manage the Conservancy's relationships with Indigenous Governing Bodies and track engagement and relationship-type agreements in the future.

6. The Conservancy will continue to have critical capacity issues and will struggle to develop and sustain positive and meaningful relationships and meet the December 2027 Five-year Plan statutory deadline.
7. The current Senior Indigenous Relations Advisor will continue to be beyond capacity, unable to dedicate sufficient time for the Conservancy's work.
8. There is risk of burnout of the Conservancy Manager, Director of Trust Area Services and the Senior Indigenous Relations Advisor if they continue to try to sustain their workloads and the additional duties of an Indigenous Relations Advisor and engagement lead for the Conservancy.
9. None of these positions can easily absorb additional work associated with the engagement on the Five-Year Plan development and ongoing work.
10. The unavailability of the Director, Manager or Advisor to support Conservancy staff will continue to impact morale and organizational cohesion.
11. We may experience staff burn-out, and encounter temporary leave requests, increasing workload for the Manager, Director and Conservancy staff.

**Financial implications:** None

**Resource requirements:** Manager and Director time to support Board, Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Conservancy/Trust Area Services to the resources available.

**Option 5: Engage independent contractors for project-related work instead of hiring a staff position**

**Benefits:** Potential for highly-skilled labour for ad-hoc projects

**Risks:** Risk that no suitable contractor can be found or is not available, risk of incompleteness of contracts with contractors. Risk of the effort to build relationships, initiating engagement and agreement processes with a contractor/non-Islands Trust employee that will not be able to sustain those new relationships.

**Financial implications:** \$65,000 - \$125,000 (.05 FTE). Contractor hourly rates are significantly higher than staff hourly rates.

**Resource requirements:** Conservancy Manager time to run procurement processes, identify and engage with suitable contractors, manage the projects, ensure effective collaboration and knowledge transfer, manage associated financial approvals.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

- A thorough and well-conducted hiring process needs to be undertaken to ensure quality staff are secured in the new role
- A thorough orientation for any new hire to properly perform their duties to achieve the greatest benefit to the organisation
- Support from Islands Trust elected officials and management to fund this new key position and dedicate long-term resources to it

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

**Option 1:** This option addresses critical capacity issues in the long-term for the Islands Trust Conservancy and provides the staffing resources we have been missing in order to properly move forward with engaging with Nations by building relationships, trust and entering into government-to-government agreements.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative Discussion: Ongoing annual cost of \$55,668 for salaries and benefits. Savings may be realised by helping prevent potential future staff leaves and the need for paid leave and paid backfill. Savings may also be

realised via reduced staff turnover due to reduced critical capacity issues in the Conservancy, which affect the team as a whole.

Qualitative Discussion: Staff with appropriate work-life balance are more engaged, more productive, more invested in the workplace, and work better with others, which contributes to organisational success. Reduced turnover results in lower costs to the organisation by limiting costs associated with lost working hours, recruitment and training. Improvements to the Conservancy's engagement processes and engagement meetings will lead to improved relationships with Indigenous Governing Bodies and improve Conservancy staff moral. Conservancy work will be aligned with the UN Declaration on the Rights of Indigenous Peoples.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Hiring staff does not fall under the procurement of goods or services, so a procurement process is not applicable. Instead, a hiring process will be conducted following standard Public Service Agency (PSA) practices. If required, this process includes reviewing the job description, working with PSA to classify the position, posting the job externally, collecting and reviewing resumes, conducting skill testing, interviews, reference and criminal record checks, issuing offer letters, and providing comprehensive on-boarding and training for the new staff member. These steps ensure a thorough and compliant hiring process in accordance with established procedures.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

The hiring process will be initiated in January 2026, subject to budget approval, with screenings and interviews taking place in March 2026. The anticipated start date for the new hire is in April 2026. Comprehensive training for the new staff member will be conducted over a period of 2-3 months, ensuring they are fully equipped to fulfil their role.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Pre-hiring activities:

- Conservancy Manager: Hiring process duties: identifying suitable candidates, screening resumes, preparing and scoring screening tests, conducting interviews, conducting reference checks, and making job offer. Estimated time: 50 hours.
- Employee Services Coordinator: Administer job posting, collect resumes, administer written assessments, schedule interviews, prepare offer letters, and file for criminal record checks. Total time: 5 hours.
- Interview Panellists (Conservancy Manager, Director of Trust Area Services+ one other): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

Post-hiring activities:

- Conservancy Manager: Oversee and conduct training and orientation with new staff for a period of 2-3 months.
- Employee Services Coordinator: Process new hire paperwork, schedule and deliver basic new hire orientation and on-boarding sessions. Total time: 15 hours.

Others across the organization: Provide orientation to other departments and relevant processes over the course of 1 week.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

In the event this position is approved and a hiring process is needed, appropriate internal communications will be conducted to inform staff about hiring process. The competition would be advertised both internally within the organization and externally on platforms such as the BC Public Service Agency job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

**ATTACHMENTS:**

1. ITC Indigenous Relations Advisor Job Profile – Draft
2. Organizational Chart – Position Classification

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

**Prepared by** (name, title)/date: Wendy Tyrrell, Conservancy Manager, September 25, 2025

**Reviewed by** (name, title)/date: Clare Frater, Director, Trust Area Services, September 25, 2025



**TITLE:** INDIGENOUS RELATIONS ADVISOR

**CLASSIFICATION:** 24??

**MINISTRY:** ISLANDS TRUST,  
MINISTRY OF MUNICIPAL AFFAIRS

**WORK UNIT:** ISLANDS TRUST  
CONSERVANCY

**SUPERVISOR TITLE:** MANAGER, ISLANDS TRUST CONSERVANCY

**SUPERVISOR POSITION #:** 036526

**PROGRAM**

Located in Coast Salish territory, the [Islands Trust](#) is a special purpose government responsible for protecting the unique amenities and environment of more than 450 islands and surrounding waters in the southern Strait of Georgia and Howe Sound. Created by the Province via the *Islands Trust Act*, Islands Trust plans and regulates local land use, coordinates with other level of government and Indigenous Governing Bodies on key issues impacting the area, and protects land through the Islands Trust Conservancy.

The Islands Trust Conservancy, created under the *Islands Trust Act*, provides land conservation and land management services to further the mandate of the Islands Trust. The Islands Trust Conservancy Board can accept land, conservation covenants, and other financial contributions from individuals, corporate donors, and government and is responsible for the management and disposition of the lands and funds it holds.

**JOB OVERVIEW**

The Indigenous Relations Advisor fosters organizational excellence in intergovernmental relationships among Islands Trust Conservancy and Indigenous Governing Bodies in the Islands Trust Area, as well as regional districts, and provincial and federal agencies. The Indigenous Relations Advisor supports development of resilient relationships and innovative reconciliation and engagement strategies.

**KEY ACCOUNTABILITIES**

- Facilitates and manages respectful engagement processes with Indigenous Governing Bodies by developing the engagement framework and decision-making processes, establishing working relationships with the Indigenous communities in the Islands Trust Area, organizing engagement sessions, and providing program specific professional advice to Islands Trust Conservancy Board and staff.
- Builds and maintains working relationship with Indigenous Governing Bodies, Indigenous groups, and Indigenous community members.
- Represents Islands Trust Conservancy priorities and operations, in intergovernmental dialogue with Indigenous Governing Bodies and other governments.
- Communicates Indigenous Governing Bodies’ requests and interests to Islands Trust Conservancy Board and Islands Trust staff, and works collaboratively with all parties to respond to requests and address issues raised including, but not limited to, opportunities for engagement, information sharing and cooperation.
- Provides guidance to Islands Trust Conservancy Board and staff on relationship building for the purposes of referrals, negotiations, communications, and collaboration on projects and planning with Indigenous Governing Bodies, Indigenous groups and Indigenous community members.

- Provides information to Islands Trust Conservancy Board and staff on relevant federal and provincial legislation, ministry policies and procedures, recent court decisions, Indigenous rights, and the status of treaty processes
- Collaborates with Islands Trust Conservancy Board and staff in the drafting, editing, and delivery of correspondence with Indigenous Governing Bodies, Indigenous groups and community members.
- Facilitating, supporting, reviewing and tracking the Conservancy's engagement and referral processes and protected area management planning and making recommendations for improvements
- Reviews and make recommendations for improvements to existing Islands Trust Conservancy policies, procedures and guidelines and provides recommendations for the development of new policies.
- Documents and summarizes consultation decisions, monitors results and disseminates information and outcomes to Islands Trust Conservancy staff.
- Ensures engagement communications and processes are recorded in contact databases and information datasets are kept current.
- Coordinates meetings between Indigenous Governing Bodies and Islands Trust Conservancy Board and staff.
- Attends meetings of Islands Trust Conservancy Board to provide advice on matters pertaining to relations and agreements with Indigenous Governing Bodies, Indigenous groups and Indigenous community members.
- Advises Islands Trust Conservancy Board and senior staff on matters pertaining to the creation and amendment of protocol and coordination agreements with Indigenous Governing Bodies and other governments.
- Reviews draft agreements with Indigenous Governing Bodies and other governments.
- Processes and responds to requests for support and advice from Islands Trust Conservancy Board and staff.
- Organizes education and relationship building opportunities for Islands Trust Conservancy Board and staff, with Indigenous Governing Bodies, and/or Indigenous Peoples.
- Prepares, designs and delivers internal training and presentations.
- Exercises a high degree of judgement, tact and diplomacy in dealing with issues that may involve communication of information that could have a significant impact on the image and credibility of Indigenous Governing Bodies, Indigenous groups and Indigenous communities the Islands Trust and the Islands Trust Conservancy, including when responding to enquiries from the media.
- Other duties as requested by the Manager, Islands Trust Conservancy or the Director, Trust Area Services.

## **SELECTION CRITERIA**

### **Education and Experience Requirements**

- A Master's degree in Indigenous studies, Indigenous governance, , land use planning, ~~or rural planning~~, social sciences, public administration, or related field, and 2 years of related experience OR
- A Bachelor's degree in one or more of the above disciplines plus 2 years of related experience OR
- A Diploma and at least 3 years of related experience
- An equivalent combination of experience and continuous learning may be considered.
- Possession and maintenance of a Class 5 Drivers' License.

### **Preference may be given to candidates with any of the following:**

- Demonstrated knowledge of biology, ecology and/or land conservation.
- Experience engaging Indigenous Governing Bodies regarding land use planning and/or natural resource management.

- Demonstrated experience working collaboratively with Indigenous Peoples and Indigenous Governing Bodies in the Salish Sea region.
- Demonstrated senior level leadership experience.
- Demonstrated project management skills, with the ability to manage multiple projects with diverse objectives and deadlines.

#### **PROVISOS**

- Some overnight travel is a requirement of this position.
- Criminal Record Check is required.

#### **Knowledge, Skills and Abilities**

- Knowledge of social, environmental, political, economic, and land use issues relevant to Indigenous Governing Bodies and Indigenous communities, the Islands Trust Area and its residents.
- Demonstrated knowledge and experience with Indigenous Governing Bodies' interests that intersect with land conservation and land management.
- Demonstrated knowledge of the United Nations Declaration of the Rights of Indigenous Peoples, the *Declaration on the Rights of Indigenous Peoples Act*, the *Indian Act* and the historical and current treaty processes in British Columbia.
- Ability to establish and maintain constructive working relationships with a wide range of Indigenous Governing Bodies, Indigenous organizations and Indigenous community members.
- Exceptional diplomacy, tact, and communication skills.
- Contract management, project management skills, with the ability to manage multiple projects with diverse objectives and deadlines.
- Significant attention to detail, ability to identify emerging issues and prioritize appropriately to meet deliverables, outcomes and deadlines.
- Demonstrated ability to quickly identify and analyse implications for the Islands Trust Conservancy's reputation and operations as the basis for recommending options and responses to senior staff and Islands Trust Conservancy Board.
- Demonstrated ability to use initiative to respond appropriately to unanticipated issues with creative and innovative solutions using strong business and political acumen.
- Ability to work independently under pressure with minimal supervision.
- Demonstrated sensitivity to political issues and impacts.
- Ability to establish and maintain constructive working relationships with a wide range of public officials and managers, and general public.
- Demonstrated oral and written communication skills.

#### **BEHAVIOURAL COMPETENCIES**

**Problem Solving/Judgement** is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

**Improving Operations** is the ability and motivation to apply one's knowledge and past experience for improving upon current modes of operation within the Islands Trust. This behaviour ranges from adapting widely used approaches to developing entirely new value-added solutions.

**Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

## **INDIGENOUS COMPETENCIES**

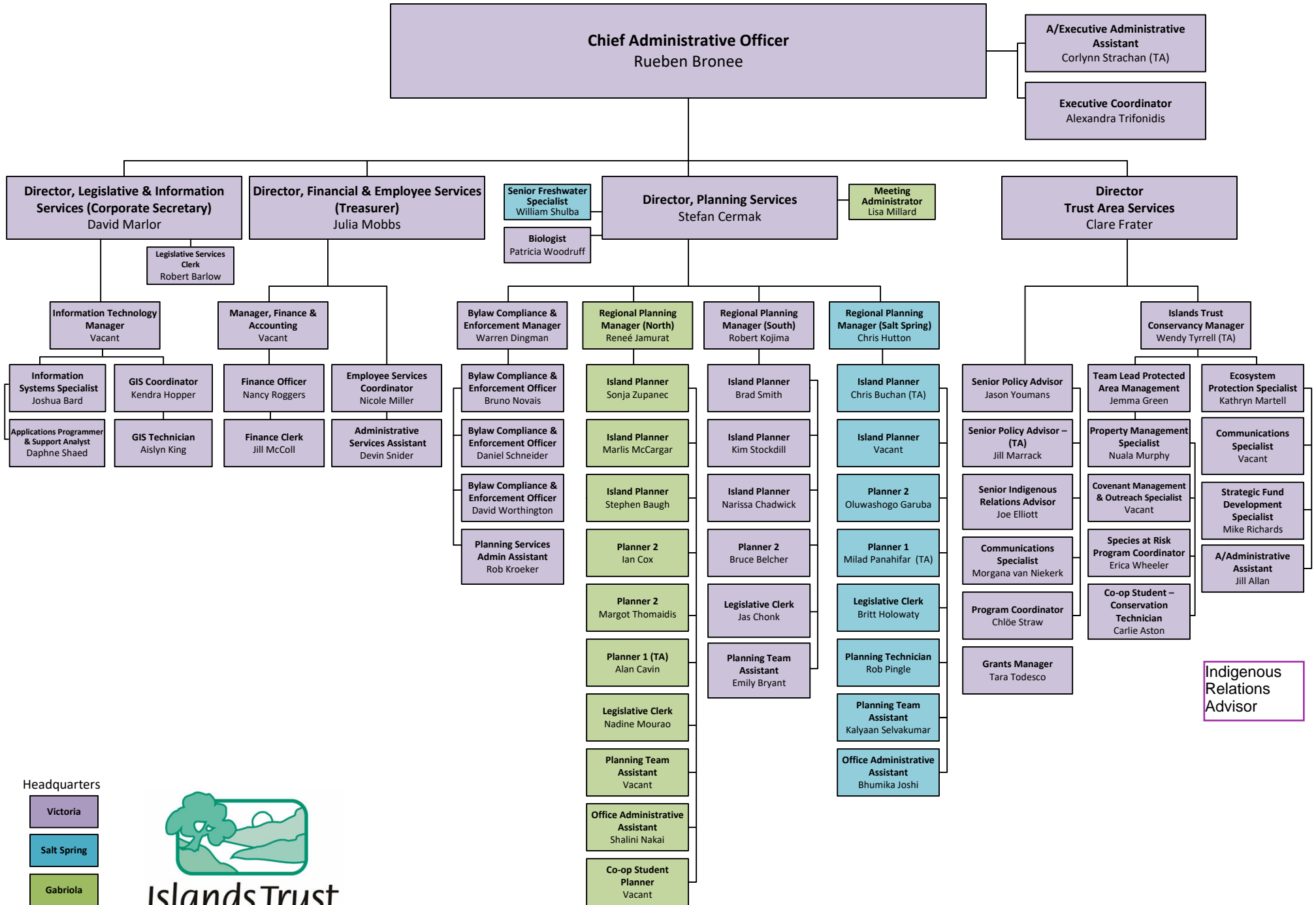
**Cultural Agility** is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's own culture and worldview and the culture of the BC Public Service, and to notice their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.

**Strategic Orientation** is the ability to link the long-range vision of Indigenous self-determination to daily work, ranging from a simple understanding to a sophisticated awareness of the full impact of thinking and actions. It is the ability to think and operate broadly, with the goal of sustainability, to further the goals of Indigenous peoples in a way that meets the collective public interest. This also means taking responsibility to collaboratively design and implement steps to redress past harms and set frameworks in place to prevent their recurrence.

**Change Leadership** is championing the achievement of intended, real change that meets the enduring vision of Indigenous self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change from anywhere in the BC Public Service. The change leader learns from other leaders and elders, models the vision, and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business. The change leader routinely energizes the change process and removes barriers to change.

**Building a Trust-Based Relationship** requires a fundamental understanding that "relationship" is the foundation from which all activities happen, and that building a good relationship takes time and commitment. It is a willingness to build a personal relationship in addition to a professional one, participating in open exchanges of experiences and culture. It requires a genuine, non-controlling approach and relies upon demonstrated integrity and transparency. Building a trust-based relationship requires a high level of consciousness of the experience of Indigenous people with Crown relations. It assumes that strengths abound in Indigenous people, cultures and communities.

# Islands Trust Staff Organization Chart



Headquarters





**Budget Funding Request  
Short-Form Business Case**

Islands Trust

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

**TO BE COMPLETED BY INITIATOR**

**Requested by** (*Committee or Operational Unit*):

Islands Trust Conservancy Board

**Department: Initiated by**

Islands Trust Conservancy

**Name of Request:**

SAR Coordinator Extension

**\$ Value of Request** (*indicate by fiscal year and total if project is multi-year*):

Summary for Business Case Insertion	
Salary + Benefits	\$7,179
Travel	
Cell Phone	-
Computer - Laptop	
Computer - Desktop	-
Standard software licenses	-
Training	
Professional Fees	-
Overtime	-
<b>TOTAL COST OF NEW POSITION in 1st year</b>	<b>\$7,179</b>
Total one-time expenses	<b>\$0</b>
<b>Total yearly expenses</b>	<b>\$7,179</b>

**Budget Source** (select all that apply):

**Specific Project Funding** (select all that apply)

- Third Party Contractors
- Staff Travel Expense
- Staff Overtime Expense
- New Staff Member – Temporary for project
- Computer Hardware/Software

**Furniture & Equipment**

**Computer Hardware/Software/Supplies**

**New Staff Resources** (see Staff Costing Tool)

**Permanent**

**Temporary**

Temp Duration:

**One month extension**

**Other – please describe:** One month extension of existing staff position

**Date of Submission to Finance:**

**Funding Required for (date range):**

April 1, 2026- April 30, 2026

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** *(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)*

This request supports Goal 3 of the Islands Trust Conservancy Board's [Regional Conservation Plan](#): *Continue to secure and manage Islands Trust Conservancy lands and conservation covenants to maximize ecological integrity* and Goal 4: *Continue to build internal and shared organizational strength and resilience to ensure long-term nature conservation in the Islands Trust Area.*

The Trust Council 2026-27 Budget Guideline Assessment includes these guidelines:

- That resource requests for new tax-funded personnel will only be considered where critical capacity issues can be clearly demonstrated, or where upfront investment will result in longer term savings as outlined in a business case.
- That Trust Council direct that new personnel requests will include with the business case, a draft job description for the new position, as well as a depiction of where the position will reside in the organisational chart

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

The annual \$220,000 Environment and Climate Change Canada (ECCC) Priority Places grant creating and supporting the Species and Risk Program is ending after six years. There is a substantial final report due to ECCC that cannot be completed until 2025/26 activities are complete and final invoices are received in late March/early April. The part-time Fund Development Specialist and the Islands Trust Conservancy Manager have limited capacity to take on this work for a month without significant impacts to routine work and the Five-Year Plan project.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Final report completed for Environment and Climate Change Canada (ECCC) grant for the Species and Risk Program, resulting in release of final contribution amount of approximately \$22,000 and continued positive reputation for Islands Trust Conservancy with the funder. Also, this will support documentation and records management associated with the Species at Risk Program and Protected Areas Management Program.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

The main risk is that the current staff person will not stay on to complete the report. Should this happen, staff will recommend Option 3 below and will work with the Board to manage the impact to existing work programs which would be significant.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1: Extend Species at Risk Coordinator for one month to complete Species at Risk grant report**

**Benefits:** Final report completed for Environment and Climate Change Canada (ECCC) grant for the Species and Risk Program, resulting in release of final contribution amount of approximately \$22,000 and continued positive reputation for Islands Trust Conservancy with the funder.

**Risks:** The main risk is that the current staff person will not stay on to complete the report. Should this happen, staff will recommend Option 3 below -engage independent contractor.

**Financial implications:** \$7,179

**Resource requirements:** A few hours to produce extension offer letter.

**Option 2: No additional resources to complete Species at Risk grant report**

**Benefits:** No budget increase.

**Risks:** As there is no additional staff capacity to take on this work, this option risks negative impacts on existing work programs and would hamper the ITC Manager's time on the Five-Year Plan project and routine work such as audit preparation, annual report writing, preparation for the Board's May meeting, planning for the 2027/28 fiscal year, and planned fund development activities.

**Financial implications:** None.

**Resource requirements:** The Fund Development Specialist (part-time), Team Lead, and the ITC Manager would work together to produce the report, likely taking more time than the SAR Coordinator would have, at higher salary rates.

**Option 3: Engage independent contractor to complete Species at Risk grant report**

**Benefits:** Potential for highly-skilled labour for ad-hoc projects

**Risks:** Risk that no suitable contractor can be found and contracts executed prior to the grant reporting deadline, risk of incompleteness of contracts with contractors. Risk of inefficiency/impracticality as contractor would not have the historical knowledge required to complete the report or access to internal financial systems. Risk of over-extending current staff workloads in order to inform contractor on reporting metrics and outcomes from their programs.

**Financial implications:** \$15,000 - \$25,000. Contractor hourly rates are significantly higher than staff hourly rates, and more time would be required than if done by staff.

**Resource requirements:** Conservancy Manager time to run procurement processes, identify and engage with suitable contractors, manage the projects, ensure effective collaboration and knowledge transfer, and manage associated financial approvals. Protected Areas Management team and Communications Specialist to provide background on SAR-related projects and communications.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Incumbent staff person willing to stay in role to complete the final grant report to Environment and Climate Change Canada. If the staff person leaves, the Manager will work with the Board to manage the negative impacts associated with Option 3.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

**Option 1:** Extend Species at Risk Coordinator for one month is recommended because it offers the most efficient method to develop the grant report and least amount of over-extended capacity requirements.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative Discussion: Temporary cost of \$7,179 for salaries and benefits.

Qualitative Discussion: Keeping an experienced and knowledge staff person who has completed the prior two year's ECCC SAR Program Report, to complete this final report to Environment and Climate Change Canada will support Islands Trust Conservancy in producing an accurate, complete grant report on the \$220,000 grant for 2025/26. It will also avoid the need for the Islands Trust Conservancy Manager, Team Lead and part-time Fund Development Specialist from being required to take on this full-time work for a month in addition to regular duties or needing to find other staff resources to take on this work.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Not applicable.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

The Conservancy Manager will make an extension offer to the incumbent staff person via a letter.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Pre-hiring activities:

- Conservancy Manager: Request extension letter – 10 minutes
- Employee Services Coordinator: Prepare extension letters, and submit information to Public Service Agency. Total time: 1 hour.

Post-hiring activities:

- Conservancy Manager: Supervise Species at Risk Coordinator.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

The Conservancy Manager will advise the Conservancy team of the extension and the plan for completing the grant report. Should the report be finished prior to the one-month extension, the SAR Coordinator auxiliary term will be ended early.

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

**Prepared by** (name, title)/date: Wendy Tyrrell, Conservancy Manager, September 28, 2025

**Reviewed by** (name, title)/date: Clare Frater, Director, Trust Area Services, September 28, 2025



Islands Trust

**Budget Funding Request  
Short-Form Business Case**

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

**TO BE COMPLETED BY INITIATOR**

<p><b>Requested by</b> (<i>Committee or Operational Unit</i>):</p> <p>Islands Trust Conservancy Board</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> <u>Base budget</u></p>
<p><b>Department:</b></p> <p>Trust Area Services</p>	
<p><b>Name of Request:</b></p> <p><b>Protected Areas Management Operations and Planning</b></p>	
<p><b>\$ Value of Request</b> (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p>\$150,000 Protected Area Management Operations</p> <p>\$54,000 Protected Area Management Planning</p> <p>(\$35,500 increase from the previous budget of \$168,500 budget – 21% increase to budget line but the increase is offset by decreases to other budget lines and reduction of grant funded positions from the budget)</p>	
<p><b>Date of Submission to Finance:</b></p>	<p><b>Funding Required for (date range):</b></p> <p>April 1, 2026-March 31, 2027</p>

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council’s strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust’s object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*)

The Islands Trust Conservancy is currently operating without a Ministerially-approved Five Year Plan, however the Minister has authorized the Conservancy to continue holding and managing its land. Any new land acquisitions or dispositions need ministerial approval. The Islands Trust Conservancy Board will have a total of 83 Conservation Covenants and potentially 36 Nature Reserves by the end of fiscal year 2026-27.

The Board has developed a number of its own plans including:

[Regional Conservation Plan](#) (2018-2029) which includes Goal 7: *Monitor and manage existing conservation areas to maintain and enhance existing biodiversity and cultural features, with the understanding that ecosystems are continuously in a state of change*

[Property Management Strategy](#) which sets out that:

- *The primary purpose of a Nature Reserve is the preservation and protection of the natural ecosystems.*
- *The purpose of the Property Management Strategy is to devise a framework to support decision-making regarding property management activities on Islands Trust Conservancy owned and covenanted lands with the goal of maintaining or increasing the ecological integrity of the protected area*
- *The ecological inventories and management recommendations highlighted in the conservation covenants and management plans are critical to property management.*
- *Protecting land as conservations covenants and nature reserves results in the conservation of species and their habitats, and often requires improving the quality of habitat by mitigating human impacts. Protection and stewardship of natural habitats are essential to the recovery of species at risk, and are also instrumental in preventing other species from becoming at risk (Environment and Climate Change Canada, 2016).*
- *Management of the nature reserves under the Islands Trust Conservancy ownership includes the registration of a conservation covenant, development and implementation of a management plan, annual monitoring, and in most cases, enlisting the assistance of a local management group.*

There are currently 81 separate ITC Board conservation covenant agreements, each with a general intent to protect, preserve, conserve, maintain, enhance and, if applicable, from time to time restore, the natural state of the Covenant Area and the Amenities, as well as policies which require annual compliance monitoring and related communication with landowners and covenant co-holders.

[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.*

[Reconciliation Declaration](#) (2019) which includes that *The Islands Trust Conservancy will strive to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea. The Islands Trust Conservancy 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. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful.*

Islands Trust Council budget guidelines for 2026/27 budget development include:

- That Trust Council establish a 2026/27 budget guideline that resource requests for additional operating budgets (including one-time projects) will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings as outlined in a business case.
- That funding for Geographical Information Systems be prioritized for initiatives in the 2025-28 Strategic Plan
- That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan. (not yet finalized)

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

The ITC Board has a commitment to managing its lands in such a way that ecological integrity is maintained or improved over time. This requires actively engaging in ecological monitoring and management such as danger tree assessments, invasive species removal, species at risk monitoring, surveying and protection, preventing or mitigating trespass, breaches and recreation damage, in addition to addressing historic disturbances of the land. At this time, the ITC's core Protected Area Management Program ensures that major issues are identified and mitigated. However, the core program does not include systematic ecological monitoring to determine if the ecological values protected are being sustained, there is no comprehensive monitoring of species at risk, trail maintenance is limited to addressing serious hazards, invasive species removal resources are not adequate for the pace and scale of this growing ecological threat, and there is no systematic tracking or mapping of management concerns (including wildfire risk and climate change impacts) to support proactive or long-range management planning and pro-active, informed decision-making. In recent years, through the federally-supported Species at Risk (SAR) Program, there has been targeted efforts to monitor and restore species at risk and their habitat and this funding has helped to increase understanding of conservation values on ITC-managed lands. After six years, this grant funding will end in March 2026. For these reasons, the core budget does not currently support protected area management needs, and significant increases are needed to meet a high management standard and a growing land protection program.

The core Protected Area Management budget must also support the ITC Board in meeting requirements. In keeping with Canadian Land Trust Standards and Practices, it is the ITC Board's policy to monitor its conservation covenants annually to ensure compliance and to monitor its nature reserves annually for ecological change, public safety and trespass concerns. The ITC Board also has responsibilities to Environment and Climate Change Canada where it is the recipient of a conservation property that is an ecological gift under the *Income Tax Act*. ITC currently cares for twenty-seven ecological gifts, eighteen as covenants and nine as nature reserves. Any evidence of breach or trespass must be documented thoroughly and be addressed promptly.

Protected area management is comprised of two main functions:

- Protected area management: generally includes the following types of activities: invasive species mapping and removal, habitat restoration, enclosure fence installation and maintenance (e.g. to protect new plantings from over-browsing impacts), species inventories and surveys, habitat assessments, infrastructure, such as trail construction and maintenance, signage construction and maintenance, habitat enhancement structure (e.g. bat and bird box) installation and maintenance, dog waste bag removal services, safety hazard assessments, and, as necessary and guided by policy, mitigation of hazards. In addition, staff respond to trespass incidents, such as unauthorized tree cutting or trail building and garbage dumping, as well as to referrals from Islands Trust Planning Services department and management requests from active and prospective conservation partners.
- Annual compliance monitoring: involves contacting more than 100 landholder/partners to coordinate monitoring visits; walking the land along established monitoring routes, including along accessible property boundaries and any trails; documenting any ecological, compliance, and trespass concerns on a GPS device and filling out a site monitoring form that takes into account the standard land use restrictions under a conservation covenant; taking repeat photos at established monitoring stations; and writing a final report with management recommendations, which can be followed up on by ITC staff, covenant co-holders/partners, and landholders, as appropriate and as resources permit; collecting data into a geographic information system (GIS) database/system to support tracking of management needs (this last step has not been happening so there is a backlog of data to deal with that is inefficiently kept in unwieldy Excel and Word documents that are not easily connected to spatial (map) locations).

Staff efforts to review Islands Trust Conservancy's operations have confirmed that the Protected Areas Management Program is critically under-resourced. The addition of the recently-filled Protected Areas Team Lead position will add staff capacity to support overdue program improvements such as sourcing a database solution, implementation of the database and data management best practices, developing a wildfire risk assessment and mitigation strategy, development of new/updated policies and procedures, etc. There is an increasingly pressing need to address the gaps in meeting management objectives and policy requirements for ITC protected areas – this will require an increase in the core operating budget to bring it up to working capacity, and annual increases to address the successful growth of the Islands Trust Conservancy's protected lands program.

The need to increase the Protected Area Management budgets is driven by:

- anticipated acquisition of new protected areas – anticipating between three and five new protected areas by 2026/27 end – historically, there are about three new ones per year;
- management of protected areas is becoming increasingly complex due to impacts of climate change; increased issues associated with invasive species, degraded ecosystems - need for species at risk stewardship; increases in the number of new landholders and new neighbours and landowner turnover on covenants (increase in trespass concerns and needs for outreach); and increasing recreation in nature reserves, among others;
- **new program activity:** archeological assessments are now required to inform management planning and management operations, so that ITC protected areas can be properly managed for their cultural heritage features. Two archeological assessments are budgeted for 2026/27, and planning will be undertaken to assess need for archaeological assessments for existing protected area for future budget years. Each archeological assessment is estimated to cost an average of \$20,000, which represents a significant proportion of the management planning budget;
- desire to engage Indigenous Governing Bodies and Indigenous Knowledge Holders in management planning and operational activities and to provide capacity funding to support their involvement;
- need for honoraria to support site visits by Indigenous Knowledge Holders for both management planning and management operations;
- the implementation of a new GIS-based protected areas database, including addressing standardization of a backlog of contractor data; and
- analysis of operations resulting in recognition that a significant proportion of staff time is spent on routine annual monitoring administration, coordinating, travel, and fieldwork, with limited time left in the year to plan to address and prioritise management gaps, liaise with Indigenous Governing Bodies or assess, plan, and implement management responses to monitoring reports. The proposed solution is a new, hybrid delivery model for the 2026/27 monitoring season, in which the majority of protected areas would be monitored by a contractor, with select, prioritized protected areas monitored by ITC staff.

Resulting from a review of operations, and reflecting a desire for more transparency, the Board has requested that the former property management budget be split into two - Protected Areas Management Planning and Protected Areas Management Operations. In 2025/26 Trust Council budget included \$168,460 for protected area management which covered both management planning and operations.

The Board recently received a donation in 2025 of \$157,300 to its Property Management Fund bringing the fund balance to \$173,300. Staff have recommended that the Board pause any major expenditures from this fund until they have met with Indigenous Governing Bodies throughout the Trust Area as part of the Five-Year Plan engagement process so there is an opportunity to seek their views on management priorities.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Increasing the Protected Areas Management planning and operations budgets will support:

- improved decision making for management of protected areas habitat and species at risk,
- archaeological assessments to inform management planning for new protected areas, and
- more capacity to engage meaningfully with Indigenous Governing Bodies and Indigenous Knowledge Holders cooperatively in management planning and management activities.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

There are no risks associated with increasing the resources available for management of protected areas. Increases to workload associated with administering a higher budget will be mitigated by contracting out a majority of the compliance monitoring, ensuring that staff time goes to the higher-level work of planning and implementation of management operations and development/updating of management plans.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1: No budget increase for Protected Areas Management planning and operations.**

Benefits – None.

Risks – Without increases to the core budget for protected area management, the ITC Board will be challenged to address the declining ecological health of its protected areas (due to climate change, invasive species, recreational use pressures, etc.), identify and protect cultural heritage areas, engage with Indigenous Governing Bodies and Indigenous Knowledge Holders, and mitigate risks of litigation associated with delayed management actions (e.g. maintaining safety of trails, stairs, boardwalks, handrails, and updating signage). Finally, as resources are spread increasingly thin across a growing number of protected areas, the ITC Board will likely be faced with a difficult decision regarding securement of additional conservation lands and may need to cease its in-stream nature reserve and covenant securements until it has sufficient resources to manage them.

Financial implications – The proposed Conservancy travel budget for 2026/27 would need to be increased by \$11,000 to accommodate additional staff travel for compliance monitoring and the salaries budget would need to be increased by \$22,300 for a co-op student or other seasonal employee as staff compliance monitoring requires two staff for each visit for safety.

Resource requirements – Staff time to coordinate monitoring events, hire and train a coop student or other seasonal employee to assist with monitoring (approximately 50 hours).

Other implications- Continued strain on resources; efforts to engage positively with Indigenous Governing Bodies and address other management needs would continue to be hampered due to increased demands on staff time for routine monitoring; archaeological assessments are implemented more slowly or not at all, delaying and constraining management planning and operations and meaningful engagement with Indigenous Governing Bodies.

**Option 2: Increase Protected Area Management operations budget to continue Species at Risk Program at current levels**

Benefits – Increased knowledge of species at risk, critical habitat, habitat suitability in ITC protected areas as inventories continue. Increased understanding of population health and habitat enhancement needs as species at risk monitoring programs continue.

Risks – Continued demands on staff time to support this project, lessened if the amount includes a salary for a SAR Program coordinator position.

Financial implications – The proposed Conservancy salaries and benefits budget for 2026/27 would need to be increased by ~\$168,566: \$96,566 for staff position (SAR Coordinator) and ~ \$72,000 for 17 prioritized SAR and critical habitat-related activities, including Western Painted Turtle surveys on SSI protected areas, Little Brown Myotis habitat assessment, roost surveys and collection of guano for monitoring white-nose syndrome, Multi-

SAR surveys on Lasqueti, Continued monitoring for two endangered plant populations in the Mt. Tuam Protected Area, and amphibian/wetland surveys on select protected areas.

Resource requirements – Staff time to hire and train a new/continuing employee (approximately 50 hours). Other implications- Would support continued recovery actions for species at risk in the Islands Trust Area.

**Option 3: Increase Protected Areas Management planning budget to support 5 archaeological assessments**

Benefits – More knowledge of archaeological features within protected areas and enhanced ability to protect them with knowledge from Indigenous Governing Bodies and Knowledge Holders.

Risks – None.

Financial implications – ~\$160,000: ~\$100,000 for the assessments and ~\$60,000 for a part-time staff person

Resource requirements – Even with the addition of a part-time ITC Indigenous Relations Advisor (see business case) there would insufficient staff resources to undertake this additional work without compromising already strained a Protected Area Management team. Another part-time position would be needed to procure and manage the contracts and engage with Indigenous Governing Bodies.

Other implications: With proposed changes to the delivery of the protected area management program delivery model and with both the ITC Protected Area Management Team Lead and Covenant Management and Outreach Specialist being in temporary assignments this option might be best considered in future years. It may be that some funds from the Property Management fund could be allocated.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Critical success factors include:

- Sufficient staff time to administer and deliver the Protected Area Management program. If there is a critical staff vacancy, program delivery may be impacted.
- As appropriate, availability of contractor(s) to undertake compliance monitoring. If contractors become unavailable staff will step back in, resulting in delays to management planning or management operations.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Benefits of this option include:

- **Enhanced Protected Areas Management (PAM) Program capabilities:** Contracting out the work of routine annual compliance monitoring will enable the PAM team to focus on tackling ongoing management concerns in both nature reserves and covenants, proactively addressing complex projects, and delivering high-quality services to support the Islands Trust mandate.
- **Improved job satisfaction and staff retention:** Providing the ITC team with resources needed to better manage protected areas will lead to enhance job satisfaction. This leads to higher levels of staff engagement, motivation, and loyalty, contributing to a positive work environment, and retention potential is enhanced.
- **Enhanced relations with Indigenous Governing Bodies and Indigenous Knowledge Holders:** Providing increased funding for archaeological assessments, capacity funding for review of management plans and for site visits, and freeing up staff time for meetings and site visits will support development of cooperative working relationships.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

- \$150,000 for Protected Area Management Operations and \$54,000 for Protected Area Management Planning
  - \$35,540 increase from the \$168,460 budget

- 21% increase to budget line but the increase is offset by decreases to other Conservancy budget lines and elimination of grant-funded staff positions

**Qualitative:**

Increasing the Protected Area Management Operations and Planning budgets will support:

- improved decision making and management of protected areas and species at risk
  - Improved engagement opportunities with Indigenous Governing Bodies and Indigenous Knowledge Holders in cooperative management activities
- Improved job satisfaction for ITC staff

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

A competitive Request for Proposal process for a compliance monitoring contractor will be conducted in accordance with the Procurement Policy. This process will begin in fiscal year 2025/26 and will make clear that the contract is subject to Trust Council budget approval.

Other procurement for services related to protected area management will take place in 2026/27, and will be undertaken in accordance with the Procurement Policy which provides for Direct Awards, Invitations to Quote and Request for Proposals depending on the estimated value of the services and the specific nature of the services required.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

Staff will implement the changes to the Protected Areas Management Program as follows:

Jan-March 2026: Procure compliance monitoring contractors, develop annual management operations plan and schedule, procurement planning for management operations

April -June 2026: Support protected area compliance monitoring contractors, conduct in-house monitoring of select priority protected areas, procure management resources and services, begin implementation of management operations

July-September 2026: Receive and assess contractor monitoring reports, support management operations

October -December 2026: Analyse management needs in light of results from monitoring reports, share monitoring reports and resulting management recommendations with the ITC Board, implement actions to address any issues identified by contractor during compliance monitoring

January -March 2027: Adapt management operations plan and schedule as needed in preparation for FY 2027/28, procurement planning for management operations.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Under the current delivery model, the Property Management Specialist (PMS) and Covenant Management and Outreach Specialist (CMOS) visit and monitor annually each of ITC’s 34 nature reserves and 81 conservation covenants, respectively. For both positions, a significant amount of time is required for coordination and delivery of this annual compliance monitoring program. For the PMS, more than 150 hours were required for fieldwork and related travel in 2025, drawing, for example, 57% of their time in May and 43% of their time in June. This is in addition to a conservative estimate of one hour per nature reserve (34 hours) for coordination of the site visit with partner organizations, arranging travel and accommodation, and preparation of monitoring materials. The time devoted to the annual monitoring program is even more significant for the CMOS, for whom 310 hours were required for fieldwork and related travel in 2025, plus a conservative estimate of one hour per conservation covenant (81 hours) for coordination of the site visit with landholders and partner organizations, arranging travel and accommodation, and preparation of monitoring materials. For the CMOS,

fieldwork and travel alone demanded 36% of their time in April, 64% of their time in both May and June, and 21% of their time in both July and August.

In addition to the time commitment, there are multiple competing priorities for the PMS and CMOS at the optimal time for monitoring. Preparations for the annual monitoring program in the early spring draws valuable time away from contract development for management activities, and progress on contract negotiations slows significantly once monitoring fieldwork starts. Monitoring fieldwork also draws staff time away from potential ecological monitoring and species inventories (e.g. wildflower, pollinator, amphibian, and migratory bird surveys are all best accomplished in spring), invasive species management (e.g. shiny geranium must be pulled before it goes to seed in May, yellow-flag iris is best spotted in spring when in flower, Scotch broom is best removed when in bloom in May/June, etc.). Monitoring time commitments have the potential to slow or even negatively impact progress on relationship building with Indigenous Governing Bodies.

This funding will be used to support a shift in the delivery model. In 2026/27 the anticipated Protected Area Management team approach is:

- contract out a ~60% of routine annual compliance monitoring to nature reserve management partners and an independent contractor, with select priority protected areas monitored by staff. Staff time will be required to modify contracts with management partners and procure an independent monitoring contractor, but this will free up an estimated 150 hours (approx. one month of work time) for the Property Management Specialist and 310 hours (approx. two months of work time) for the Covenant Management and Outreach Specialist.
- Protected Areas Management Team Lead to lead procurement of contract monitor, and review, develop, and oversee implementation of Protected Area Management programs, policies, procedures, strategies, and plans. This work will inform future development of department workplans and budgets.
- Property Management Specialist to develop annual management operations work plans, lead procurement for nature reserve management, implement management plans for nature reserves, undertake monitoring of a small number of protected areas as needed, respond to issues identified during nature reserve monitoring, and develop/update management plans (including coordinating with interested First Nations and the referral process, and administering contracts for archaeological assessments)
- Covenant Management and Outreach Specialist to develop annual management operations work plans, lead procurement for conservation covenant management, implement prioritized management initiatives for conservation covenants, undertake monitoring of a small number of protected areas as needed, and respond to issues identified during compliance monitoring, adapting management operations work plans as needed.
- All positions above would also have time freed up in the work plan, to focus on the onboarding of a new Protected Area Management database system, and training.

The co-op student and Species at Risk Program Coordinator positions previously funded by ECCC will be vacant in 2026/27 (with the exception of the SAR Coordinator staying on an additional month (April 2026) to complete ECCC grant reporting).

The estimated total staff hours needed annually for the Protected Area Management Program, including ITC Manager's time is 21,000 hours.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

Changes to the Protected Area Management Program will be communicated regularly to staff and the Islands Trust Conservancy Board, and the success of the changes will be monitored to inform the 2027/28 budget and will form the basis of department workplans for future years.

The **Protected Areas Management Program** will continue to be delivered in a collaborative manner in partnership with island conservancy partners and staff will focus on better collaboration with Indigenous Governing Bodies and Indigenous Knowledge Holders in 2026/27. Conservancy staff will work closely with GIS staff regarding improvements to GIS systems for storing information about protected areas.

The Islands Trust **Conservancy Communications Specialist** will continue to feature protected area management activities in social media and the Heron newsletter, and as needed, significant program activities or accomplishments will be supported by a communications plan(s).

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

**Prepared by** (name, title)/date: and Wendy Tyrrell, A/Islands Trust Conservancy Manager/September 29, 2025

**Reviewed by** (name, title)/date: Clare Frater, Director, Trust Area Services/September 29, 2025



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

**TO BE COMPLETED BY INITIATOR**

<p><b>Requested by</b> (<i>Committee or Operational Unit</i>):</p> <p>Islands Trust Conservancy Board</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> <u>Operational</u> <u>budget</u></p>
<p><b>Department:</b></p> <p>Trust Area Services</p>	
<p><b>Name of Request:</b></p> <p><b>Land Securement and Conservation Planning Increase</b></p>	
<p><b>\$ Value of Request</b> (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p>\$34,000 for Land Securement</p> <p>(\$11,000 increase from the previous budget of \$23,000 [estimated allocation from the 2025/26 land securement and conservation planning line])</p>	

<p><b>Date of Submission to Finance:</b></p>	<p><b>Funding Required for (date range):</b></p> <p>April 1, 2026-March 31, 2027</p>
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**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council’s strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust’s object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*)

The Islands Trust Conservancy is currently operating without a Ministerially-approved Five-Year Plan; however, the Minister has authorized the Conservancy to continue holding and managing its land. Any new land acquisitions or dispositions need ministerial approval.

The Board has developed a number of its own plans including:

[Regional Conservation Plan](#) (2018-2029) which includes Goal 7: *Monitor and manage existing conservation areas to maintain and enhance existing biodiversity and cultural features, with the understanding that ecosystems are continuously in a state of change*

[Land Securement Strategy](#) (2017-2027) which sets out in the property management section (8.7) that *The Islands Trust Conservancy will only secure land if an adequate property management budget is available. When properties are secured they will be incorporated into the Islands Trust Conservancy's overall land management strategy. The Islands Trust Conservancy will work to build a Property Management Fund to buffer potential budget shortfalls for property management.*

[Assessing Conservation Proposals Policy 3.2.2](#) which sets out that

- A2: All conservation proposals will be referred to First Nations who have treaty or established rights, or identified geographic areas for consultation purposes, relevant to the conservation proposal area, as determined using the BC Consultative Areas Database. First Nations will be provided with a 90-day referral period.
- A3. The Board will consider responses from First Nations during negotiation of a land transfer or conservation covenant agreement.

[Reconciliation Declaration](#) (2019) which includes that *The Islands Trust Conservancy will strive to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea. The Islands Trust Conservancy 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. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful.*

Islands Trust Council budget guidelines for 2026/27 budget development include:

- That Trust Council establish a 2026/27 budget guideline that resource requests for additional operating budgets (including one-time projects) will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings as outlined in a business case.
- That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan. (not yet finalized)

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

In the past, the Islands Trust Conservancy has not consistently assessed the potential cultural features on lands proposed for nature reserves or conservation/NAPTEP covenants nor specifically considered cultural features during securement negotiations. The Board amended its Assessing Conservation Proposals Policy in 2024 to require conservation proposals to be referred to First Nations; this engagement is part of living up to the Reconciliation Declaration and the commitments of UNDRIP. Conservancy staff have learned that it is critical to provide a cultural features assessment for First Nations to be able to provide informed comment, and that there is often interest from Nations in a site visit prior to responding to the referral. The Conservancy has also not previously budgeted to support site visits or for capacity funding for Indigenous Governing Bodies to provide informed comment on conservation proposals. Records of engagement and comments received from Indigenous Governing Bodies is provided to the minister with the request for approval to take on new nature reserves or covenants.

A cultural features assessment is an assessment of significant cultural heritage resources on a property, such as potential or confirmed archaeological sites, sacred places, and culturally important plants or wildlife, to determine potential impacts and inform protected area management activities/limitations. A cultural features assessment can also indicate that a full archaeological assessment is needed, informing future budget requirements, more in-depth engagement with First Nations and Indigenous Knowledge Holders, in addition to restoration / stewardship considerations. ITC intends to ensure we have budget funds moving forward for archaeological assessments on new nature reserves.

Note: The Board does not support any land securement costs for land transfers or covenants associated with a development application.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Increasing the land securement budget for 2026-27 will support:

- Completion of cultural features assessments for an in-stream land donation that is adjacent to an existing ITC Nature Reserve, two new land securement projects, two in-stream NAPTEP covenants (McHardy, Martin), and a third securement in early negotiations (Saturna)
- more capacity to engage meaningfully with Indigenous Governing Bodies and Indigenous Knowledge Holders in stewardship and management planning and management activities regarding cultural features and spaces.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

There are no risks associated with increasing the land securement budget.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1: No budget increase for ITC land securement budget.**

**Benefits** – None.

**Risks** – Without increases to the core budget for land securement to support cultural features assessments, the Conservancy risks:

- being unable to engage meaningfully with Indigenous Governing Bodies in referral processes
- identify and protect culturally important areas;
- budget for future nature reserve management needs; and
- plan for informed and appropriate protection of cultural values during covenant monitoring and stewardship.

Without increased budget for Land Securement, the ITC Board may be faced with difficult decisions regarding securement of additional conservation lands, and may need to cease in-stream securements until it has sufficient resources to complete them.

**Financial implications** – No direct financial costs, but significant increase to staff time dedicated to ineffective referrals process

**Resource requirements** – Increased staff time trying to conduct effective referrals and build relationships with Indigenous Governing Bodies, with inadequate information to support intended efforts.

**Other implications-** Efforts to engage positively with Indigenous Governing Bodies would continue to be hampered by a lack of necessary information for referrals; continued strain on resources as existing budgets try to accommodate unanticipated needs for cultural features assessments; securement applications require extended time to complete; securement agreements do not appropriately consider culturally important areas, delaying and constraining management planning and operations. Compromised achievement of strategic conservation objectives. Continued challenges in sustaining staff morale due to inability to live up to commitments of Reconciliation Declaration.

**Option 2: Increase ITC land securement budget by \$11,000 to \$23,000**

**Benefits** – Securement applications are able to proceed through First Nations referrals effectively and with good relationship-building and increased knowledge of culturally important areas in ITC protected areas.

Longer-term benefits include informing land management decisions, staff time savings, staff stress reduction,

and better long-term financial planning, as well as more effective and trusting relations with Indigenous Governing Bodies.

**Risks** – None

**Financial implications** – increase land securement budget by \$11,000

**Resource requirements** – 3 hours of ITC Manager and 15 hours of Ecosystem Protection Specialist time to procure and manage contracts, with support from Finance staff, and a further 3 hours of support from the Senior Indigenous Relations Advisor.

**Other implications**- Aligns with strategic objectives and Regional Conservation Plan, as well as Reconciliation Declaration, to address current ITC protected area securement challenges and future management needs planning.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Critical success factors include:

- Sufficient staff time to administer and deliver the land securement program. If there is a critical staff vacancy, program delivery may be impacted.
- Willing donors who wish to donate land or conservation covenants.
- Available contractors to undertake contracted work such as ecological baseline studies, surveys and cultural features assessments.
- Improved engagement and cooperative support from Indigenous Governing Bodies during the land securement process.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

**Option 2: Increase ITC land securement budget by \$11,000 to \$23,000**

Benefits of this option include:

- **Sufficient funds to undertake cultural features assessments on three in-stream proposed protected areas:** Providing funding for cultural features assessments assists the Board with completing these securement projects and fulfilling the ITC mandate
- **Improved job satisfaction and staff retention:** Providing the ITC team with resources needed to secure protected areas in a fully informed way that includes knowledge of cultural features and includes capacity funding to support site visits from Indigenous Governing Bodies will lead to enhance job satisfaction. This leads to higher levels of staff engagement, motivation, and loyalty, contributing to a positive work environment, and retention potential is enhanced.
- **Enhanced relations with Indigenous Governing Bodies and Indigenous Knowledge Holders:** Providing increased funding for cultural features assessment and capacity funding for site visits will support trust building and the development of closer cooperative working relationships with First Nations.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

\$34,000 Land Securement

- \$11,000 increase from the previous budget of \$23,000 (estimated allocation from the 2025/26 land securement and conservation planning line.

Qualitative:

Increasing the land securement budget will support:

- More informed decision making by the Islands Trust Conservancy Board

- More informed engagement of Indigenous Governing Bodies and Indigenous Knowledge Holders in referral responses
- Improved job satisfaction

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Procurement for services related to land securement will take place in 2026/27, and will be undertaken in accordance with the Procurement Policy which provides for Direct Awards, Invitations to Quote and Requests for Proposals depending on the estimated value of the services and the specific nature of the services required.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

Staff will implement the changes to the land securement program as follows:

- Consult with Indigenous Governing Bodies and the Senior Indigenous Policy Advisor to develop procurement procedure.
- Engaging cultural Knowledge Holders for cultural features assessments as part of securement application process.
- Updating securement procedures, referrals templates, staff report templates, and Board information packages to include and consider results of cultural features assessments, and site visits.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Land securement is the responsibility of the full-time Ecosystem Protection Specialist and takes up approximately 800 hours a year.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

Changes to the Land Securement Program will be communicated regularly to staff and the Islands Trust Conservancy Board, and the success of the changes will be monitored to inform the 2027/28 budget and will form the basis of department workplans for future years.

The Land Securement Program will continue to be delivered in a collaborative manner in partnership with island conservancy partners and staff will focus on better collaboration with Indigenous Governing Bodies and Indigenous Knowledge Holders in 2026/27. Conservancy staff will work closely with GIS staff regarding improvements to GIS systems for storing information about protected areas.

The Islands Trust Conservancy Communications Specialist will continue to feature new protected areas in social media and the Heron newsletter, and as needed, significant program activities or accomplishments will be supported by a communications plan(s). It is common to hold a celebration event with donors following transfer of lands or registration of a covenant. The opportunity to include members of interested First Nations to these celebrations in the future, would be a step in the right direction to fulfil our Reconciliation Declaration.

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

**Prepared by** (name, title)/date: Clare Frater, Director, Trust Area Services and Kathryn Martell, Land Protection Specialist/September 29, 2025.

**Reviewed by** (name, title)/date: Wendy Tyrrell, A/Islands Trust Conservancy Manager/September 29, 2025.



**Budget Funding Request  
Short-Form Business Case**

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

**TO BE COMPLETED BY INITIATOR**

<b>Requested by</b> ( <i>Committee or Operational Unit</i> ): Islands Trust Conservancy Board	<b>Budget Source</b> (select all that apply):  <input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply) <input type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software  <input type="checkbox"/> <b>Furniture &amp; Equipment</b>  <input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b>  <input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool) <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary Temp Duration: _____  <input checked="" type="checkbox"/> <b>Other – please describe:</b> <u>Capacity funding grants to Indigenous Governing Bodies and associated meeting costs (e.g. venues, food, honoraria, project travel)</u>
<b>Department: Initiated by</b> Islands Trust Conservancy	
<b>Name of Request:</b>  Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project - \$20,000	
<b>\$ Value of Request</b> (indicate by fiscal year and total if project is multi-year):  \$50,000  Multi-year project: 2025/26 -\$20,000 for capacity funding 2026/27 -\$50,000 for capacity funding (\$40k) and associated meeting costs (e.g. venues, food, honoraria, project travel) (\$10k) 2027-28 - \$32,000 for capacity funding (\$10k), for co-development of plan (\$12k); for associated meeting costs (e.g. venues, food, honoraria, project travel) (\$8k) for graphic design (\$2k)	
<b>Date of Submission to Finance:</b>	<b>Funding Required for (date range):</b> April 1, 2026- March 31, 2027

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council’s strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust’s object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*)

ITC Reconciliation Declaration

*The Islands Trust Conservancy acknowledges that the islands and waters that encompass the Salish Sea have been home to Indigenous Peoples since time immemorial. We recognize that we are all intertwined in the ecosystems that are the lands, waters, culture, and ecology that embody this place.*

*The Islands Trust Conservancy will strive to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea.*

*The Islands Trust Conservancy 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. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful.*

*June 16, 2019, on Ləkʷəŋən, METULIYE/Victoria, B.C.*

This request supports Goal 3 of the Islands Trust Conservancy Board’s [Regional Conservation Plan](#):

*Goal 2: Strengthen relationships with First Nations to identify and collaborate on shared conservation goals.*

*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)*

The Trust Council 2026-27 Budget Guideline Assessment includes these guidelines:

- That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan.

Trust Council does not yet have policy to guide capacity funding grant amounts but IT staff have developed a capacity funding grant agreement.

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

The ITC Plan is a requirement of the *Islands Trust Act* and must be developed at least every five years for approval by the Minister of Housing and Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets.

The ITC submitted a plan for 2023-2025 to the Minister in December 2022. In the covering letter the Board Chair explained to the Minister that given the lack of time available for extended, meaningful engagement with Indigenous Governing Bodies on the Islands Trust Conservancy Plan. Due to the statutory deadline to submit a new Plan, the Islands Trust Conservancy Board chose to proceed with a Three-Year Interim Plan instead of a Five-Year Plan in order to be able to undertake meaningful engagement with Indigenous Governing Bodies in 2023 and 2024 on the next iteration of the Islands Trust Conservancy Plan, which was intended to be provided for ministerial approval in 2025.

On January 29, 2024, the ITC Board received a response from the Minister of Housing and Municipal Affairs regarding approval of its 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 an April 2025 Conservancy Board request to extend the timeline for submission of the next Five-Year Plan to December 2027.

Improving First Nations engagement and working with First Nations in areas of mutual interest is currently an anticipated part of ITC work programs and is a goal of the Regional Conservation Plan.

Due to ITC Manager and Trust Area Services Director’s workload and changes in the ITC Manager position, the letters to Indigenous Governing Bodies inviting engagement have not yet gone out, although project planning has been undertaken.

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

Because of desired goals of ITC staff and Board and the strong direction from the Minister about developing a Conservancy Plan that aligns with the UN Declaration, ITC is seeking a larger budget for a fulsome engagement of Indigenous Governing Bodies in the Trust Area for its next iteration of the Five-Year Plan.

It is anticipated that letters to 30 Indigenous Governing Bodies will be issued in October/November 2025 following the hiring of the new Senior Policy Advisor in Trust Area Services who will be supporting the Director and ITC Manager with this project. It is anticipated that the \$20,000 budget in 2025/26 will be allocated to capacity funding grants in 2025/26, and that the \$50,000 will be allocated in 2026/27.

Many Indigenous Governing Bodies in the Islands Trust Area have expressed frustration with being brought into Islands Trust engagement processes late in the development of an initiative, and at not being provided with funding to support their meaningful participation. Providing funding to assist Indigenous Governing Bodies with meaningful engagement in the development of the ITC Plan will put the ITC Reconciliation Declaration into practice.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

ITC Board anticipates that providing a long project timeline (3 years total) and funding will encourage more Indigenous Governing Bodies to participate in development of the ITC Plan in a meaningful way. \$40,000 will be used to support capacity funding grants to interested Indigenous Governing Bodies and \$10,000 will support associated meeting costs (e.g. venues, food, honoraria, project-related travel).

Added results may include:

- 1) An ITC Plan that incorporates Indigenous Governing Bodies’ input and meaningfully advances the ITC Reconciliation Declaration;
- 2) More robust relationships with Indigenous Governing Bodies, including establishment and growth of staff to staff and Board to Council relationships; and,
- 3) Improved understanding of Indigenous Governing Bodies’ wishes with respect to ITC policies and practices pertaining to land acquisition, disposal and management.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

Risk Factor	Mitigation
Low participation of Indigenous Governing Bodies in ITC Plan engagement	ITC will begin the engagement in the 2025/26 fiscal year and additional funding will extend the engagement period into 2026/27 and 2027/28. In the event that there is low uptake from Indigenous Governing Bodies, ITC will include a description of engagement efforts in the briefing to the Minister and will do an evaluation of its work to engage First Nations to inform future efforts.

High participation of Indigenous Governing Bodies in ITC Plan engagement	Through this funding request, ITC will extend the engagement period into 2026/27, providing a longer engagement timeline.
Limited/no support from Provincial ministries (Housing and Municipal Affairs, and Indigenous Relations and Reconciliation)	In January 2024, the Minister of Housing and Municipal Affairs indicated strong support for engagement of First Nations during the development of the Five-Year Plan, which was confirmed in a July 2025 letter. ITC staff will engage Ministry staff early in the development of an engagement plan to ensure that First Nations engagement meets the Minister’s expectations.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1 - \$50,000:** \$40,000 for capacity funding grants to Indigenous Governing Bodies and \$10,000 for associated meeting costs (e.g. venues, food, honoraria, project-related travel).

**Benefits:** Supports a total of \$60,000 in capacity funding grants over two years (\$20,000 budgeted in 2025/26) for interested Indigenous Governing Bodies (~ \$3,000 - ~\$4,000 for ~15-20 Indigenous Governing Bodies depending on how many are interested). In addition to a proposed \$32, 000 in the final year of co-developing the Five-Year Plan in cooperation with interested Indigenous Governing Bodies (2027/28).

**Risks:** Insufficient staff capacity within Islands Trust to concurrently strike agreements with and engage with 20-30 Indigenous Governing Bodies. That the capacity funding will fall below the expectations of the Indigenous Governing Bodies for the scope of the project.

**Financial implications:** \$50,000

**Resource requirements:** See staff resourcing section below.

**Other:** This option shows a commitment towards engagement with First Nations and supports the ITC Regional Conservation Plan goals and objectives as well as the ITC Reconciliation Declaration. The results of the engagement will also inform decisions about use of donated funds and protected area protection, management planning and operations.

This option is not recommended as it is anticipated that without sufficient funding to support meaningful First Nations engagement, there will be low participation.

**Option 2 - \$110,000:** \$100,000 for capacity funding grants and \$10,000 for associated meeting costs (e.g. venues, food, honoraria, project-related travel).

**Benefits:** Supports a total of \$120,000 in capacity funding grants over two years (\$20,000 budgeted in 2025/26) for interested Indigenous Governing Bodies (~ \$6,000 - ~\$8,000 for ~15-20 Indigenous Governing Bodies depending on how many are interested). In addition to a proposed \$32, 000 in the final year of co-developing the Five-Year Plan in cooperation with interested Indigenous Governing Bodies (2027/28).

**Risks:** Insufficient staff capacity within Islands Trust to concurrently strike agreements with and engage with 20-30 Indigenous Governing Bodies. That the capacity funding will fall below the expectations of the Indigenous Governing Bodies for the scope of the project.

**Financial implications:** \$110,000

**Resource requirements:** See staff resourcing section below.

**Other:** This option shows a strong commitment towards engagement of First Nations and supports the ITC Regional Conservation Plan goals and objectives as well as the ITC Reconciliation Declaration. The results of the engagement will also inform decisions about use of donated funds and protected area management planning and operations.

**Option 3: \$20,000:** \$20,000 for meeting costs (e.g. venues, food, honoraria, project-related travel).

**Benefits:** Lower budget.

**Risks:** Low participation by Indigenous Governing Bodies in development of the Five-Year Plan, possibly leading to Minister not approving the Five -Year Plan.

**Financial implications:** ITC proceeds with development of the 2028-2032 ITC Plan with engagement of Indigenous Governing Bodies within the existing budget.

**Resource requirements:** This approach may result in frustration from some Indigenous Governing Bodies leading to increased staff time to manage concerns raised.

**Other:** This option is not recommended as it is anticipated that without robust funding to support meaningful First Nations engagement, there will be low participation. This may damage relationships and it may result in a decision to decline approval of the ITC Five-Year Plan by the Minister of Housing and Municipal Affairs.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

The following factors are important to success. Other factors can be mitigated as described above in the risk assessment.

- 1) Availability of ITC Manager to manage the project.
- 2) Availability of new Senior Policy Advisor for project coordination, and Senior Indigenous Relations Advisor and Director, Trust Area Services to support the project and attend meetings (and potentially, ITC's Indigenous Relations Advisor (see business case);
- 3) Engagement of Ministry of Housing and Municipal Affairs in development of communications to Indigenous Governing Bodies; and
- 4) Guidance from Province with respect to appropriate contacts with Indigenous Governing Bodies and engagement language.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 1 is recommended because it:

- 1) Shows commitment to respond to the Minister of Housing and Municipal Affairs' request to the ITC Board to "continue to lead the way, in cooperation with First Nations in the Trust Area, to develop a Conservancy Plan that aligns with the UN Declaration";
- 2) Shows commitment to the ITC Reconciliation Declaration; and,
- 3) Meets the second goal of the ITC Regional Conservation Plan, including satisfying objectives to amend policies, procedures and plans to include consideration of First Nations and to collaborate with Islands Trust to source funds and finance added capacity for First Nations collaboration.

Note: Once staff begin engaging with Indigenous Governing Bodies on the Five-Year Plan, and as drafting of a Trust Council policy on capacity funding progresses, there will be greater insight into the appropriateness of the recommended amount and may suggest revision of the amount later in the budget process.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative Analysis:

The recommended option will require a total of \$50,000 budget (increase of \$30k) commitment for 2026/27. Should ITC not have enough budget, it will consider reallocation of existing budget areas and, if needed, will consult with the Executive Committee regarding next steps.

**Qualitative Analysis:**

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

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.):*

ITC will, via Trust Council, establish a capacity funding agreement for a set grant amount for each Indigenous Governing Body. The amount will be granted to Indigenous Governing Bodies who are able to participate in engagement. The agreement may scope it with other projects, for example - the Salt Spring Island Official Community Plan Engagement Project.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

ITC will:

- 1) Develop an outreach strategy with support from Ministry of Housing and Municipal Affairs;
- 2) Send out invitations to Indigenous Governing Bodies to participate in engagement;
- 3) Coordinate meetings with Indigenous Governing Bodies’ staff and/or Councils to share information about ITC and to learn about First Nations interests;
- 4) Synthesize Indigenous Governing Bodies’ input in a report for the ITC Board to assist in the development of the ITC Plan.
- 5) Co-develop Plan with interested Indigenous Governing Bodies.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

This initiative will be led by the ITC Manager with support from the Director of Trust Area Services and Senior Indigenous Relations Advisor with direct project coordination by the new Senior Policy Advisor (if funding request for extension approved). It is anticipated that over the course of the 2025/26 fiscal year it will require approximately 400 hours of the Senior Policy Advisor time (if funding request for extension approved), 60 hours of ITC Manager time for project coordination, 40 hours for Trust Area Services Director, 100 hours from the Senior Indigenous Relations Advisor, 50 hours for the part-time ITC Indigenous Relations Advisor (if approved) and 100 hours for the ITC Administrative Assistant and Finance staff. Time may also be needed from the ITC Team Lead, Ecosystem Protection Specialist, Property Management Specialist, and Covenant Management and Outreach Specialist depending on the interests of the Indigenous Governing Bodies. ITC Manager will work with the Director of TAS to determine appropriate time allocation of the Senior Indigenous Relations Advisor and the new Senior Policy Advisor (if funding request for extension approved). Should a new ITC Indigenous Relations Advisor be approved it is expected that that person would be involved in the project but that the Senior Policy Advisor (if funding request for extension approved) would remain as the primary project. Improving First Nations engagement and working with First Nations in areas of mutual interest is currently an anticipated part of ITC work programs and is a goal of the Regional Conservation Plan.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

ITC intends to collaborate with Islands Trust staff, Ministry of Housing and Municipal Affairs and Ministry of Indigenous Relations and Reconciliation to seek their expertise. Any changes in project scope or timeline will be brought to the ITC Board, keeping in mind the statutory deadline of mid-December 2027 to submit a final Five-Year Plan to the Minister.

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

**Prepared by** (name, title)/date: Wendy Tyrrell, Conservancy Manager, September 28, 2025

**Reviewed by** (name, title)/date: Clare Frater, Director, Trust Area Services, September 28, 2025



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

**TO BE COMPLETED BY INITIATOR**

<p><b>Requested by</b> (<i>Committee or Operational Unit</i>):</p> <p>Islands Trust Conservancy Board</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input checked="" type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input type="checkbox"/> <b>Other – please describe:</b> _____</p>
<p><b>Department:</b></p> <p>Islands Trust Conservancy</p>	
<p><b>Name of Request:</b></p> <p>Protected Area Management Software Project</p>	
<p><b>\$ Value of Request</b> (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p>\$30,000</p> <p>(estimated \$15,000 for GIS software licencing costs and estimated \$15,000 for data migration, training and documentation)</p>	
<p><b>Date of Submission to Finance:</b></p>	<p><b>Funding Required for (date range):</b></p> <p>April 1, 2026 to March 31, 2027. In addition, an estimated additional \$15,000 per year for annual license fees for software.</p>

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*)

The Islands Trust Conservancy is currently operating without a Ministerially-approved Five-year Plan, however the Minister has authorized the Conservancy to continue holding and managing its land. Any new land acquisitions or dispositions need ministerial approval.

The Board has developed a number of its own plans including:

[Regional Conservation Plan](#) (2018-2029) which includes Goal 7: *Monitor and manage existing conservation areas to maintain and enhance existing biodiversity and cultural features, with the understanding that ecosystems are continuously in a state of change*

[Property Management Strategy](#) which sets out that *Management of the 34 nature reserves under the Islands Trust Conservancy ownership includes the registration of a conservation covenant, development and implementation of a management plan, annual monitoring, and in most cases, enlisting the assistance of a local management group.*

*81 separate conservation covenant agreements, each with a general intent to protect, preserve, conserve, maintain, enhance and, if applicable, from time to time restore, the natural state of the Covenant Area and the Amenities, as well as policies which require annual compliance monitoring and related communication with landowners and covenant co-holders.*

[Reconciliation Declaration](#) (2019) which includes that *The Islands Trust Conservancy will strive to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea. The Islands Trust Conservancy 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. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful.*

Links to Islands Trust Guiding Documents [Islands Trust Policy Statement \(2025 draft\)](#)

- Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval... “Identify and prioritize the preservation, protection, and restoration of critical habitat for species at risk”.

Islands Trust Council budget guidelines for 2026/27 budget development include:

- That Trust Council establish a 2026/27 budget guideline that resource requests for additional operating budgets (including one-time projects) will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings as outlined in a business case.
- That funding for Geographical Information Systems be prioritized for initiatives in the 2025-28 Strategic Plan

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

The Islands Trust Conservancy continues to experience growth in the number of properties and the complexity of protected area management and other issues, but ITC staff do not have a database, or adequate software to manage and analyse data and information about protected areas or use this data to inform associated management priorities and actions. This proposal is to hire a contractor to assist the Islands Trust Conservancy with designing and implementing new software for an ITC protected areas database system, and to request software licencing costs. This new system will be based on the ESRI Enterprise platform that is the foundation system used by Islands Trust Information Services.

#### **No dedicated protected area management software**

As a cost-efficient approach, Islands Trust Conservancy (ITC) staff tried to use Islands Trust’s existing mapping database, *TAPIS Info*, to store, organize, and run reports on protected area management information, even though the structure and functionality of this software is cumbersome for this purpose. The software offers limited ability to record and track such basic information as landholder turnover on a covenanted property or to link management concerns or breaches to properties, and cannot generate any type of report about ITC’s nature reserves or covenants without laboriously reviewing each individual file to compile information. This

approach is an inefficient use of staff time, hampers corporate quality and long-term financial planning, and is negatively affecting staff morale.

In addition, Information Services (IS) staff have advised ITC staff that ITC needs to migrate to an alternative GIS database product as *TAPIS Info* is not a long-term solution to ITC’s key functional need for supporting ongoing property data and management tracking.

In late 2024/early 2025 ITC staff undertook a needs assessment process with a contractor, who interviewed internal staff about their database needs, and leading land trusts/conservation organizations about their protected area management software solutions. Due to changes in the ITC Manager position the project has been on hold since then. With the ITC Manager and Team Lead positions filled, staff intend to select the desired software in late 2025/early 2026.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

The projected results and deliverables resulting from a transition to a new protected area management database from the legacy *TAPIS Info* include:

**Enhanced Protected Area Management System**

The implementation of modern protected area management software will result in an enhanced Protected Area Management program for the Islands Trust Conservancy. The new system will offer improved functionalities and capabilities, addressing the limitations and imminent de-activation of the current *TAPIS Info* application. Enable data driven conservation planning and decision making about priority ecosystems, species, and heritage leading up to the next ITC Regional Conservation Plan. Incorporate internal and external data about the occurrence of species at risk and critical habitat so IT/ITC can voluntarily meet its obligations under the Canadian *Species at Risk Act*.

**Expanded Reporting Capacity**

New software will offer expanded reporting capabilities, allowing for more comprehensive data analysis and generating valuable insights from the available information. This will support evidence-based decision-making, and reduce wasted staff time.

**Improved Efficiency and Productivity**

Dedicated protected area management software will lead to improved staff morale, boosting efficiency and productivity. Meet Provincial and conservation sector standards for secure, standardized and efficient data import, export, storage, and reporting; and improve tracking of protected areas management activities in space and in time, including compliance monitoring, habitat restoration, biodiversity surveys, and archaeological information.

**Long-term Sustainability**

New protected area management software will position the Islands Trust Conservancy for long-term sustainability in managing properties and covenants, and will help the Board and staff make informed management decisions into the future.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

Risks	Impact	Mitigation
Unavailability of Information Systems staff	High	ITC staff will consult with Director, Legislative and Information Systems early to plan the project and adjust project as required to accommodate other planned initiatives.

Unavailability of Information Systems staff to assist with the project, either through vacancies or lack of capacity due to heavy workloads.		
<b>Procurement Challenges</b> It may be challenging to identify a contractor within our budget to assist with data migration, and staff training (including user manual and end build book) in the specialized area of protected area management for conservation areas.	<b>High</b>	<b>External expertise</b> Staff will involve BC Bid staff to seek advice on procurement in this area. Staff will also reach out to the broader land trust movement to ask for recommendations. ITC staff will also ensure that Information Systems staff are involved in the process to ensure ongoing support needs are considered.
<b>Technical Challenges</b> Implementing a new software system, can pose technical challenges during the transition phase. Data migration, system compatibility, and potential software bugs or glitches may arise, impacting the smooth functioning of the integrated system.	<b>High</b>	<b>Pilot Testing and User Feedback</b> Conduct comprehensive pilot testing of the integrated system with a selected group of staff to identify and address technical challenges. Gathering user feedback during this phase will help refine the system before full deployment. Ensuring that the database design contractor is available to problem solve issues, and provide tech support throughout the first year of onboarding the software system.
<b>Lack of staff for procurement/contract management</b> Management of procurement processes and contracts is not feasible with existing ITC staff resources	<b>Medium-High</b>	ITC staff will provide advice to the ITC Board regarding which work items to delay to accommodate contract management With the Team Lead position filled, this project can be prioritized.
<b>Staff Training and Adoption</b> Ensuring that staff members are adequately trained and comfortable using the new integrated system is essential. Resistance to change or lack of proper training can lead to inefficiencies and reduced productivity during the initial stages of implementation.	<b>Low</b>	<b>Comprehensive Training Program</b> Contractor to develop a comprehensive training program to educate staff members on using the new integrated system effectively. Contractor will provide ongoing training and support will aid in the system's smooth adoption.
<b>Data Security and Privacy</b> With external software handling sensitive landowner and protected area management data, there is an increased risk of data breaches, unauthorized access, or potential privacy violations. Protecting confidential information and ensuring robust data security measures become critical.	<b>Low</b>	<b>Data Security Measures</b> Implement robust data security protocols, such as access controls. Ensuring data is stored securely in Canada, and that Information Systems staff have data control.
<b>Cost Overruns:</b> Software projects can be subject to unexpected	<b>Low</b>	<b>Clear Project Scope and Contingency Planning</b> Define a clear project scope, and have contingency plans in

<p>costs, such as additional customization or third-party integration requirements. Budget overruns could strain the financial resources allocated for the initiative.</p>		<p>place for potential cost overruns or delays. Regular monitoring and reporting of project progress can help identify any deviations from the plan so corrective actions can be recommended.</p>
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**ALTERNATIVES CONSIDERED:**

**Option 1:** Contracted software selection and implementation support and purchase of an Islands Trust Conservancy Protected Area Management database software and licence.

**Benefits:** Dedicated resource for software design and selection, data migration and training/documentation as well as longer-term benefits that include informing land management decision-making, staff time savings, staff stress reduction, better reporting, analysis, assessment and management planning, and long-term financial planning.

**Risks:** As set out above.

**Financial Implications:** Highest initial investment, but offers highest likelihood of project success and potential cost savings in the long run.

**Cost Summary**

Software Licenses & Subscriptions – 2026/7 estimated	\$15,000
Contracted data migration/training/documentation	\$15,000
<b>Total</b>	<b>Approx. \$30,000</b>

**Resource Requirements:** 20 hours of ITC Manager time and 50 hours of Protected Areas Team Lead time to procure and manage contract with support from Finance and Information Systems staff and a further 20 hours to participate in training. 70 hours for ITC Team Lead, ITC Property Management Specialist and ITC Covenant Management and Outreach Specialist to participate in data migration, testing and training. Approximately 70 hours for the Information Systems/GIS team to be responsible for system security and network access, data migration and general advice to the project. Additional time may be required for data migration.

**Other Implications:** Aligns with strategic objectives, providing a modern and efficient solution to address current and future ITC protected area management and planning challenges.

**Option 2: Status Quo (Do Nothing)**

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

**Risks:** Continued use of the outdated, inefficient systems of using Excel spreadsheets to manages and analyse data that presents significant limitations and inefficiencies. Inability to effectively track enforcement of covenant breaches and trespasses in nature reserves which may result in inability to enforce covenants and take legal action against trespass. Inability to efficiently track land transfers of covenants, leading to delayed interactions and information sharing sessions with new covenant landholders, which may lead to increase breach concerns.

**Financial Implications:** No direct financial costs, but significant missed opportunities for improvement and staff time savings.

**Resource Requirements:** No additional resources required.

**Other Implications:** Hindered achievement of strategic objectives related to ITC protected area management strategy, covenant compliance and staff efficiency. Continued challenges in sustaining staff morale.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

**Contractor Procurement**

An experienced contractor will be essential to ensuring the correct software is properly customized, documented, transferred, integrated, and disseminated.

**User Engagement**

The active involvement and engagement of system users is critical for the successful implementation of a new software system for ITC. User input, feedback, and buy-in are essential to ensure the system meets their needs and expectations.

**Data Migration and Integration**

The smooth migration of data from the legacy systems to the new system and seamless integration with other systems is crucial for data accuracy and system functionality.

**Comprehensive Training**

Adequate training for staff members on using the new system effectively is essential to maximize its benefits and ensure a smooth transition from the old systems.

**Timely Implementation**

Adhering to a realistic and achievable timeline for implementation is vital to avoid delays and cost overruns.

Among the identified factors, all are considered critical to the success of this initiative.

Outcomes if critical success factors are not met:

**Ineffective Use of the New System**

Without user buy-in, the new system may not be used to its full potential and may not be a good fit resulting in suboptimal protected area management and management planning, and reporting on protected area monitoring and management, and missed opportunities for improved efficiency.

**Data Inconsistencies and Inaccuracies**

If data migration and integration are not executed properly, the new system may lack essential historical data, leading to data inconsistencies and hindering informed decision-making.

**Reduced Efficiency**

Inadequate training for staff may lead to reduced efficiency in using the new system, resulting in increased administrative burden and staff stress.

**Delayed Implementation**

If the initiative faces significant delays in implementation, the Islands Trust Conservancy may continue to suffer from the limitations of the current systems, hindering progress towards strategic objectives.

In summary, meeting critical success factors, such as user engagement and comprehensive training is essential for the successful implementation and effective utilization of protected area management and monitoring information. Failure to address these factors may lead to inefficient processes, data inconsistencies, delayed progress and ongoing decline in staff morale.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

**Option 1:** Contracted software selection and implementation support and purchase of an Islands Trust Conservancy Protected Area Management database software and licence.

This option is recommended as the status quo option is leading to staff stress/poor morale, poor ability to inform management planning and track protected area management activities, and challenges with developing a department budget that encompasses anticipated management needs and financial estimates for infrastructure replacement.

The introduction of a dedicated Protected Area Management database system will streamline processes, consolidate information, and enhance data analysis for decision-making. This will improve staff efficiency, boost morale, and support more effective reporting to the Board.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

**Quantitative Considerations**

**Financial Costs:**

**Cost Summary**

Software Licence in Year 1	\$15,000*
Contracted needs data migration/training/documentation	\$15,000*
<b>Total</b>	<b>\$30,000</b>

**Maintenance and Upgrades**

Ongoing costs related to system maintenance, updates, and potential upgrades should be considered. Ensuring the system remains up-to-date and compatible with future requirements is essential for long-term sustainability.

Software Licence annually **\$15,000\***

\*Software licencing and contractor costs are based on preliminary conversations with other land trusts about software options and data migration/training needs.

**Financial Benefits (Savings):**

**Efficiency Gains**

The introduction of a dedicated Protected Area Management database system will streamline processes, consolidate information, and enhance data analysis for decision-making, leading to staff time and project management and planning efficiencies. In time, the TAPIS Info system can be phased out (ITC will be the last user of this custom product once bylaw enforcement information has moved to CityView) reducing maintenance and support costs.

**Qualitative Considerations**

**Non-Quantifiable Costs:**

**Learning Curve**

Staff and stakeholders may require time to adapt to the new system, which could impact productivity during the initial transition period.

**Change Management**

The organization will need to invest in change management efforts to address resistance to change and ensure smooth adoption of the new system.

**Non-Quantifiable Benefits:****Improved Decision-Making**

New data and reporting capabilities can empower decision-makers with better insights and data-driven information for strategic and financial planning.

**Transparency and Accountability**

The new system can enhance transparency for the Protected Area Management program in terms of better reporting and analysis of actions/costs.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

The procurement of a contractor and the new software will comply with the Procurement Policy. It is likely that staff will use an Invitation to Quote process.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

The roll-out of the recommended solution, which involves procuring a contractor and implementing a software solution will be executed in a phased approach to ensure smooth implementation and minimal disruptions. The specific features of the roll-out are as follows:

**Phase 1: Project Planning and Preparation**

- Define project scope, objectives, and deliverables.
- Appoint a project team and project manager.
- Procurement process to select contractor
- Initiate contract negotiations with the selected contractor

**Phase 2: System Configuration and Customization/Data Migration**

- Contractor to work with the vendor to configure new software to meet the organization's specific needs.
- Migrate data into the new software with contractor support
- Update data to ensure that data for each property is complete
- Conduct thorough testing to ensure the module functions as intended.
- Contractor to develop user manual

**Phase 3: Training and User Acceptance Testing**

- Provide comprehensive training to staff members and stakeholders on using the new software effectively.

- Conduct user acceptance testing to validate the system's functionality and address any issues before the full deployment.

**Phase 4: Full System Deployment**

- Roll out the new software to all relevant staff and report to Board.
- Monitor the system's performance and address any additional feedback or issues.

**Phase 5: Post-Implementation Support and Optimization**

- Provide ongoing support to users and address any post-implementation issues.
- Continuously optimize the system based on user feedback and evolving needs.

**Timeline and Anticipated Date of Completion**

The timeline for the roll-out of the recommended solution will be dependent on the procurement of a contractor, the extent of customization required for the new software, data migration and training. However, based on preliminary estimates, the anticipated date of completion for this initiative is approximately nine months from the project initiation. It is important to note that this timeline is subject to adjustments based on unforeseen challenges that may impact the implementation process. Close monitoring and effective project management will be critical in adhering to the timeline and achieving a successful roll-out.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Staff Resources Needed for the Initiative include:

**Project Sponsor: ITC Manager**

- Provide guidance to the project manager, liaise with the Director, Trust Area Services, and report to the Board
- Will participate in needs assessment and training.
- Hours Required: Approximately 40 hours throughout the project.

**Project Manager – ITC Protected Areas Team Lead**

- The project manager will oversee the entire implementation process, including contracting, planning, coordination, and monitoring of the project.
- Will participate in data migration and training.
- Hours Required: Approximately 150 hours throughout the project.

**Property Management Specialist and Covenant Management and Outreach Specialists**

- Will support the data migration.
- Will participate in data migration and training.
- Will participate in testing, provide feedback, and validate system improvements.
- Hours Required: Approximately 70 hours each throughout the project.

**Information Systems Team and GIS Team (Technical Staff)**

- The Information Systems team will be responsible for system security and network access, and general advice to the contractor and project. Additional time may be required for data migration.
- Hours Required: Approximately 70 hours throughout the project. (Additional time may be required for data migration.)

Total Estimated Staff Hours: 400 hours.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

**Concerns and Mitigation Strategies**

**Change Resistance**

The introduction of a new system and optimized workflows may encounter resistance from staff members accustomed to the existing processes. To address this concern, there will be clear, regular communications about the project, and a comprehensive training program will be developed to build staff confidence in using the new system. Given the long-standing need for this project staff enthusiasm is expected.

**Training and Support**

Adequate training and support for staff and end-users will be vital to ensure a smooth transition to the new system. A comprehensive training program will be developed as part of the service contract to equip staff with the necessary skills to utilize the database. The contractor will provide a user manual to provide ongoing support and will provide technical issues support as required.

**Communication and Collaboration Strategies**

**Regular Progress Updates**

Regular progress updates will be communicated to all staff and the Board to keep them informed about the status of project implementation. This will include milestones achieved, any changes to the project plan, and upcoming activities. Transparent communication will foster trust and ensure that staff and the Board are well-informed.

**Collaborative Decision-Making**

Encouraging collaborative decision-making will ensure that all perspectives are considered in the customization of the software.

**Identification of Other Stakeholders**

In addition to the protected area management staff, the following groups may also be involved:

**Information Systems Department**

The Information Services department will play a crucial role in providing advice and technical support, and assisting with data migration as needed. Renew licence, security patching updating software

**Finance Department**

The Finance Department may be involved in budget and contract planning and financial approvals related to the initiative.

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

**Prepared by** Clare Frater, Director, Trust Area Services and Wendy Tyrrell, A/Islands Trust Conservancy Manager

**Reviewed by** (name, title)/date:



## REQUEST FOR DECISION

**To:** Islands Trust Conservancy Board

**For the Meeting of:** October 3, 2025

**From:** Staff

**Date Prepared:** June 9, 2025

**SUBJECT:** ŁENENITEL Community of Practice (CCP) Terms of Reference Endorsement

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### RECOMMENDATIONS:

That the Islands Trust Conservancy Board endorse the continued participation of staff in the ŁENENITEL Community of Practice as authorized by the Islands Trust Conservancy Manager.

That the Islands Trust Conservancy Board endorse the ŁENENITEL Community of Practice (CCP) Terms of Reference and request the Islands Trust Conservancy Chair or Authorized Signatory to sign on behalf of the Islands Trust Conservancy.

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**1 PURPOSE:** ITC Board endorsement of the Terms of Reference for the WSÁNEĆ Land Trust Society's Community of Practice for their land and culture restoration program, ŁENENITEL (pronounced kwa-nung-EE-tuhl), and for continued meaningful staff participation in the Community of Practice.

**2 BACKGROUND:**

In 2021, the [WSÁNEĆ Leadership Council](#) formed the [WSÁNEĆ Land Trust Society](#) (WLTS) as a mechanism to accept and govern land under modern land ownership systems, as one way to fulfil the WSÁNEĆ peoples' obligations to care for land and waters. The WLTS's purposes include holding lands in trust for the benefit of WSÁNEĆ; to establish and maintain access for exercise of rights, title, and responsibilities; to protect and care for the natural and cultural heritage of WSÁNEĆ; and to have charitable status, enabling them to accept donations of money, land, and other property (e.g., conservation covenants). The WSÁNEĆ Land Trust Society is a separate, independent legal entity from the WSÁNEĆ Leadership Council (WLC).

WLTS has launched a program called ŁENENITEL (kwa-nung-EE-tuhl). In the SENĆOŦEN language, ŁENENITEL means 'working together to restore our lands and culture', and the program's purpose is to establish self-sustaining, Indigenous-led restorative work on land within WSÁNEĆ territories. The WLTS's intention, as explained in the attached Terms of Reference, is to accomplish this work in collaboration with the community of conservation organizations working within WSÁNEĆ Territories. Therefore, in 2022, WLC reached out to the land trust community of this area for ideas, support, and resources in building the new Indigenous-led land trust, and created the ŁENENITEL Community of Practice (CCP).

The ŁENENITEL Community of Practice (CCP) actively supports ŁENENITEL and WSÁNEĆ-led projects by providing skills, expertise, resources, and capacity in co-created ethical space<sup>1</sup>. ITC

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<sup>1</sup> See *We Rise Together: Achieving Pathway to Canada Target 1 through the creation of Indigenous Protected and Conserved Areas in the spirit and practice of reconciliation*; Indigenous Circle of Experts' Report and Recommendations, March 2018

staff have participated in developing the CCP. The WLTS, WLC, and the CCP members have prepared a Terms of Reference for the CCP.

### **Request to ITC**

The WLTS is asking all members of the ØENENITEL Community of Practice to affirm their involvement in the group and commitment to supporting the interrelated ecological and cultural goals of ØENENITEL, by:

- Agreeing to collaborate within the ØENENITEL Community of Practice Terms of Reference, as confirmed by signing the TOR (attached);
- Confirming ITC staff participation in CCP meetings of approximately 2 hours, every 2 months (held virtually), and in a full-day, in person meeting at least once per year;
- Confirming ITC staff contribution of time and capacity of 2 – 5 hours per month, depending on the nature of specific work.

### **Rationale for Recommendation**

1. Support for WLTS: Participation in the CCP is active involvement in the practice of reconciliation. It is an opportunity to carry ITC staff's experience and skills forward in a good way, by supporting the WLTS with land trust expertise.
2. ITC staff will gain invaluable experience that will better support future work with First Nations, including in developing our Five-Year Plan, including:
  - a. Developing experience in co-creation of ethical space;
  - b. Increasing our experience in building relationships and collaborations with First Nations;
  - c. Meaningful participation in the spirit and action of reconciliation.
3. There is no financial commitment.
4. CCP will be a two-way collaboration and learning platform where participating land trusts will also share collective knowledge to decolonize our decision-making processes.

## **3 IMPLICATIONS OF RECOMMENDATION:**

**ORGANIZATIONAL:** Active participation in the CCP will require an average of ~4 hours / month of time from the EPS and/or Manager, a combination of attending meetings and carrying out the work of the partnership. ITC staff will be providing documents (e.g., ITC policies) and expertise to support WLTS capacity to plan, establish, and manage IPCAs and engage in conservation efforts. Continuing this work will have a minimal impact on staff workloads. The CCP project work aligns directly with current ITC priorities of building trust and new relationships with area First Nations, and the A/Manager expects participation in the CCP to directly inform and enhance ITC policy revisions, regional conservation planning, and development of the next ITC 5-year Plan.

**FINANCIAL:** There is no expectation or commitment of financial or capacity support other than the in-kind provision of ITC staff time.

**POLICY:** None. Participating in this collaboration is consistent with ITC Policy 3.3.3 Relationships with External Groups, with the former [ITC Five-Year Plan](#) (2018-2022), and with current Ministerial direction to engage with nations in developing a new Five-Year Plan. It actively supports ITC's Reconciliation Declaration and Goal 2 of the ITC Regional Conservation Plan (2018-2029).

**IMPLEMENTATION/COMMUNICATIONS:** If approved, the ITC Board Chair or another Authorized Signatory will sign the ØENENITEL Community of Practice Terms of Reference. No communications are expected.

**FIRST NATIONS:** The CCP supports cultural continuity on the land and elevates Indigenous rights and responsibilities. Participation in the CCP enhances, but does not replace or change ITC's other engagement and relationship-building opportunities and obligations. The CCP directly implements the [Calls to Action](#) of the Truth & Reconciliation Commission, respects the spirit and intent of the

[Douglas Treaties](#), and is an acknowledgement of international law ([United Nations Declaration on the Rights of Indigenous Peoples](#) [2007]), Section 35 of Canada’s Federal [Constitution Act \(1982\)](#), British Columbia’s [Declaration on the Rights of Indigenous Peoples Act](#) (2019), and other relevant instruments and commitments.

**CLIMATE CHANGE:** ŁENENITEL and the ŁENENITEL Community of Practice supports cultural reconnection on the land and waters of the Salish Sea. Renewed Indigenous stewardship directly contributes to climate change mitigation and adaptation.

**OTHER:**

- Participation in ŁENENITEL Community of Practice may provide ITC with future opportunities to build new relationships framed in ethical space, and to share capacity with other First Nations, IPCAs, and Indigenous-led conservation projects in the Islands Trust Area.

**4 RELEVANT POLICY AND OTHER COMMITMENTS:**

- Policy 3.3.3 [Relationships with External Groups](#)
- ITC’s [Reconciliation Declaration](#)
- [ITC Regional Conservation Plan](#) (2018-2029).
- [Calls to Action](#) of the Truth & Reconciliation Commission
- [Douglas Treaties](#)
- [United Nations Declaration on the Rights of Indigenous Peoples](#) (2007)
- Canada’s [Constitution Act \(1982\)](#)
- British Columbia’s [Declaration on the Rights of Indigenous Peoples Act](#) (2019)

**5 ATTACHMENT:**

1. ŁENENITEL Community of Practice Terms of Reference, 2025.

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**RESPONSE OPTIONS**

**Recommendations:**

That the Islands Trust Conservancy Board endorse the continued participation of staff in the ŁENENITEL Community of Practice as authorized by the Islands Trust Conservancy Manager.

That the Islands Trust Conservancy Board endorse the ŁENENITEL Community of Practice (CCP) Terms of Reference and request the Islands Trust Conservancy Chair or Authorized Signatory to sign on behalf of the Islands Trust Conservancy.

**Alternatives:** None recommended.

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**Prepared By:** Kathryn Martell, Ecosystem Protection Specialist

**Reviewed By / Date:** Clare Frater, Director, Trust Area Services, July 16, 2025

# ŁENENITEL Community of Practice

## Terms of Reference

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### 1 Purpose

This document describes the terms that Members of the ŁENENITEL Community of Practice (hereafter, “CCP”) agree to collaborate within. These terms apply to the Members of CCP and their representatives in relation to CCP activities and communications.

The CCP is intended to work with the WSÁNEĆ Leadership Council (WLC) and the WSÁNEĆ Lands Trust Society (WLTS) to undertake ŁENENITEL. In the SENĆOŦEN language, ŁENENITEL means working together to restore our lands and culture.

The purpose of ŁENENITEL is to establish self-sustaining Indigenous-led and restorative land-based work. The program aims to support traditional relationships, including revitalization of, biodiversity and eco-cultural resilience by establishing sustainable funding pathways, strengthening WSÁNEĆ capacity to lead conservation initiatives, and increasing WSÁNEĆ access to, and management of, land within their Territories.

The intention is to accomplish this work in collaboration with the community of conservation organizations working within WSÁNEĆ Territories, represented by the CCP. By actively integrating and applying WSÁNEĆ SKÁLS (laws, teachings and beliefs), ŁENENITEL also aims to strengthen ties between the non-Indigenous conservation community, WLC and WLTS Member Nations, and the WSÁNEĆ communities these bodies serve.

The CCP actively supports ŁENENITEL and WSÁNEĆ-led projects by providing skills, expertise, resources, and capacity in an ethical space of collaboration and cross-validation (see “[We Rise Together](#)”) in those areas that interact and align with CCP member organizations’ purposes.

### 2 Program goals

The CCP supports the following interrelated ecological and cultural goals of ŁENENITEL:

- **Developing and Implementing Sustainable Revenue Generation Initiatives:** Develop and maintain revenue streams aligned with ŁENENITEL values of self-sustainability, climate consciousness, and cultural sensitivity. This includes identifying climate friendly revenue-generating opportunities, building regional capacity, and securing consistent funding.
- **Community Engagement and Capacity Development:** Maximize community engagement by including opportunities for WSÁNEĆ capacity building, training, and youth involvement. This includes providing ecological community-based job training opportunities.

- **Legal and Cultural Access to Lands:** Increase WŚÁNEĆ legal agency over their lands through various means, including improving access to private land, enabling cultural practices, and enhancing access to traditional food and medicine.
- **Land Management and Restoration Planning:** Coordinate and participate in sustainable, climate-conscious, and culturally sensitive land management and restoration efforts within WŚÁNEĆ territory. This involves developing guiding maps and databases, influencing policies, and collating a portfolio of nature-smart projects.

### 3 Abiding by WŚÁNEĆ SKÁLS

ŹENENITEL is guided by WŚÁNEĆ in accordance with SKÁLS (laws, teachings and beliefs). Members of CCP agree to be guided by SKÁLS when offering input or contributing to program goals.

In being guided by WŚÁNEĆ SKÁLS, CCP Members understand that SKÁLS are drawn from sources that include the SENĆOŦEN language, EN ĆELÁNEN (birthright), ÁLENENEŹ (homeland) and IŁEŹSILEŃ, which means passing something on and refers to the sharing of SYESES (oral histories). That a primary focus is ŁŁEŹ (interconnectedness), and the obligations WŚÁNEĆ peoples hold with the creator XÁLS, and the lands, waters, and all living beings. That SKÁLS are grounded in relationships based on a recognition that all beings have agency. Maintaining good relations thus requires ÁTOL (respect for the rights of others), EN SKÁU (reciprocity), ÍY,ŚWŹÁLEŹEN and SDIWIEŁ (good intentions and prayer). At its core, WŚÁNEĆ law carries a positive obligation to act to protect WŚÁNEĆ homelands and the beings that reside there.

Importantly, Members of the CCP understand and agree that WŚÁNEĆ are the authority on SKÁLS and how they apply in any given situation.

To give effect to the above statements, CCP Members agree that:

- WŚÁNEĆ SKÁLS (laws, teachings and beliefs) and WŚÁNEĆ input will be used to guide all program activities;
- WŚÁNEĆ will be active at all CCP project sites, will lead restoration and management activities, and will be empowered to meet cultural responsibilities under SKÁLS;
- All CCP initiatives will actively consider and include provision for:
  - Cultural protocols to be followed (including prayer and presence of cultural monitors, as appropriate);
  - WŚÁNEĆ knowledge transfer and capacity building to ensure intergenerational sustainability;
  - financial consideration for services provided by WŚÁNEĆ Knowledge Holders, as appropriate;

### 4 Duties, decisions, time commitment, and communications

Members include the WŚÁNEĆ Leadership Council, WŚÁNEĆ Lands Trust Society, and the organizations or individuals representing the conservation community within WŚÁNEĆ Territories, from time to time, as listed in Section 5.







# BRIEFING

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**To:** Islands Trust Conservancy Board      **For the Meeting of:** October 3, 2025  
**From:** ITC Manager Tyrrell      **Date Prepared:** September 26, 2025  
**SUBJECT:** Referral of Islands Trust Policy Statement

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**PURPOSE:**

To provide the Islands Trust Conservancy Board with the draft Islands Trust Policy Statement for review prior to being asked to provide guidance on a formal referral response at its November 18, 2025 meeting.

**BACKGROUND:**

The Islands Trust Council has referred proposed Bylaw No. 183 (cited as "Islands Trust Policy Statement Bylaw, 2025") to the Islands Trust Conservancy Board with a request to provide comments no later than February 6, 2026. Note that Trust Council's original referral package sent out on August 7, 2025 stated a referral response were due no later than October 10, 2025. This deadline has been extended for the ITC Board and Local Trust Committees (see attached Briefing).

Staff will provide advice to the Board regarding a potential referral response at the November 18, 2025 meeting but are providing the draft Islands Trust Policy Statement at this meeting to seek early comments from the Board.

**ATTACHMENT(S):**

1. LTC-ITC Bylaw Referral Request Extension – Policy Statement Bylaw No. 183 - BRF
2. Policy Statement Referral Request – Email to Referral agencies/bodies
3. Islands Trust Policy Statement Bylaw Referral Form
4. Islands Trust Policy Statement – First Reading for Consultation, July 29, 2025

**FOLLOW-UP:**

Staff will consider initial comments from Board members as they prepare advice to the Board for its November 18, 2025 meeting.

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**Prepared By:** Clare Frater, Director, Trust Area Services (based on a Trust Council briefing by Chloë Straw, Program Coordinator), September 26, 2025

**Reviewed By/Date:** Wendy Tyrrell, September 26, 2025



# BRIEFING

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**To:** Local Trust Committees and Islands Trust Conservancy      **For the Meeting of:** Varies

**From:** Trust Area Services      **Date Prepared:** August 15, 2025

**SUBJECT:** Bylaw Referral – Policy Statement Bylaw No. 183

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**PURPOSE:** The purpose of this briefing is to update local trust committees (LTCs) and Islands Trust Conservancy that Trust Council expects to receive referral responses from LTCs and Islands Trust Conservancy no later than February 6, 2026, not October 10, 2025 as stated in the original referral package sent out on August 7, 2025.

**BACKGROUND:** The original bylaw referral package sent to LTCs and Islands Trust Conservancy in August stated that referral responses must be received by October 10, 2025. However, this date did not take into account that the local engagement events requested by LTCs are spread out between September and late November, and so some LTCs may not want to respond to the referral until those events have been held.

It is appreciated by staff if LTCs could submit their referral response as soon as practicable following local engagement events.

**ATTACHMENT(S):** None

**FOLLOW-UP:** TAS staff will follow up with individual LTCs and Islands Trust Conservancy as needed.

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**Prepared By:** Jason Youmans, Senior Policy Advisor

**Reviewed By/Date:** Clare Frater, Director, Trust Area Services/August 20, 2025

## Wendy Tyrrell

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**From:** Islands2050  
**Sent:** Friday, August 8, 2025 10:33 AM  
**To:** Nadine Mourao; Jason Youmans  
**Subject:** Bylaw Referral - Trust Council Bylaw 183 Policy Statement - For Response by October 10, 2025  
**Attachments:** 2025\_TC\_BL183-FRM-Agency-Referral.pdf; TC\_2025-07-29  
\_BL183PolicyStatement\_Schedule-A\_First-Reading.pdf  
**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Dear Referral Coordinator(s),

We are reaching out to seek feedback from provincial and federal government agencies, Indigenous Governing Bodies, local trust committees and Bowen Island Municipality, school districts, regional districts, and improvement districts on the proposed Islands Trust Policy Statement, which was given first reading by Islands Trust Council on July 29, 2025.

The Islands Trust Policy Statement is a document required by Provincial legislation to be a general statement of the policies of the Islands Trust Council to carry out the [object](#) (mandate) of the Islands Trust. The proposed Policy Statement sets out Islands Trust Council's proposed principles and policy framework for planning and land use management within the lands and waters of the Island Trust Area. The Policy Statement guides the development of the official community plans and land use bylaws of local trust committees and Bowen Island Municipality, and the development of Trust Council's Strategic Plan. It is not a set of regulations that apply to land in the Islands Trust Area.

First reading of the Policy Statement bylaw followed a year of meetings by Islands Trust Council's Committee of the Whole and Trust Programs Committee, where the draft bylaw was reviewed and revised to address feedback received from Indigenous Governing Bodies, island residents, Islands Trust staff, legal counsel, and government agencies over the course of the project. Work on a new Islands Trust Policy Statement has been ongoing since 2019.

Please visit the Islands [2050 project webpage](#) for full project background information, including frequently asked questions.

Your organization may have provided a response when a previous draft of the new Policy Statement was referred out for comment in 2021. Since then, the document has been substantially revised and is now being referred out anew. If you would like to review a copy of your organization's response to the 2021 referral, please see the agency referral section of the project library on the [Islands 2050 project webpage](#).

Your informed response is important to this process and will support the Islands Trust Council in delivering the Islands Trust's provincially-mandated object "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 generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.”

### Agencies Information Session Webinars

Islands Trust will host two Zoom webinars for referral agencies to provide information about the proposed Policy Statement bylaw and to offer an opportunity for questions and answers.

**Please register in advance for one of the two sessions:**

- **Friday, September 5, 2025**, from 9:30 a.m. to 10:30 a.m. – [Register here](#)
- **Monday, September 8, 2025**, from 1:30 p.m. to 2:30 p.m. – [Register here](#)

After registering, you will receive a confirmation email with details on how to join the webinar.

### Your response to this referral is respectfully requested:

Attached to this email is a bylaw referral package that includes our referral form and the proposed Policy Statement bylaw. Project information can be found on our website here:

<https://islandstrust.bc.ca/programs/islands-2050/>.

We understand that there are numerous demands on your time, however, we genuinely welcome any comments you may have. Your referral response to this proposed bylaw is respectfully requested by **October 10, 2025**. Referral responses will be provided to Islands Trust Council for its consideration, and publicly posted to the project webpage.

Should you have any questions or require further information, please contact Jason Youmans at [jyoumans@islandstrust.bc.ca](mailto:jyoumans@islandstrust.bc.ca) or at 250-405-5177.

**Please direct referral responses to [islands2050@islandstrust.bc.ca](mailto:islands2050@islandstrust.bc.ca)**

or by mail to:

Islands Trust - Islands 2050

200 – 1627 Fort Street

Victoria, BC V8R 1H8

Thank you for your time and attention to this matter.

Respectfully,

**Nadine Mourao**

Legislative Clerk / Deputy Secretary (she, her, hers)

Islands Trust

700 North Road | Gabriola BC V0R 1X3

T 250-247-2206 | [www.islandstrust.bc.ca](http://www.islandstrust.bc.ca)

You can also reach us toll-free via Service BC 1-800-663-7867 | 604-660-2421

### Preserving and protecting over 450 islands and surrounding waters in the Salish Sea

*I respectfully acknowledge that the Islands Trust Area is located within the treaty lands and territories of the BOKÉCEN, Cowichan Tribes, K'ómoks, Lyackson, MÁLEXEL, Qualicum, scəwáθən, səlilwətaʔ, SEMYOME, shíshálh, Sḱwxwú7mesh, Snaw-naw-as, Snuneymuxw, Songhees, Spune'luxutth', STÁUTW, Stz'uminus, ʔaʔəmen, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, WJOLÉLP, WSIKEM, Xeláltxw, Xwémalhkwu, Xwsepsum, and xʷməθkʷəy̓əm First Nations. Islands Trust is committed to reconciliation and to working together to preserve and protect this ecologically, culturally, and spiritually significant region in the Salish Sea.*



# ISLANDS TRUST POLICY STATEMENT BYLAW REFERRAL FORM

Islands Trust – Islands 2050  
200 – 1627 Fort Street  
Victoria, BC V8R 1H8  
islands2050@islandstrust.bc.ca  
www.islandstrust.bc.ca

Island: Islands Trust Area Bylaw No.: TC 183 Date: August 6, 2025

You are requested to comment on the attached Bylaw for potential effect on your agency's interests. We would appreciate your response within 60 days. If no response is received within that time, it will be assumed that your agency's interests are unaffected.

### PURPOSE OF BYLAW:

The Islands Trust Act requires that Islands Trust Council adopt a Policy Statement. The current Policy Statement has not been substantively updated in over 30 years. The purpose of this bylaw is to update the Policy Statement through the lenses of reconciliation, climate change, and affordable housing.

### GENERAL LOCATION:

The Islands Trust Policy Statement is a general policy that applies to all of the Islands Trust Area, including Bowen Island. For a map of the Islands Trust Area, please visit: <https://islandstrust.bc.ca/mapping-resources/mapping/>

### YOUR RESPONSE IS RESPECTFULLY REQUESTED:

Your response to this referral will help to ensure that the Policy Statement advances the mandate of the Islands Trust, in cooperation with the Province, other agencies and Indigenous Governing Bodies. The Islands Trust Policy Statement requires the approval of the Minister of Municipal Affairs and Housing if it is to be used by Islands Trust Executive Committee and Trust Council to evaluate and approve bylaws submitted by local trust committees and island municipalities.

The proposed new Policy Statement contains policies that may affect your agency's interests. We would encourage you to review the [Islands 2050 project webpage](#) for additional information about the Policy Statement Amendment Project, including an FAQ. Please return the response form to [islands2050@islandstrust.bc.ca](mailto:islands2050@islandstrust.bc.ca)

### OTHER INFORMATION:

For more information on the Islands 2050 Policy Statement Amendment Project, including the draft Policy Statement: <https://islandstrust.bc.ca/programs/islands-2050/>

Please fill out the Response Summary on the back of this form. If your agency's interests are "Unaffected", no further information is necessary. In all other cases, we would appreciate receiving additional information to substantiate your response and, if necessary, outline any conditions related to that response. Please note any legislation or official government policy that would affect our consideration of this Bylaw.

(Signature)

Name: David Marlor

Title: Secretary, Islands Trust

This referral has been sent to the following agencies:

#### Federal Agencies

Environment and Climate Change Canada  
Fisheries & Oceans, Canada (Fish Protection and Aquaculture - Pacific Region)  
Transport Canada  
Parks Canada

#### Regional Agencies

Capital Regional District  
Comox Valley Regional District  
Cowichan Valley Regional District  
Metro Vancouver Regional District  
Nanaimo Regional District  
qathet Regional District  
Sunshine Coast Regional District

#### School District Boards

School District No. 45 (West Vancouver – Gambier)  
School District No. 46 (Gambier)  
School District No. 64 (Gulf Islands: Galiano, Mayne, North Pender, South Pender, Salt Spring, Saturna)  
School District No. 68 (Gabriola/Ballenas Winchelsea)  
School District No. 69 (Lasqueti/Ballenas Winchelsea)  
School District No. 71 (Denman/Hornby)  
School District No. 79 (Thetis)

**Improvement District Boards**

Gabriola Fire Protection District  
Graham Lake Improvement District  
Schmidt Improvement District  
Galiano Estates Improvement District  
Gossip Island Improvement District  
Montague Improvement District  
Spanish Hills Improvement District  
Wise Island Improvement District  
Bennett Bay Waterworks District  
Campbell-Bennett Bay Improvement District  
Lighthouse Point Waterworks District  
Mayne Island Improvement District  
Village Point Improvement District  
Georgina Improvement District  
Razor Point Improvement District  
Trincomali Improvement District  
Harbour View Improvement District  
Mount Belcher Improvement District  
North Salt Spring Waterworks District  
Piers Island Improvement District  
Salt Spring Island Fire Protection District  
Scott Point Waterworks District  
Saturna Shores Improvement District  
Thetis Island Improvement District  
Vaucroft Improvement District

**Adjacent Local Trust Committees and Municipalities**

Ballenas-Winchelsea Islands Local Trust Committee  
Bowen Island Municipality  
Denman Island Local Trust Committee  
Gabriola Island Local Trust Committee  
Galiano Island Local Trust Committee  
Gambier Island Local Trust Committee  
Hornby Island Local Trust Committee  
Lasqueti Island Local Trust Committee  
Mayne Island Local Trust Committee  
North Pender Island Local Trust Committee  
Salt Spring Island Local Trust Committee  
Saturna Island Local Trust Committee  
South Pender Island Local Trust Committee  
Thetis Island Local Trust Committee  
Islands Trust Conservancy Board

**Provincial Agencies**

Agricultural Land Commission  
Attorney General (Housing Policy Branch)  
BC Ferries  
Ministry of Agriculture and Food  
Ministry of Energy and Climate Solutions  
Ministry of Energy and Climate Solutions (Climate Action Secretariat)  
Ministry of Mining and Critical Minerals  
Ministry of Environment and Parks  
Ministry of Environment and Parks (BC Parks and Conservation Officer Service Division)  
Ministry of Forests  
Ministry of Water, Land and Resource Stewardship (South Coast Office, Crown Lands, Water Licensing (Watershed Stewardship & Security Branch, Ecosystems, Archaeology)  
Ministry of Health  
Ministry of Indigenous Relations and Reconciliation (West Coast Office; South Coast Office)  
Ministry of Housing and Municipal Affairs (Governance and Structure Branch and Land Use Planning and Regional Impacts Branch)  
Ministry of Transportation and Transit on Vancouver Island and South Coast (via electronic Development Approvals System)

# BYLAW REFERRAL FORM RESPONSE SUMMARY

Approval Recommended for Reasons Outlined Below

Approval Recommended Subject to Conditions Outlined Below

Interests Unaffected by Bylaw

Approval Not Recommended Due to Reason Outlined Below

\_\_\_\_\_  
Islands Trust Area (Islands 2050)  
(Island)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
TC 183  
(Bylaw Number)

\_\_\_\_\_  
(Printed Name and Title)

\_\_\_\_\_  
(Agency)

ISLANDS TRUST COUNCIL

BYLAW NO. 183

\*\*\*\*\*

A BYLAW TO ADOPT A POLICY STATEMENT FOR THE TRUST AREA

\*\*\*\*\*

The Islands Trust Council, having jurisdiction in respect of the Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act* S.B.C. 1996 c.239, enacts as follows:

**TITLE**

- 1. This Bylaw may be cited for all purposes as “Islands Trust Policy Statement Bylaw, 2025”.

**APPLICATION**

- 2. This Bylaw applies to the Trust Area, as defined in Schedule A of the *Islands Trust Act* S.B.C. 1996 c.239.

**ORGANIZATION**

- 3. Schedule A (Islands Trust Policy Statement) attached to and forming part of the bylaw is hereby adopted as the trust policy statement pursuant to S.15(1) of the *Islands Trust Act*.

**SEVERABILITY**

- 4. If any provision of this Bylaw is for any reason held to be invalid by a decision of any Court of competent jurisdiction, the invalid provision must be severed from the Bylaw and the decision that such provision is invalid must not affect the validity of the remaining provisions of the Bylaw.

**REPEAL**

- 5. “Islands Trust Policy Statement, 1993” is hereby repealed upon adoption of this bylaw.

**READINGS**

READ A FIRST TIME THIS 29TH DAY OF JULY, 2025

READ A SECOND TIME THIS DAY OF ,2025

READ A THIRD TIME THIS DAY OF ,2025

APPROVED BY THE MINISTER OF HOUSING AND MUNICIPAL AFFAIRS PURSUANT TO SECTION 15(2)(c) OF THE ISLANDS TRUST ACT THIS DAY OF ,2025

RECONSIDERED AND FINALLY ADOPTED THIS DAY OF ,2025

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Secretary

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Chairperson



Islands Trust

# Islands Trust Policy Statement

# Acknowledgement

Islands Trust Council respectfully acknowledges that the lands and waters that encompass the Islands Trust Area have been home to Indigenous Peoples since time immemorial and that their relationship to these lands and waters continues to this day. Islands Trust Council acknowledges that residential schools, forced removal, and colonial laws and restrictions on Indigenous governance and cultural practices have displaced and dispossessed Coast Salish peoples and disrupted their relationships with the islands and waters of the Salish Sea. Islands Trust Council acknowledges that a healthy environment is essential for Indigenous Peoples to be able to exercise their inherent and treaty rights. Islands Trust Council is committed to reconciliation and to working together to preserve and protect this ecologically, culturally, and spiritually significant region in the Salish Sea.

The Islands Trust Area is located within Coast Salish Territory, in the treaty lands and territories of:

**BOKÉĆEN** (Pauquachin) First Nation

**Da'naxda'xw/Awaetlala** First Nation

**K'ómoks** (Comox) First Nation

**Lhaq'temish** (Lummi) Nation

**MÁLEXEŁ** (Malahat) First Nation

**Mamalilikulla** First Nation

**Qualicum** First Nation

**Quw'utsun** Nation (comprised of **Cowichan Tribes**, **Xeláltxw** (Halalt) First Nation, **Lyackson** First Nation, **Spune'luxutth'** (Penelakut Tribe) and **Stz'uminus** (Chemainus) First Nation)

**scəwáθən** (Tsawwassen) First Nation

**səlilwətał** (Tsleil-Waututh) First Nation

**SEMYOME** (Semiahmoo) First Nation

**shíshálh** (Sechelt) Nation

**Skwxwú7mesh** (Squamish) First Nation

**Snaw-naw-as** (Nanoose) First Nation

**Snuneymuxw** (Nanaimo) First Nation

**Songhees** First Nation

**STÁUTW** (Tsawout) First Nation

**᠎aʔəmen** (Tla'amin) First Nation

**Tlowitsis** Nation

**Ts'uubaa-asatx** (Lake Cowichan) First Nation

**Wei Wai Kum** (Campbell River) First Nation

**We Wai Kai** (Cape Mudge) First Nation

**WJOŁEŁP** (Tsartlip) First Nation

**WŚIKEM** (Tseycum) First Nation

**Xwémalhkwa** (Homalco) First Nation

**Xwsepsum** (Esquimalt) First Nation

**xʷməθkʷəy̓əm** (Musqueam) First Nation

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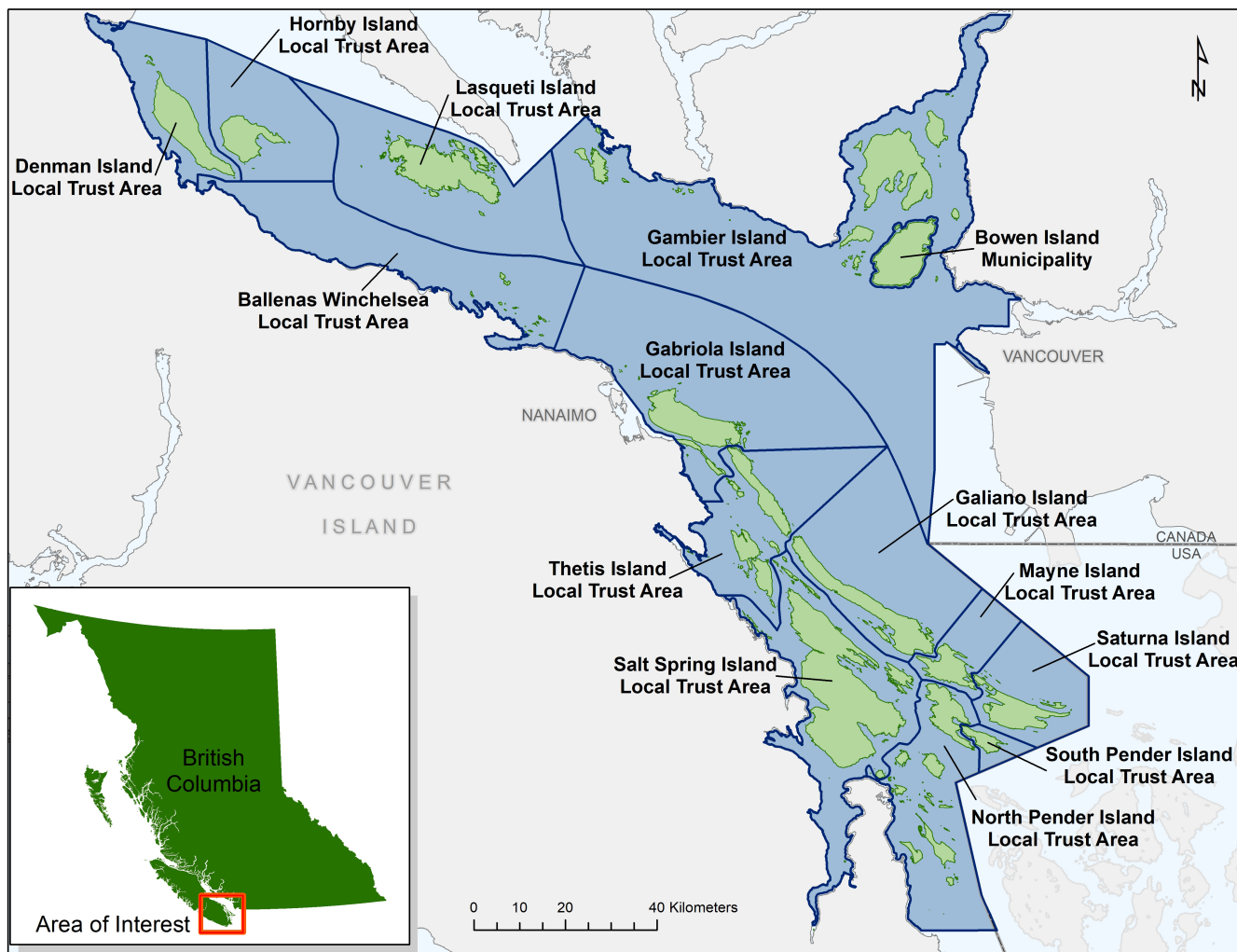
# Part 1: The *Islands Trust Act*

In 1974, the Government of British Columbia established the *Islands Trust Act* to preserve and protect the Islands Trust Area and its unique amenities and environment against unrestrained growth and development. Islands Trust is a federated body responsible for the Trust Area, comprised of 13 major islands and more than 450 smaller islands and the surrounding waters in the Strait of Georgia and Howe Sound. Islands Trust regulates local land use, works with other levels of government, and, through the Islands Trust Conservancy, protects places of natural or cultural significance. This unique governmental mandate is defined in Section 3 of the *Islands Trust Act* and is commonly referred to as the “Islands Trust Object.”

## 1.1 – The Islands Trust Object

“**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 generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.” (Section 3, *Islands Trust Act*)

## 1.2 – Map of the Islands Trust Area



## 1.3 – Indigenous Inherent Rights Acknowledgment

Islands Trust Council respectfully acknowledges Indigenous inherent rights as protected under section 35 of the *Constitution Act, 1982*. Islands Trust Council respectfully acknowledges Indigenous rights to self-governance and the expressed interest of Indigenous Governing Bodies in working toward co-governance of the Islands Trust Area. Islands Trust Council is committed to advancing reconciliation with Indigenous Governing Bodies through ongoing discussion and recognition of these rights.

Given the *Declaration on the Rights of Indigenous Peoples Act* and the evolving legislative landscape in British Columbia, the Policy Statement serves as a starting point for improved cooperation with Indigenous Governing Bodies. Islands Trust Council commits to an ongoing effort to co-develop planning and land use management processes with Indigenous Governing Bodies within the Islands Trust Area and acknowledges that this document does not serve as an endpoint. Islands Trust Council will be informed by the United Nations Declaration on the Rights of Indigenous Peoples as a framework for its approach to reconciliation.

## 1.4 – Purpose and Structure of the Policy Statement

Section 15 of the *Islands Trust Act* states that Trust Council must adopt, by bylaw, a Trust Policy Statement that applies to the Islands Trust Area as a whole. The *Islands Trust Act* specifies that the Policy Statement must be a general statement of the policies of Trust Council to carry out the Islands Trust Object, that it may establish different policies for different parts of the Islands Trust Area, and that it must be approved by the provincial Minister responsible for Islands Trust prior to adoption.

Islands Trust Council is responsible for establishing and amending the Policy Statement, which in turn guides the development of more specific official community plans and regulatory bylaws by local trust committees and island municipalities across the region. The *Act* stipulates that official community plans and bylaws required to be submitted to Executive Committee or Trust Council under the *Act* must not be approved if they are contrary to or at variance with the Policy Statement. This ensures that the Islands Trust Object is at the core of all planning and land use management decision-making in the Islands Trust Area.

The Policy Statement represents Trust Council’s vision for the preservation and protection of the Islands Trust Area and its unique amenities and environment. It aspires to reflect the values and interests of island communities, Indigenous Governing Bodies and Indigenous Peoples, partner agencies, and all British Columbians, as well as the silent voices of island ecosystems, species at risk, and future generations.

## Three Types of Policies in the Policy Statement:

### Guiding Principles

(Part 2 of the Policy Statement) establish general commitments of Trust Council that centre the Islands Trust Object in all daily decision-making across the Islands Trust Area by Islands Trust Council, Islands Trust Executive Committee, local trust committees and island municipalities.

### Directive Policies

(Part 3 of the Policy Statement) are integral to carrying out the Islands Trust Object. They are policies with which official community plans and regulatory bylaws of a local trust committee or island municipality should be consistent to avoid rejection or objection when presented by the local trust committee or island municipality for consideration or approval by Executive Committee or Trust Council. They are also policies that should be directly addressed, where possible, in all official community plans and bylaws of a local trust committee or island municipality.

### Advisory Policies

(also in Part 3 of the Policy Statement) are policies expressing select objectives of Trust Council, that local trust committees and island municipalities are advised to consider in the development of official community plans, bylaws, and in discretionary land use decisions. Advisory policies are not intended to constitute a basis for Executive Committee or Trust Council review of local trust committee or island municipality bylaws, or for potential rejection of such bylaws.

# Part 2: Guiding Principles

## 2.1 – General Guiding Principles

In its efforts to carry out the Islands Trust Object, Islands Trust Council commits to the following set of shared principles to guide daily planning and decision making by Islands Trust Council, Islands Trust Executive Committee, local trust committees and island municipalities:

Trust Council's Guiding Principles	
2.1.1	<p><b>Acknowledge and Respect Indigenous Rights</b></p> <p>To grow understanding of the history and legacy of colonialism in the Islands Trust Area, to acknowledge and respect the rights of Indigenous Peoples, and to work together with Indigenous Governing Bodies and Indigenous Knowledge Holders to preserve and protect culturally significant areas, sites, and species.</p>
2.1.2	<p><b>Prioritize Environmental and Indigenous Cultural Heritage Protection</b></p> <p>To place priority on preserving, protecting and restoring the environment, and preserving, protecting, and supporting restoration of Indigenous cultural heritage in all decision making.</p>
2.1.3	<p><b>Limit the Rate and Scale of Development</b></p> <p>To define and maintain appropriate limits for the rate and scale of development in order to preserve and protect the Trust Area and its unique amenities and environment.</p>
2.1.4	<p><b>Foster Sustainable, Inclusive, and Resilient Communities</b></p> <p>To support planning and land use management decisions that foster sustainable, inclusive, and resilient communities, acknowledging the interdependencies between healthy communities and healthy ecosystems.</p>
2.1.5	<p><b>Take Guidance from the Precautionary Principle</b></p> <p>To be guided by the precautionary principle in all decision making to safeguard the environment and cultural heritage where there is uncertainty over the potential for serious or irreversible damage from development.</p>
2.1.6	<p><b>Account for Cumulative Effects</b></p> <p>To strive to account for the cumulative effects of existing and proposed development to avoid detrimental effects on watersheds, groundwater supplies, culturally sensitive areas and cultural heritage sites, and species and their habitats.</p>
2.1.7	<p><b>Foster Informed and Balanced Decision Making</b></p> <p>To be informed by a broad range of sources in its decision-making processes, including Indigenous Knowledge, institutional knowledge, local community knowledge, and science.</p>

## 2.2 – Reconciliation Principles

Islands Trust Council has declared its commitment to reconciliation with Indigenous Peoples of the Islands Trust Area, with the understanding that this commitment is a long-term relationship-building process and is a commitment to be informed by these reconciliation principles to the extent that they engage the object of the trust.

Trust Council's Reconciliation Principles	
2.2.1	<p><b>Guidance from <u>Truth and Reconciliation Commission</u></b> Be informed by the 10 principles established by the Truth and Reconciliation Commission of Canada (TRC).</p>
2.2.2	<p><b>Guidance from <u>United Nations Declaration on the Rights of Indigenous Peoples</u></b> Be informed by the articles established in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).</p>
2.2.3	<p><b>Guidance from <u>Missing and Murdered Indigenous Women and Girls Calls for Justice</u></b> Be informed by the Principles for Change used by the National Inquiry into Missing and Murdered Indigenous Women and Girls.</p>
2.2.4	<p><b>Guidance from <u>Indigenous Governing Bodies</u></b> Be informed by guidance from Indigenous Governing Bodies and Indigenous Knowledge Holders.</p>

## 2.3 – Cooperation Principles

While Trust Council must provide the necessary leadership to carry out the Islands Trust Object, its mandate requires cooperation with partners who each have unique roles to play in preserving and protecting the region. Trust Council commits to be guided by the following principles in its cooperation efforts to advance the Islands Trust Object:

<b>Trust Council's Cooperation Principles</b>	
<b>2.3.1</b>	<p><b>Collaborate with the Islands Trust Conservancy Board</b></p> <p>To collaborate closely with, and be informed by, the Islands Trust Conservancy Board, particularly in the areas of science-based conservation planning, ecosystem mapping, identification of core conservation areas and protected area networks, and protection of species and ecosystems at risk.</p>
<b>2.3.2</b>	<p><b>Collaborate with Island Municipalities</b></p> <p>To collaborate with island municipalities, particularly in the areas of conservation planning, communications and engagement, the Policy Statement, and other areas supporting the Islands Trust Object.</p>
<b>2.3.3</b>	<p><b>Work Towards Collaborative Governance with Indigenous Governing Bodies</b></p> <p>Develop strong relationships with Indigenous Governing Bodies and work toward building foundations for collaborative governance with Indigenous Governing Bodies, including through the development of shared decision-making agreements under the <i>Declaration on the Rights of Indigenous Peoples Act</i>.</p>
<b>2.3.4</b>	<p><b>Work Towards Strategic Inter-Agency Coordination</b></p> <p>To work towards establishing effective inter-agency coordination mechanisms with different levels of government, academic institutions and organizations who have important roles to play in supporting the Islands Trust Object.</p>
<b>2.3.5</b>	<p><b>Work Towards Accessible and Inclusive Public Communications and Engagement</b></p> <p>To work towards accessible and inclusive public communications and engagement strategies that engage a wide range of residents, communities, local organizations, and British Columbians.</p>
<b>2.3.6</b>	<p><b>Provide Public Education Opportunities</b></p> <p>To provide education opportunities to residents, communities, local organizations, and visitors, highlighting tangible ways they can contribute to preserving and protecting the Trust Area and its unique amenities and environment, while respecting the confidentiality interests of Indigenous Knowledge Holders and Indigenous Governing Bodies.</p>

# Part 3: Goals and Policies

## Goal 1: Advance Reconciliation

Islands Trust Council is committed to reconciliation and to long-term relationship building with Indigenous Governing Bodies and Indigenous Peoples across the region. The policies in this section aim to acknowledge the history, legacy and continuing relationships of Indigenous Peoples to the area since time immemorial, to recognize and respect the interests of Indigenous Governing Bodies regarding planning and land use management decisions that impact their territories, and to build foundations for collaborative governance and shared decision making.

### Directive Policies – Reconciliation

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

#### 3.1.1 Engage with Indigenous Governing Bodies

Engage with Indigenous Governing Bodies and provide a record of the engagement at time of bylaw submission.

### Advisory Policies – Reconciliation

Local trust committees and island municipalities should...

#### 3.1.2 Engage with Indigenous Governing Bodies

Engage with Indigenous Governing Bodies on discretionary planning and land use management decisions.

#### 3.1.3 Land Back

Through engagement with Indigenous Governing Bodies, support opportunities to direct land to Indigenous Governing Bodies, including, but not limited to, as amenity contributions in applications seeking additional development potential.

#### 3.1.4 Information Sharing

Support and develop methods for regular and timely sharing of information with Indigenous Governing Bodies.

#### 3.1.5 Respect Indigenous Protocols for Information and Data Provided

Respect Indigenous Governing Bodies' and Indigenous Knowledge Holders' protocols about how their data and information should be collected, protected, used and shared.

## Goal 2: Preserve and Protect Indigenous Cultural Heritage and Culturally Significant Areas, Sites, and Species

Islands Trust Council recognizes Indigenous cultural heritage as a unique amenity in the Islands Trust Area that must be preserved, protected, and where possible, restored. The Islands Trust Area is home to many culturally significant areas, sites and species, including places that are the resting places of ancestors, which are of importance to present and future generations of Indigenous Peoples. This section lays out general types of Indigenous cultural heritage and culturally significant areas, sites, and species that should be identified and protected in each local planning area; this should be guided by Indigenous Peoples, Indigenous Governing Bodies and Indigenous Knowledge Holders and undertaken in a culturally sensitive manner that respects confidentiality protocols around the sharing of Indigenous Knowledge.

### Directive Policies – Indigenous Cultural Heritage & Culturally Significant Areas, Sites and Species

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

3.2.1	<p><b>Indigenous Cultural Heritage Sites</b></p> <p>Minimize potential adverse impacts to Indigenous cultural heritage sites including, but not limited to, identified village sites, burial sites, camp sites, middens, cairns, petroglyphs, culturally modified trees, fish traps, clam gardens, pictographs, and registered, unregistered, or newly-discovered archaeological sites.</p>
3.2.2	<p><b>Indigenous Marine Harvesting Areas</b></p> <p>Minimize potential adverse impacts to marine harvesting areas used by Indigenous Peoples, including, but not limited to, fish weirs and clam gardens.</p>
3.2.3	<p><b>Indigenous Harvesting and Hunting Areas</b></p> <p>Minimize potential adverse impacts to land-based harvesting and hunting areas used by Indigenous Peoples.</p>

## Advisory Policies – Indigenous Cultural Heritage & Culturally Significant Areas, Sites and Species

Local trust committees and island municipalities should...

3.2.4	<p><b>Indigenous Cultural Heritage Sites</b></p> <p>Through engagement with Indigenous Governing Bodies, identify and prioritize protection of Indigenous cultural heritage sites including, but not limited to, village sites, burial sites, camp sites, middens, cairns, petroglyphs, culturally modified trees, fish traps, clam gardens, and pictographs, and registered, unregistered, or newly discovered archaeological sites.</p>
3.2.5	<p><b>Indigenous Harvesting Areas</b></p> <p>Through engagement with Indigenous Governing Bodies, identify and prioritize protection of Indigenous harvesting areas on land and marine foreshores including, but not limited to, fish weirs, clam gardens, camas meadows, and other areas used for Indigenous hunting, fishing, trapping, and gathering of plants and medicines.</p>
3.2.6	<p><b>Indigenous Harvesting and Hunting Area Access</b></p> <p>Through engagement with Indigenous Governing Bodies, identify and pursue opportunities to improve access by Indigenous Peoples to marine and land-based harvesting and hunting areas.</p>
3.2.7	<p><b>Other Culturally Significant Areas for Indigenous Peoples</b></p> <p>Through engagement with Indigenous Governing Bodies, identify and prioritize protection of areas of importance for Indigenous cultural and spiritual practices.</p>
3.2.8	<p><b>Culturally Significant Species and Medicinal Plants</b></p> <p>Through engagement with Indigenous Governing Bodies, identify, prioritize protection, and support restoration of culturally significant species and medicinal plants and ochre.</p>
3.2.9	<p><b>Cultural Monitors</b></p> <p>Through engagement with Indigenous Governing Bodies, support opportunities for cultural monitors to be present for ground-disturbing activities.</p>

## Goal 3: Preserve and Protect Healthy and Biodiverse Ecosystems

Islands Trust Council acknowledges that preserving and protecting the ecological integrity of the Islands Trust Area is essential to the Islands Trust Object and to supporting community well-being across the region. The policies in this section aim to identify and protect key ecosystem types and characteristics that safeguard biodiversity and promote resilience to climate change.

### Directive Policies – Ecosystem Integrity

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

<b>3.3.1</b>	<b>Protected Area Networks</b> Identify, establish, and sustain a network of protected areas of sufficient size and distribution to preserve the environmental integrity of ecosystems in their planning area.
<b>3.3.2</b>	<b>Sensitive Ecosystems</b> Identify and prioritize the preservation, protection, and restoration of sensitive ecosystems in the Islands Trust Area, classified as the following ecosystem types: cliff; freshwater; herbaceous; old and mature forest; riparian; wetland; and woodland.
<b>3.3.3</b>	<b>Forest Ecosystems</b> Identify forest ecosystems and prioritize the preservation, protection, and restoration of unfragmented forests, with a particular focus on the maintenance and restoration of their ecological integrity.
<b>3.3.4</b>	<b>Coastal Oak and Prairie Ecosystems</b> Identify and prioritize the preservation and protection of coastal oak and prairie ecosystems, with a particular focus on the maintenance, restoration and management of their ecological integrity.
<b>3.3.5</b>	<b>Watershed Ecosystems</b> Identify and prioritize the preservation, protection, and restoration of watershed ecosystems, freshwater sources, and groundwater recharge areas.
<b>3.3.6</b>	<b>Marine Shorelines and Nearshore Areas</b> Identify and prioritize the preservation, protection, and restoration of eelgrass meadows, kelp forests, forage fish spawning areas, clam beds, estuaries, tidal salt marshes, mud flats, and coastal wetlands.
<b>3.3.7</b>	<b>Critical Habitat for Species at Risk</b> Identify and prioritize the preservation, protection, and restoration of critical habitat for species at risk.
<b>3.3.8</b>	<b>Islets and Small Islands</b> Identify and prioritize the preservation, protection, and restoration of islets and small islands.
<b>3.3.9</b>	<b>Light Pollution</b> Minimize light pollution through the application of dark sky principles.

## Advisory Policies – Ecosystem Integrity

Local trust committees and island municipalities should...

3.3.10	<p><b>Indigenous Ecosystem Management</b> Through engagement with Indigenous Governing Bodies, support opportunities for Indigenous-led ecosystem management.</p>
3.3.11	<p><b>Indigenous Protected and Conserved Areas</b> Support Indigenous Governing Bodies in the establishment of Indigenous Protected and Conserved Areas.</p>

## Goal 4: Foster Sustainable, Inclusive, and Resilient Communities

Islands Trust Council recognizes that the Islands Trust Object is for the benefit of residents of the Islands Trust Area and all British Columbians, who in turn have a role in preserving and protecting this region. The policies in this section support the preservation and protection of unique island character and aim to foster sustainable, inclusive, rural, and resilient island communities.

### Directive Policies – Managing Growth and Development

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

<b>3.4.1</b>	<b>Sustainable Development</b> Consider site capabilities, environmental and protected areas, and existing development patterns when determining the land use designation and appropriate locations and intensities of various uses of the land.
<b>3.4.2</b>	<b>Growth Management</b> Manage community growth and its associated impacts by directing residential, commercial and industrial development into suitable locations, to prevent sprawl, minimize fragmentation of forest lands, and avoid adverse impacts to Indigenous cultural heritage, harvesting and hunting areas.
<b>3.4.3</b>	<b>Impacts of Development</b> Consider the aesthetic, environmental, and social impacts of development.
<b>3.4.4</b>	<b>Community Facilities and Services</b> Ensure that each community's, and local Indigenous communities', current and projected long-term needs for educational, institutional, community, health, cultural, recreational facilities and services, and outdoor recreation are considered and planned for.
<b>3.4.5</b>	<b>Climate Change Mitigation and Adaptation</b> Implement planning and land use management strategies, and consider nature-based solutions, to minimize greenhouse gas emissions, and adapt to climate change-related vulnerabilities.
<b>3.4.6</b>	<b>Hazardous Areas</b> Identify areas at elevated risk of natural and climate change-related hazards and restrict development within these areas including, but not limited to, areas subject to flooding, sea-level rise, erosion, slope instability and wildfire.
<b>3.4.7</b>	<b>Economic Activities</b> Support sustainable economic activities that are compatible with the preservation and protection of the Trust Area and its unique amenities, environment, community well-being, and that consider transportation and infrastructure capacity.
<b>3.4.8</b>	<b>Community Heritage Sites</b> Identify, preserve, protect, and support the restoration of community heritage sites.

## Advisory Policies – Managing Growth and Development

Local trust committees and island municipalities should...

3.4.9	<p><b>Existing Development Potential</b> Identify land where current zoning or other land use regulations allow development that could be inconsistent with the object of the trust, and consider policy and/or regulatory options to reduce development potential or minimize the impacts of future development.</p>
3.4.10	<p><b>Economic Development Opportunities for Indigenous Communities</b> Through engagement with Indigenous Governing Bodies, support economic development opportunities for Indigenous communities.</p>

## Directive Policies – Housing

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

3.4.11	<p><b>Suitable Locations for Additional Housing</b> Identify suitable locations that could support increased density for the development of safe, secure, diverse, and attainable housing.</p>
3.4.12	<p><b>Housing Diversity</b> Support a range of housing types and tenures to help meet the identified housing needs of the island community and local Indigenous communities.</p>
3.4.13	<p><b>Clustered Small Dwelling Units</b> Support alternatives to conventional single-detached dwellings by establishing policies to permit clusters of small dwelling units in suitable areas.</p>
3.4.14	<p><b>Floor Area and Lot Coverage Limits</b> Set floor area and lot coverage limits for residential development to minimize negative environmental impacts, including on land used for agricultural purposes.</p>
3.4.15	<p><b>Affordable and Special Needs Housing</b> Prioritize the processing of rezoning applications from non-profit housing providers and public agencies, and the processing of housing agreement bylaws for affordable and special needs housing.</p>
3.4.16	<p><b>Short-Term Rentals</b> Identify and assess the impacts of short-term rental of dwellings on the availability of safe, secure and affordable housing and, where necessary, regulate and limit the number of short-term rentals accordingly.</p>

## Advisory Policies – Housing

Local trust committees and island municipalities should...

<b>3.4.17</b>	<p><b>Housing for Indigenous People</b> Through engagement with Indigenous Governing Bodies, support housing opportunities for Indigenous people in the Islands Trust Area.</p>
<b>3.4.18</b>	<p><b>Multi-Unit Residential</b> Implement land use regulations for affordable and special needs housing and other multi-unit residential development that permit a range of potential site configurations, and control form and character through development permit areas.</p>
<b>3.4.19</b>	<p><b>Natural Building Materials and Techniques</b> Encourage construction of buildings and structures using local natural building materials and techniques, and minimize barriers to their use.</p>

## Directive Policies – Transportation

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

<b>3.4.20</b>	<p><b>Public and Active Transportation Networks</b> Identify and establish appropriately-situated, safe, comfortable, and equitable transportation networks that reduce dependency on private automobile use, encourage zero emission modes of transportation, and support increased use of trail systems, public transportation, and active transportation.</p>
<b>3.4.21</b>	<p><b>Rural Roadways</b> Identify and protect rural roadways, including scenic and/or heritage roads.</p>

## Advisory Policies – Transportation

Local trust committees and island municipalities should...

<b>3.4.22</b>	<p><b>Road Systems</b> Ensure that road location, design, construction, and road systems are compatible with the preservation and protection of the Trust Area and its unique amenities and environment.</p>
<b>3.4.23</b>	<p><b>Transportation Network Vulnerabilities</b> Cooperate with relevant agencies to identify parts of the local transportation network at risk of damage or deterioration and participate in planning to address mitigation or infrastructure relocation where necessary.</p>

## Directive Policies – Waste, Emissions and Pollutants

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

<b>3.4.24</b>	<p><b>Pollutants to Air, Land and Water</b> Regulate land use and development to reduce detrimental pollutants to air, land and water.</p>
<b>3.4.25</b>	<p><b>Disposal of Waste</b> Where required, identify appropriate locations for waste transfer stations for the removal of waste from the Islands Trust Area.</p>
<b>3.4.26</b>	<p><b>Wastewater Disposal Systems</b> Establish requirements for the location and siting of new wastewater disposal systems to mitigate adverse impacts on the Trust Area and its unique amenities and environment, with a focus on Indigenous Peoples' cultural heritage sites and marine harvesting areas.</p>

## Directive Policies – Recreation

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

3.4.27	<p><b>Preservation of Natural Heritage</b> Identify, preserve, protect, and support the restoration of natural heritage sites.</p>
3.4.28	<p><b>Location and Types of Recreational Facilities</b> Identify appropriate locations for, types of, and access to, facilities for low-impact and active recreational activities, and discourage activities that may adversely impact the preservation and protection of the Trust Area and its unique amenities and environment.</p>
3.4.29	<p><b>Access to Community Marinas, Boat Launches, and Docks</b> Identify and support safe public access and routes to community marinas, boat launches, and docks.</p>
3.4.30	<p><b>Access to Anchorages</b> Identify appropriate and safe small-craft anchorage public-access locations.</p>
3.4.31	<p><b>Trail Systems</b> Identify appropriate locations for, types of, and safe public access to public pedestrian, equestrian and bicycle trail systems to support active recreation that is compatible with preservation and protection of the Trust Area and its unique amenities and environment.</p>
3.4.32	<p><b>Public Shoreline Access</b> Identify new, protect existing, and support the acquisition and protection of, safe public access to marine shorelines and along marine shorelines that are appropriate for low-impact, public recreational use and do not adversely impact the Trust Area and its unique amenities and environment, including Indigenous Peoples' identified cultural heritage sites and marine harvesting areas.</p>
3.4.33	<p><b>Public Access to Public/Crown Land</b> Identify and support the acquisition and protection of public access and routes to publicly-owned lands.</p>
3.4.34	<p><b>Destination Gaming Facilities</b> Prohibit destination gaming facilities such as casinos and commercial bingo halls.</p>

## Goal 5: Foster Sustainable Stewardship of Lands and Waters

Islands Trust Council recognizes that sustainable use of lands and waters in the Islands Trust Area is important to the long-term well-being and resilience of ecosystems in the Islands Trust Area and the communities that depend on them. This section lays out policies for sustainable land and water use that support the long-term health of ecosystems and sustainability of freshwater.

### Directive Policies – Freshwater

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

<b>3.5.1</b>	<b>Freshwater Sustainability</b> Ensure that neither the density, nor intensity, of land use is increased in watersheds where the quality or quantity of the supply of freshwater is likely to be inadequate or unsustainable.
<b>3.5.2</b>	<b>Freshwater Demand and Supply Projections</b> Ensure that existing, anticipated, and seasonal water demand and water availability are considered.
<b>3.5.3</b>	<b>Freshwater Self-Sufficiency</b> Ensure that islands are self-sufficient in their supply of freshwater.
<b>3.5.4</b>	<b>Saltwater Intrusion</b> Identify areas at elevated risk of saltwater intrusion and restrict development serviced by groundwater within these areas.

### Advisory Policies – Freshwater

Local trust committees and island municipalities should...

<b>3.5.5</b>	<b>Freshwater Quality</b> Ensure that freshwater quality is maintained or remediated.
<b>3.5.6</b>	<b>Freshwater Uses</b> Strive to ensure that water quality in lakes, streams and wetlands is maintained, and that freshwater use is not to the detriment of other uses of the waterway such as fish and amphibian habitat uses, Indigenous cultural and spiritual uses, and aesthetic and recreational uses.
<b>3.5.7</b>	<b>Freshwater Storage</b> Encourage freshwater storage in groundwater regions where the quality or quantity of groundwater is likely to be inadequate or unsustainable.

## Directive Policies – Forest Lands

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

3.5.8	<p><b>Forest Lands for Sustainable Management</b> Maintain large land holdings and parcel sizes to support sustainable forest management practices that are compatible with preservation and protection of the Trust Area and its unique amenities and environment.</p>
3.5.9	<p><b>Forest Lands and Road Systems</b> Consider siting of roads and utility corridors to minimize the fragmentation of forest lands.</p>
3.5.10	<p><b>Forest Lands and Wildfire Risk Management</b> Identify planning and land use management strategies that mitigate wildfire risk and that are appropriate to the unique biogeoclimatic zones and settlement patterns of each local planning area.</p>

## Directive Policies – Agricultural Lands

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

<b>3.5.11</b>	<p><b>Protection of Agricultural Lands</b></p> <p>Identify and protect agricultural lands within the Agricultural Land Reserve for current and future use consistent with the <i>Agricultural Land Commission Act</i> and its regulations, while considering down-stream impacts, wildlife habitat, and adjacent properties.</p>
<b>3.5.12</b>	<p><b>Agriculture and Adjacent Properties</b></p> <p>Minimize any adverse impacts of land uses from properties adjacent to agricultural lands.</p>
<b>3.5.13</b>	<p><b>Agriculture and Road Systems</b></p> <p>Consider siting of roads and utility corridors to minimize fragmentation of agricultural lands.</p>
<b>3.5.14</b>	<p><b>Economic Viability of Farms</b></p> <p>Consider land uses and activities that support the economic viability of farms without compromising the agricultural capability of agricultural land or adversely impacting the Trust Area and its unique amenities and environment.</p>

## Advisory Policies – Agricultural Lands

Local trust committees and island municipalities should...

<b>3.5.15</b>	<p><b>Sustainable Agriculture</b></p> <p>Preserve, protect, and encourage sustainable farming and the sustainability of farming.</p>
<b>3.5.16</b>	<p><b>Food Security and Food Sovereignty</b></p> <p>Support initiatives that advance food security and Indigenous food sovereignty.</p>

## Directive Policies – Soil and Fill

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

<b>3.5.17</b>	<p><b>Soil Removal and Deposit</b></p> <p>Foster the preservation, protection, and restoration of soils in the Islands Trust Area.</p>
<b>3.5.18</b>	<p><b>Soil and Fill from Middens and Foreshore Areas of Cultural Significance</b></p> <p>Prohibit alteration, removal or excavation of soil or fill from all identified archaeological sites, including middens or foreshore areas identified as culturally significant areas.</p>

## Directive Policies – Marine Shorelands

Local trust committees and island municipalities shall, in all official community plan bylaws, and other bylaws that require Executive Committee or Trust Council review or approval...

3.5.19	<p><b>Aquaculture Tenures</b></p> <p>Direct commercial aquaculture tenures to appropriate locations that will not adversely impact areas identified as culturally significant by Indigenous Governing Bodies, that provide critical habitat for species at risk, are of recreational significance or established or designated upland land uses, anchorages or moorages.</p>
3.5.20	<p><b>Setbacks from the Sea</b></p> <p>Incorporate current and anticipated impacts of sea level rise and storm surge, and determine appropriate shoreline buffers and setbacks from the sea, taking into account best practices recommended by the federal and provincial governments.</p>
3.5.21	<p><b>Soft Shoreline Protections</b></p> <p>Prioritize and foster soft shoreline approaches, such as those identified by the “Green Shores” program, to set requirements for shoreline preservation, and to mitigate erosion of shoreline and foreshore cultural heritage sites.</p>
3.5.22	<p><b>Vessel Moorage</b></p> <p>Prohibit the moorage of vessels in sensitive marine areas, including, but not limited to, eelgrass meadows, kelp forests, forage fish spawning areas, estuaries and mud flats.</p>
3.5.23	<p><b>Marinas</b></p> <p>Identify requirements for the location, size, and nature of marinas that are compatible with the preservation and protection of the Trust Area and its unique amenities and environment.</p>
3.5.24	<p><b>Sharing of Coastal Facilities</b></p> <p>Identify opportunities for the sharing of coastal facilities such as docks, wharves, floats, jetties, boat houses, board walks, and causeways.</p>
3.5.25	<p><b>Marine Docks</b></p> <p>Consider the cumulative effects of docks, and limit or prohibit new docks in areas identified as culturally significant by Indigenous Governing Bodies, in areas that provide critical habitat for species at risk, and in areas of recreational significance.</p>
3.5.26	<p><b>Marine Structures</b></p> <p>Limit or prohibit the construction or installation of breakwaters, groynes, rock weirs and jetties in marine areas that are not zoned for group wharfage, marine commercial or industrial use, or ferry terminals.</p>

# Part 4: Implementation

## 4.1 – Policy Statement Implementation

### Organizational Policy Alignment

Section 15 of the *Islands Trust Act* requires Islands Trust Council to adopt, by bylaw, a trust policy statement that applies to the Islands Trust Area. The Policy Statement must be a general statement of the policies of Islands Trust Council to carry out the object of the Trust.

Section 4(1) of the *Islands Trust Act* confirms that the Trust Council, Executive Committee, local trust committees and Islands Trust Conservancy are continued for the purpose of carrying out the object of the Trust.

Islands Trust Council, Islands Trust Executive Committee, local trust committees and island municipalities are expected to take general policy direction from the Policy Statement to ensure that decisions and activities of the organization are for the purpose of carrying out the Islands Trust Object. The Policy Statement should form the basis of Islands Trust Council’s strategic planning process. To ensure consistency between the Policy Statement and the activities of Islands Trust Council, Islands Trust Executive Committee, local trust committees and island municipalities, staff should reference the Policy Statement and its relevant sections in meetings, staff reports, work programs, inter-governmental agreements (including protocols, letters of understanding and memoranda of understanding) and responses to referrals from other agencies. All inter-governmental coordination agreements, external communications, and advocacy should be consistent with the principles and policies set out in the Policy Statement.

### Statutory Bylaw Approval Process

The main mechanism for implementing the Policy Statement in local planning and land use management decisions is the bylaw referral process under the *Islands Trust Act* and any referral process under the letters patent of an island municipality.

**Executive Committee Approval:** Under Section 15(4) of the *Islands Trust Act*, bylaws submitted to the Islands Trust Executive Committee must not be approved by the Executive Committee, or Trust Council, if they are contrary to or at variance with the Islands Trust Policy Statement.

**Local Trust Committees:** Under Section 27 (1) of the *Islands Trust Act*, a local trust committee must submit its bylaws to Islands Trust Executive Committee for approval before adoption. If Islands Trust Executive Committee returns a bylaw with requested changes or refuses to approve a bylaw, the local trust committee may refer the bylaw to Islands Trust Council for approval. A bylaw has no effect until it is approved by Islands Trust Executive Committee or Islands Trust Council. A bylaw adopting or amending an official community plan has no effect until it is approved by the Minister responsible for Islands Trust.

**Island Municipalities:** Under Section 38 (1) of the *Islands Trust Act*, the council of a municipality, all or part of which is in the Islands Trust Area, must submit official community plan bylaws to Islands Trust Executive Committee for approval before adoption. If Islands Trust Executive Committee returns an official community plan bylaw with requested changes or refuses to approve an official community plan bylaw, the municipality may refer it to Islands Trust Council for approval. If Islands Trust Council returns or refuses to approve a bylaw, the municipality may submit it to the Minister for approval. These bylaws have no effect until they are approved by Islands Trust Executive Committee, Islands Trust Council, or the Minister responsible for Islands Trust. Although not required under the *Islands Trust Act*, the letters patent for Bowen Island also require referral of bylaws other than official community plan bylaws.

## Implementing Reconciliation

The main mechanism by which Islands Trust Council's commitment to Reconciliation will be implemented through the Policy Statement is the requirement for local trust committees and island municipalities to engage Indigenous Governing Bodies on official community plan and land use bylaw amendments set out in Directive Policy 3.1.1.

Additionally, the Policy Statement advises local trust committees and island municipalities to engage with Indigenous Governing Bodies on discretionary planning and land use management decisions, and on topics that need engagement with Indigenous Governing Bodies in order to be effectively addressed.

## Policy Statement Implementation Plan

Prior to, or following the adoption of, a new Policy Statement, or amendments to it, Islands Trust Council should develop a plan to implement the Policy Statement. Execution of the Implementation Plan may inform the content of, or revisions to, the following documents:

- The Islands Trust Council Strategic Plan
- The Islands Trust Council Annual Budget
- The Policy Statement Implementation Policy
- Local trust committee and island municipality workplans
- Other documents as applicable

The Policy Statement Implementation Plan may guide the development of:

- A timeline to bring official community plans and land use bylaws into alignment with the Policy Statement
- A revised assessment tool that Islands Trust Executive Committee and Islands Trust Council can use to assess whether local trust committee and island municipality bylaws are contrary to or at variance with the Policy Statement
- Targets and indicators with which Islands Trust Council can monitor and evaluate implementation of the Policy Statement
- Annual monitoring and reporting activities
- Changes to existing Islands Trust Council policies, or new policies, to implement the Policy Statement
- Changes to existing Islands Trust Council agreements, or new agreements, with other levels of government, agencies, and Indigenous Governing Bodies, to implement the Policy Statement
- Communications regarding Policy Statement implementation
- Other implementation actions as applicable

## 4.2 – Policy Statement Amendments

### Policy Statement Amendment Projects

At the beginning of each term, in conjunction with its strategic planning process, Islands Trust Council can identify any Policy Statement amendment tasks to be undertaken that term. Newly elected Islands Trust Councils will likely wish to engage with Indigenous Governing Bodies, and may wish to engage with other key partners and interested and affected parties across the Islands Trust Area to define priorities for Policy Statement amendments that term. Any topics that cannot be addressed in a particular term could be noted on a “Policy Statement Amendment Topic Review Inventory” for consideration by Islands Trust Council at a later date. Once an amendment project is initiated, Islands Trust Council could assign the Executive Committee or a council committee the task of leading and coordinating the Policy Statement review and amendment project, with the support of other committees as appropriate. As part of its annual budget cycle, Islands Trust Council should consider allocating resources required for a Policy Statement amendment project, including for any related communications and engagement.

### Communications, Engagement, and Referrals

As soon as practicable after the initiation of a Policy Statement amendment process, Islands Trust Council should adopt a communications and engagement plan appropriate to the scope and scale of the amendment project.

Proposed Policy Statement amendments must be referred to regional district boards in the Islands Trust Area and should be referred to Indigenous Governing Bodies.

While there are no statutory requirements for public engagement or public hearings related to the Policy Statement, in cases where major amendments are being considered, Trust Council should inform and consult members of the public and relevant partner agencies. Engagement and referral partners could include, but would not be limited to: local trust committees and island municipalities; the Islands Trust Conservancy Board; residents and non-resident property owners in the Islands Trust Area; other residents of British Columbia; municipal councils, improvement district boards operating within the Islands Trust Area; relevant provincial government agencies; and other persons and organizations that would be interested and affected by the proposed Policy Statement amendments.

## Legislative Process

Adoption of a Policy Statement amendment bylaw occurs only after Trust Council has undertaken four readings of the proposed Policy Statement bylaw and received approval by the Minister responsible for Islands Trust. Policy Statement amendment bylaws become effective upon date of adoption and are not retroactive.

# Glossary of Terms

## Active Recreation

Active recreation means recreation that is of a formal nature, often performed with specific people or teams, requires specialized equipment or prescribed places, sites or fields, but excludes recreation that primarily involves the use of a power-driven conveyance.

## Archaeological Sites

Archaeological sites consist of the physical remains of past human activity.

All archaeological sites in British Columbia are protected under the [Heritage Conservation Act](#). This applies whether sites are located on public or private land, and whether the site is known or unknown. Protected archaeological sites may not be altered or changed in any manner without a permit. There are over 60,000 archaeological sites recorded in BC's Provincial Heritage Register including the remains of village and other habitation sites, as well as resource procurement activities such as fishing weirs and culturally modified trees. These sites may date anywhere from recent times to 14,000+ years ago, and studies continue to uncover new information. (Source: BC Archaeology Branch)

## Biodiversity

Biodiversity (biological diversity) is the variety of living things, including diversity within species (genetic diversity), diversity between species, and diversity of ecosystems. When biodiversity characteristics are assessed for any location or region, three attributes are considered:

- composition (describes the parts of each biodiversity component in that area – e.g. habitat types, species present, genetic diversity within species);
- structure (refers to the physical characteristics supporting that composition – e.g. size of habitats, forest canopy structure, etc.);
- function (means the ecological and evolutionary processes affecting life within that structure – e.g. pollination, natural disturbances, predator-prey relationships). (Source: Biodiversity BC)

## Colonialism

Colonizers are groups of people or countries that come to a new place or country and steal the land and resources from Indigenous peoples, and develop a set of laws and public processes that are designed to violate the human rights of the Indigenous peoples, violently suppress the governance, legal, social, and cultural structures of Indigenous peoples, and force Indigenous peoples to conform to the structures of the colonial state. Historical and ongoing colonialism, including the dispossession of lands, has a deep and devastating impact on Indigenous people and communities. (Source: BC Addressing Racism Working Glossary; BC Office of the Human Rights Commissioner)

## Community Heritage Site

A community heritage site is real property that is considered to be heritage property. (Source: Local Government Act)

<b>Conservation</b>	Actions, legislation, or institutional arrangements that lead to the protection or preservation of a given species, group of species, habitat, natural area, or property or areas of heritage value or character.
<b>Critical Habitat</b>	Under the federal <i>Species at Risk Act</i> , critical habitat is the habitat that is necessary for the survival or recovery of listed extirpated, endangered, or threatened species, and that is identified as critical habitat in a recovery strategy or action plan. Extirpated species means a wildlife species that no longer exists in the wild in Canada, but exists elsewhere in the wild. Endangered species means a wildlife species that is facing imminent extirpation or extinction. Threatened species means a wildlife species that is likely to become an endangered species if nothing is done to reverse the factors leading to its extirpation or extinction. (Source: <i>Species at Risk Act</i> )
<b>Land Use Density and Intensity</b>	<p>Density is regulated through zoning. Density may be defined by the number of units per given area of land. Density may also be measured by dividing the built area including all floor area, by the total area of the lot, e.g., floor area ratio (FAR).</p> <p>Intensity of use refers to the impacts of different types of land uses, e.g., certain types of commercial or industrial uses could be more intense with more impacts than residential or vice versa.</p> <p>Of note, density and intensity of use can combine to increase cumulative impacts of the land use.</p>
<b>Ecosystem</b>	An ecosystem is a collection of communities of both living and non-living things that are connected. The biotic elements in an ecosystem include living things such as plants and animals. The abiotic elements found in an ecosystem include non-living things like land forms or climate. Healthy ecosystems provide important “services,” like clean air and water, healthy forests and farms, and habitat for plants and animals. (Source: Government of BC)
<b>Ecosystem Integrity</b>	Ecosystems have integrity when their native components, such as native species, biological communities, natural landscapes and ecological functions, are intact and are likely to persist. (Source: Government of Canada)
<b>Equity / Equitable</b>	Equity refers to achieving parity in policy, process and outcomes for historically and/or currently underrepresented and/or marginalized people and groups while accounting for diversity. It considers power, access, opportunities, treatment, impacts and outcomes. (Source: Equity & Inclusion Glossary, UBC)

<b>First Nations</b>	First Nations is not a legal term but came into common use in the 1970s to replace Indian, which some people found offensive. Many communities have also replaced “band” with “First Nation” in their names. Symbolically, the term elevates First Nations to the status of “first among equals” alongside the English and French founding nations of Canada. It also reflects the sovereign nature of many communities, and the ongoing quest for self-determination and self-government. First Nations people may live on or off reserve, they may or may not have legal status under the <i>Indian Act</i> , and they may or may not be registered members of a community or nation. “First Nations” should be used exclusively as a general term as community members are more likely to define themselves as members of specific nations or communities within those nations. (Source: Assembly of First Nations)
<b>Groundwater Recharge Areas</b>	Groundwater recharge areas are terrain that inherently provide geographical and ecological conditions for the infiltration of water from the land surface to the subsurface through soils, sediments, and fractured bedrock to replenish groundwater sources.  Groundwater recharge areas can be <i>diffuse</i> where widespread precipitation on the landscape infiltrates into groundwater sources or <i>localized</i> where discrete surface water sources such as streams, lakes, septic fields, and/or irrigation fields infiltrate into groundwater sources. Groundwater recharge areas that have a significant groundwater recharging effect for drinking water sources or groundwater dependent ecosystems in the Islands Trust Area are defined as <i>Critical Aquifer Recharge Areas</i> .
<b>Groundwater Region</b>	A groundwater region is a defined geographic area characterized by shared groundwater recharge, flow patterns, usage, and hydrogeological features, and that has clusters of wells that draw from common recharge zones. Analogous to surface-water watersheds – which are delineated based on drainage to a common outlet – groundwater regions are mapped to support the sustainable assessment, protection, and management of subsurface freshwater resources. Unlike surface watersheds, groundwater regions may span multiple watershed boundaries due to the complex movement of groundwater. These regions serve as practical planning units to guide evidence-based decisions regarding land use, water allocation, and ecosystem protection.
<b>Heritage Site</b>	Heritage site means, whether designated or not, land, including land covered by water, that has heritage value to British Columbia, a community or an aboriginal people. (Source: BC Heritage Conservation Act)
<b>Housing Diversity</b>	Housing diversity refers to the range of housing types and tenures in a community that allow people to find appropriate housing as their needs change over time, and at all stages of life.
<b>Inclusive / Inclusion</b>	Inclusion is an active, intentional, and continuous process to address inequities in power and privilege, and build a respectful and diverse community that ensures welcoming spaces and opportunities to flourish for all. (Source: Equity & Inclusion Glossary, UBC)

## Indigenous Cultural Heritage

Indigenous Peoples understand and describe cultural heritage according to their distinct perspectives, traditions, and languages. For Indigenous Peoples, cultural heritage refers to ideas, experiences, objects, artistic expressions, practices, knowledge, and places that are valued because they are culturally meaningful, connected to shared memory, or linked to collective identity. Indigenous cultural heritage cannot be separated from either Indigenous identity or Indigenous life. Indigenous cultural heritage can be inherited from ancestors or it can be created by people today as a legacy for future generations. Indigenous Peoples have a right to identify their own cultural heritage, interpret its meaning, and safeguard its value. (Source: Indigenous Heritage Circle)

## Indigenous Governing Body

Indigenous Governing Body means an entity that is authorized to act on behalf of Indigenous peoples that hold rights recognized and affirmed by section 35 of the *Constitution Act, 1982*.

## Indigenous Knowledge / Knowledge Holders

There is no single definition of Indigenous Knowledge. For the purposes of this document, "Indigenous Knowledge" refers to a set of complex knowledge systems based on the worldviews of Indigenous peoples. Indigenous Knowledge reflects the unique cultures, languages, values, histories, governance and legal systems of Indigenous Peoples. It is place-based, cumulative and dynamic. Indigenous Knowledge systems involve living well with, and being in relationship with, the natural world. Indigenous Knowledge systems build upon the experiences of earlier generations, inform the practice of current generations, and evolve in the context of contemporary society. Different First Nations, Inuit and Métis communities each have distinct ways of describing their knowledge. Knowledge Holders are the only people who can truly define Indigenous Knowledge for their communities. It is important to note that some Indigenous communities are struggling to maintain their Indigenous Knowledge due to ongoing impacts of colonialism. (Source: Impact Assessment Agency of Canada)

## Indigenous Peoples

Indigenous Peoples has the same meaning as aboriginal peoples in section 35 of the *Constitution Act, 1982*. The Assembly of First Nations also states: There is no official definition of Indigenous Peoples. In part, Indigenous communities, peoples and nations can be described as those which, having a historical continuity with pre-invasion and pre-colonial societies that developed on their territories, consider themselves distinct from other sectors of the societies now prevailing on those territories. Other terms include Aboriginal Peoples, Native Peoples, Original Peoples, or First Peoples. (Source: Assembly of First Nations)

## Indigenous Rights

The term 'Indigenous Rights' is to be interpreted in accordance with the Province of British Columbia's Distinctions-Based Approach Primer, December 2023.

**Middens**

Midden, or 'shell midden' archaeological sites are indicative of past First Nations settlement activity. Formed by the accumulation of stratified cultural deposits over thousands of years, shell midden sites represent some of the most complex archaeological sites in the world. (Source: McLay et al (2008) *A'lhut tu tet Sul'hweentst Respecting the Ancestors*)

*Note:* A midden may be an archaeological indicator of village and burial sites, and may contain ancestral remains.

**Natural Heritage Sites**

Natural heritage sites are natural areas that:

- Furnish outstanding examples of Earth's record of life or its geologic processes;
- Provide excellent examples of ongoing ecological and biological evolutionary processes;
- Contain natural phenomena that are rare, unique, superlative, or of outstanding beauty; or
- Furnish habitats for rare or endangered animals or plants or are sites of exceptional biodiversity.

**Nature-based solutions**

Nature-based solutions are actions to protect, sustainably manage, and restore natural and modified ecosystems that address societal challenges effectively and adaptively, simultaneously benefiting people and nature.

Nature-based Solutions address societal challenges through the protection, sustainable management and restoration of both natural and modified ecosystems, benefiting both biodiversity and human well-being. Nature-based Solutions are underpinned by benefits that flow from healthy ecosystems. They target major challenges like climate change, disaster risk reduction, food and water security, biodiversity loss and human health, and are critical to sustainable economic development. (Source: International Union for Conservation of Nature (IUCN))

**Precautionary Principle**

Principle 15 of the Rio Declaration, known as the precautionary principle, states: "In order to protect the environment, the precautionary approach shall be widely applied by States according to their capabilities. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation." Four central components of the precautionary principle include: taking preventive action in the face of uncertainty; shifting the burden of proof to the proponents of an activity; exploring a wide range of alternatives to possibly harmful actions; and increasing public participation in decision making. (Source: *The Precautionary Principle in Environmental Science*, Kriebel et al., 2001)

**Preservation**

To maintain in a given condition. Preservation often requires maintaining the processes that generate the desired condition.

- Protection** To maintain over the long term by managing, or if necessary limiting, the type and intensity of development or activity to ensure that valued attributes are not compromised or destroyed.
- Reconciliation** Reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country. In order for that to happen, there has to be awareness of the past, an acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behavior. (Source: Truth & Reconciliation Commission)
- Restrict** To confine, bound or limit, not necessarily prohibit.
- Sensitive Ecosystems** Sensitive ecosystems are classified as 'sensitive' because of their rarity and vulnerability to disturbances such as human impacts and climate change. The BC Sensitive Ecosystems Inventory identifies sensitive ecosystem types, which have been adapted by the Islands Trust Conservancy to identify sensitive ecosystems commonly found in the Islands Trust Area, including:
- **Cliff:** Steep slopes, often with exposed bedrock. Very little soil accumulation, and only exceptionally hardy trees and plants. Cliffs are important vegetation refugia because they are often inaccessible to deer browsing or livestock grazing and can be important nesting habitat for birds.
  - **Freshwater:** all freshwater networks including but not limited to streams, lakes, wetlands, groundwater sources, springs, and precipitation.
  - **Herbaceous:** Shallow soils characteristic of herbaceous ecosystems support low-growing vegetation, such as grasses, forbs (low, broad-leaved plants), wildflowers, mosses and lichens. Few trees and shrubs survive on these sites due to the fast-drying and often shallow nature of the exposed soils.
  - **Old and Mature Forest:** Dry to moist forests dominated by conifer or deciduous tree species with a canopy cover of over 30%. Old forests have a stand age of over 250 years.; Mature forests have a stand age of 80–250 years.
  - **Riparian:** Located adjacent to lakes, streams and rivers and characterized by plant communities and soils dependent on increased moisture. Influenced by erosion, sedimentation, flooding and seepage.
  - **Wetland:** Feature moisture-dependent plants that thrive in an environment where water remains at or above the surface of the soil during most of the year. A wetland can be bog, fen, marsh, swamp, shallow water, wet meadow or a mixture of these types.
  - **Woodland:** Dry and open forests dominated by a mix of broadleaf and coniferous tree species with canopy coverage of 10–30%. Generally restricted to south-facing slopes and ridges with shallow soils and bedrock outcroppings. (Source: BC Sensitive Ecosystems Inventory, as adapted in Islands Trust Conservancy Regional Conservation Plan 2018–2027)

- Species At Risk** An extirpated, endangered, threatened species, or a species of special concern. Extirpated species means a wildlife species that no longer exists in the wild in Canada, but exists elsewhere in the wild. Endangered species means a wildlife species that is facing imminent extirpation or extinction. Threatened species means a wildlife species that is likely to become an endangered species if nothing is done to reverse the factors leading to its extirpation or extinction. Species of special concern means a wildlife species that may become a threatened or an endangered species because of a combination of biological characteristics and identified threats. (Source: Federal *Species at Risk Act*)
- Stewardship** Voluntary, cooperative actions that nurture and take responsibility for the long-term integrity of the environment and amenities in the Islands Trust Area. For Indigenous Peoples, stewardship may be mandatory under Indigenous law.
- Sustainable** Capable of being maintained indefinitely; capable of meeting the environmental, economic, and social needs of current generations without compromising the ability of future generations to meet their needs.
- Treaties / Treaty Nations** Treaties are constitutionally protected, government-to-government agreements that identify, define and implement a range of rights and obligations, creating long-term, mutually binding commitments. Treaties negotiated through the BC treaty negotiations process are tripartite agreements between the governments of Canada, British Columbia, and a First Nation. The goal of treaties is reconciliation. Treaties signed with First Nations in Canada between 1701 and 1923 are commonly referred to as historic treaties. In BC, there are Douglas treaties, signed with First Nations on Vancouver Island, and Treaty 8 covering a portion of northeastern BC. Treaties signed today are called modern treaties, and cover where there are no historic treaties, and can also deal with matters not addressed in historic treaties. (Source: BC Treaty Commission)
- Watershed** A watershed is a topographically-defined area where all precipitation – rainfall and snowmelt – flows downslope via surface or subsurface pathways to a common receiving water body such as a stream, wetland, lake, or the ocean. Due to the islands' high shoreline-to-area ratio, many watersheds in the Islands Trust Area are non-basin watersheds the ephemeral flows and no defined channels or permanent receiving water bodies.



# BRIEFING

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**To:** Islands Trust Conservancy Board      **For the Meeting of:** October 3, 2025  
**From:** Trust Area Services      **Date Prepared:** September 26, 2025  
**SUBJECT: PUBLIC FEEDBACK ON 2026/27 BUDGET PRIORITIES**

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## **PURPOSE:**

This briefing provides Islands Trust Conservancy Board with a summary of the results of the pre-budget public consultation process for Trust Council’s 2026/27 budget, which took place between May 1 and June 28, 2025.

## **BACKGROUND:**

Under its Terms of Reference, Financial Planning Committee (FPC) has responsibility for representing the interests of Trust Council, Executive Committee, Islands Trust Conservancy and Council Committees throughout the budget process, which includes designing the process for public input.

Following FPC discussions on the timing of previous public engagements on draft budgets (late January), volume of survey responses from the public, and whether public engagement on previous budgets had resulted in meaningful changes to the budget, Financial Planning Committee did not engage on the draft budget in 2023/24 or 2024/25. In August 2024, FPC directed staff to develop a pre-budget survey to gain early insight into the public’s priorities and values to inform Trust Council’s budgeting process for 2026/27.

## **Promotion**

The survey was promoted via subscriber notice, social media posts, the Islands Trust website, and printed ads in local newspapers. A public webinar on the Islands Trust’s budgeting process was hosted by the Chair of the Islands Trust Council on May 8, 2025 with support from the Chief Administrative Officer and Director of Financial and Employee Services.

## **Survey Highlights**

There was a total of 343 responses to the survey, which equates to a sample size of approximately 1% of the Trust Area population.<sup>1</sup> While the response received are valid and worth consideration, the small sample size means the results cannot be considered representative of the population of the Trust Area overall.

At its August 20, 2025 meeting, Financial Planning Committee passed the following resolution:

**Whereas the results of the 2026/27 pre-budget survey did not reach statistical significance in terms of response rate, Financial Planning Committee recommend Trust Council limit the influence of the public**

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<sup>1</sup> 343 responses were received to the survey, as compared to a total population of approximately 30,000 for the Islands Trust Area.

**feedback received in determining the 2026/27 budget, assumptions, principles, and guidelines.**

Trust Council was advised that it should note that survey respondents were self-selected and were not from a random sample so the results cannot be considered statistically valid.

Some key observations from the survey results include:

- The local trust/island municipality areas with the highest number of respondents were Salt Spring (70 participants, 20%), North Pender (43 participants, 12.5%), and Gabriola (42 participants, 12%).
- 77% of respondents were full-time residents in their local trust area or island municipality and 17% were part-time residents;
- 18% expressed support for increasing funding for long-range planning services, while 30% supported keeping the funding the same, and 30% want to see a decrease in funding.
- Similarly, 17% expressed support for increasing funding for current planning services, while 31% supported keeping the funding the same, and 31% want to see a decrease.
- 35% of respondents think applicants should bear the full cost associated with processing their applications
- 28% of respondents want to see the Islands Trust continue to sponsor fees for development applications from non-profits and government agencies that have community benefit.
- For Trust-Area Wide Programs, 16% of respondents expressed support for increasing funding, while 30% supported keeping the funding the same, and 37% want to see a decrease in funding.
- *31% of respondents expressed support for increasing funding for the Islands Trust Conservancy, while 28% supported keeping the funding the same, and 28% want to see a decrease in funding.*

**ATTACHMENT(S):**

1. 2026/27 Pre-Budget Survey Results Report

**FOLLOW-UP:**

Trust Council will consider a draft 2026/27 budget in December 2025. Financial Planning Committee has adopted a project charter to seek public input on the draft 2026/27 budget by way of e-mails rather than an additional survey.

Financial Planning Committee has also recommended that Trust Council ask staff to draft a revised Budget Process Policy that includes consideration of an annual pre-budget survey similar to 2025 in timing (see related RFD in September 2025 Trust Council agenda package)

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**Prepared By:** Clare Frater, Director, Trust Area Services (based on a Trust Council briefing by Chloë Straw, Program Coordinator)

**Reviewed By/Date:** Wendy Tyrrell, September 26, 2025



# **Islands Trust 2026-27 Pre-Budget Survey Report**

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## **Executive Summary**

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

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

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

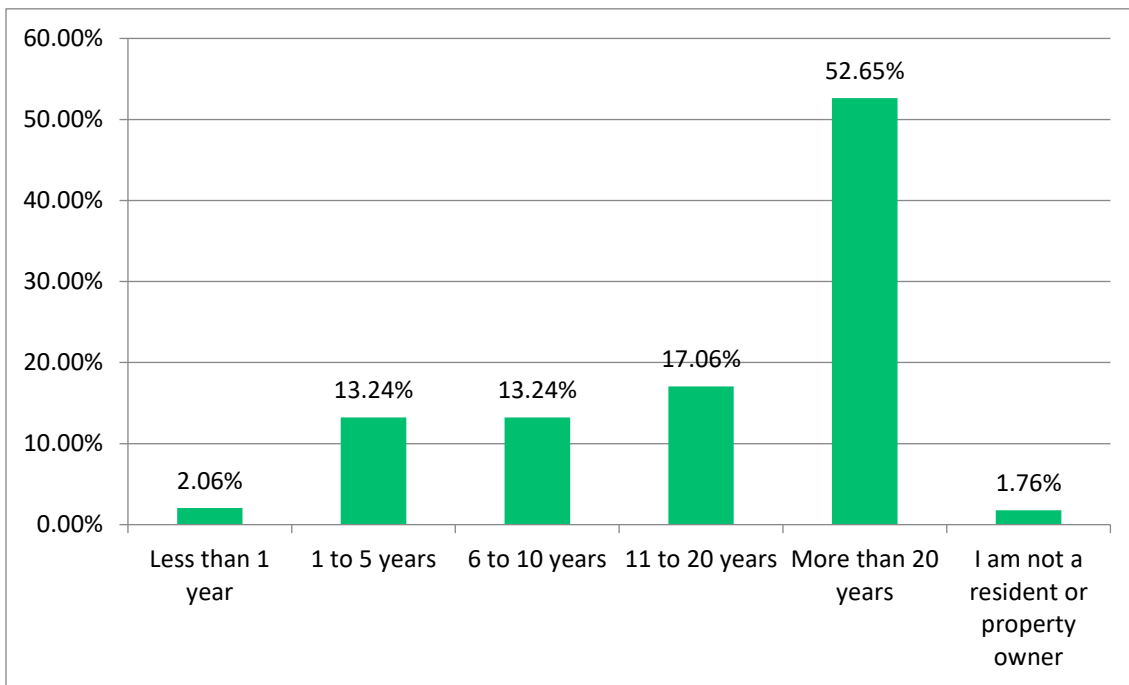
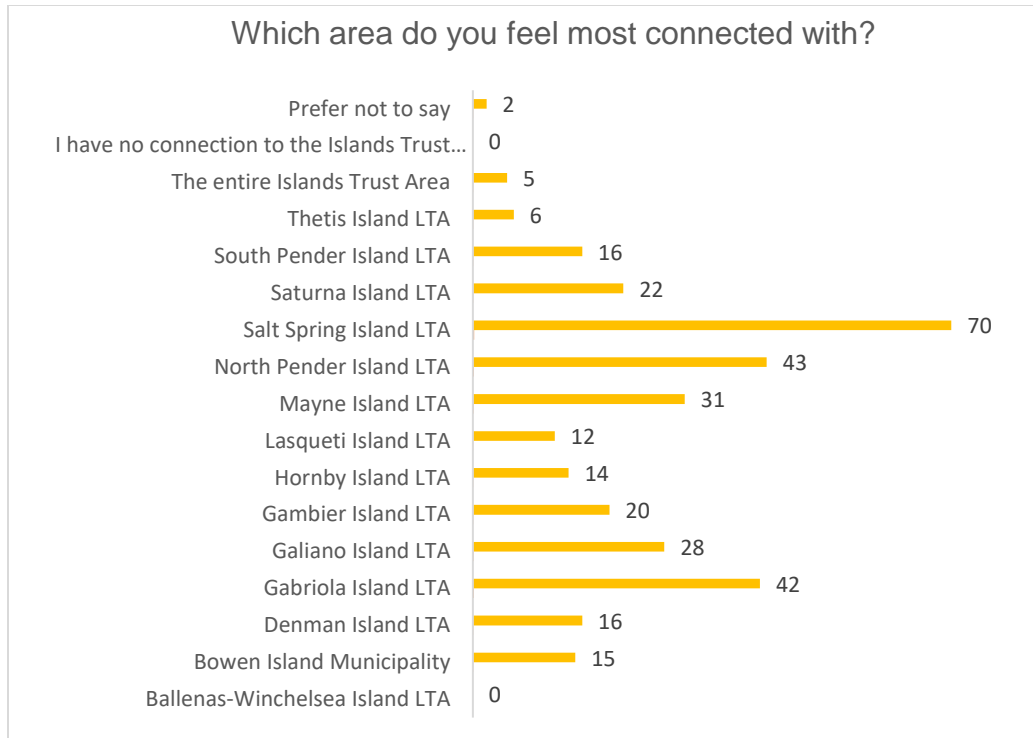
This report includes provides a summary of public feedback received through the survey, including key themes and trends in priority spending areas at the Trust. The appendix includes raw survey data for the key funding areas listed above, as well a copy of the full survey. Breakdowns of responses by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

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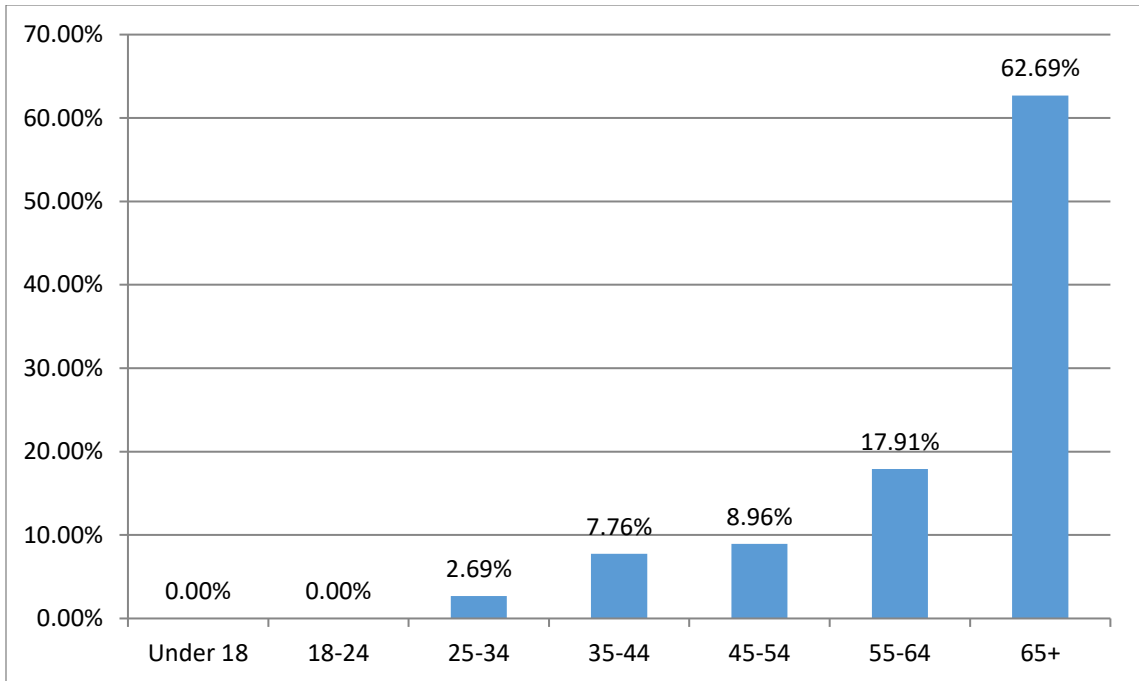
## **Demographics of Respondents**

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

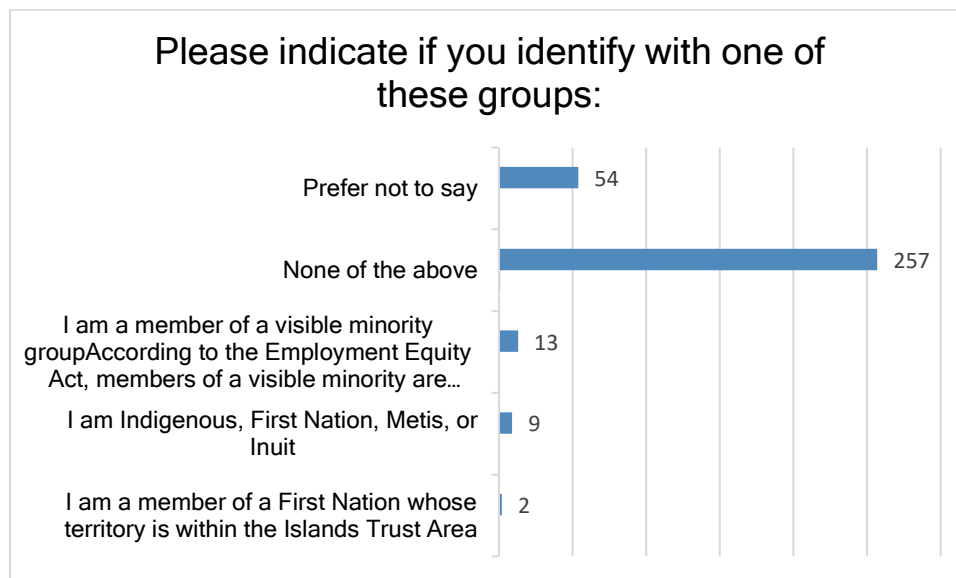
Over half of those who responded to the question (52%) reported that they have lived or owned in the Trust Area for more than twenty years. Respondents were also asked which of the 13 local Trust Areas they feel most connected with. The table below displays the geographic breakdown of respondents.



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



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



## Trust-Wide Budget Areas

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



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

## Funding for Land Use Planning

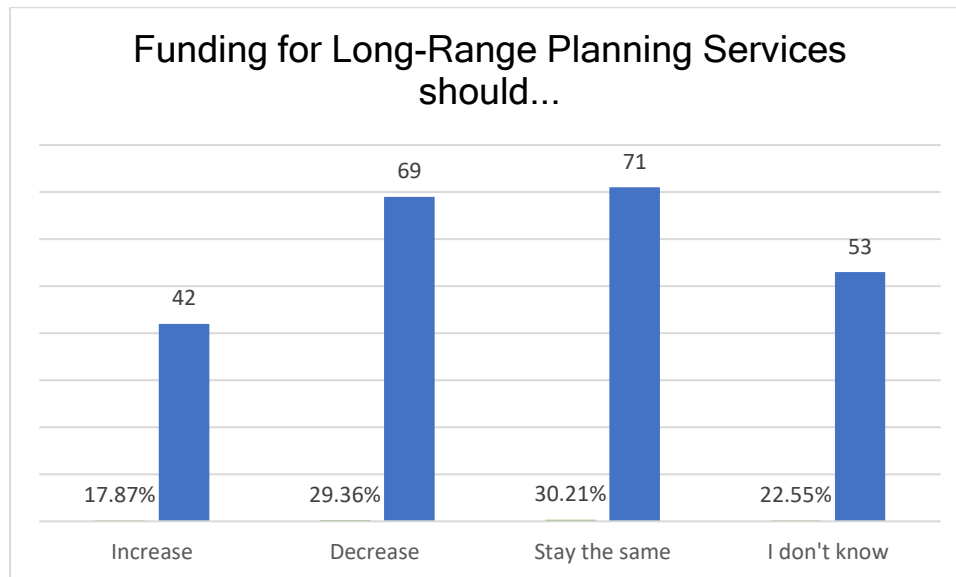
The Planning Services department of Islands Trust plays a vital role in preserving and protecting the environment, cultural heritage, and unique island communities through land use planning and regulation. The department maintains and updates 20 official community plans and land use bylaws, and provides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

## Long-Range Planning Services

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

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

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



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

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

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

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

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

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

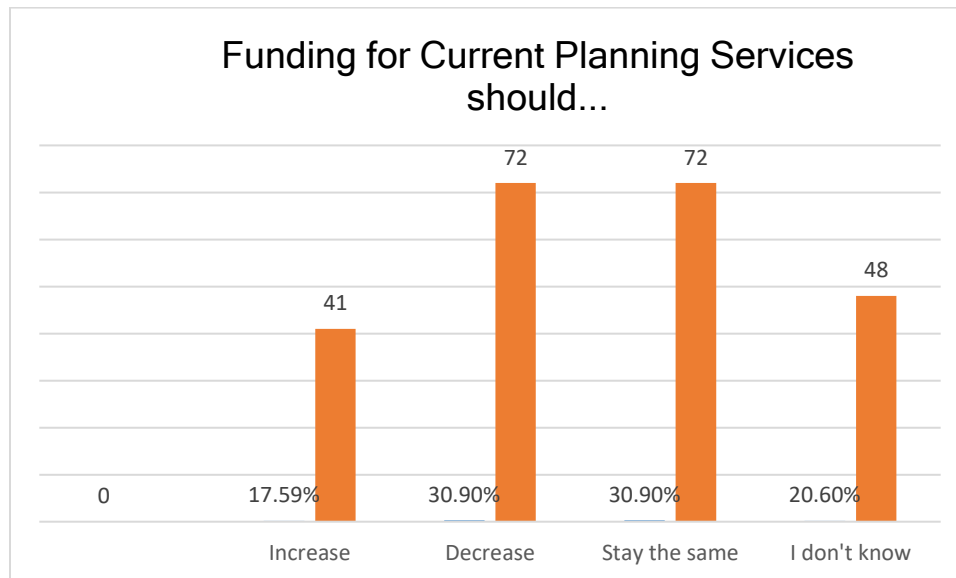
-Survey respondent

## Current Planning Services

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

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

-Survey respondent



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

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

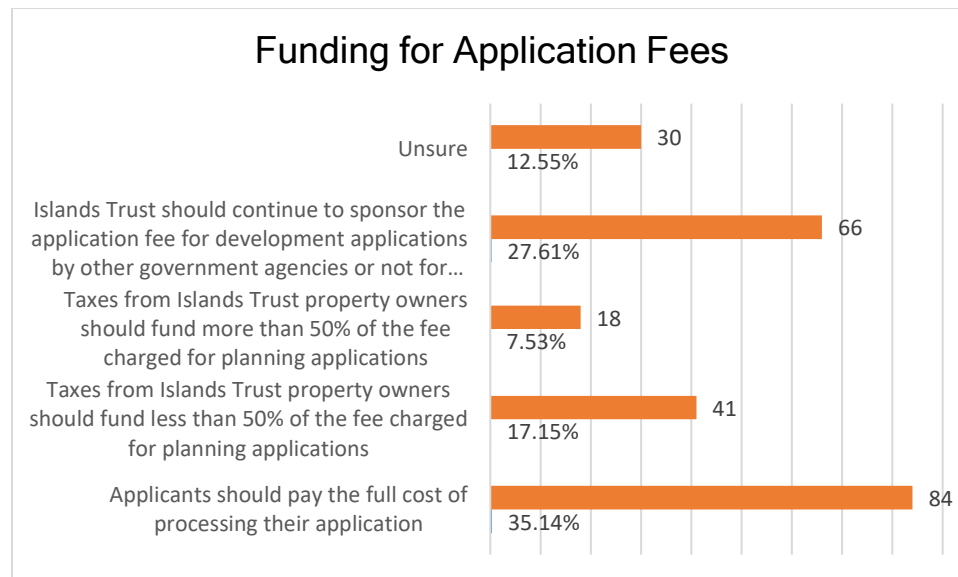
*“Too many build without permits and get away with it because no one complains or is afraid to do so.”*  
-Survey respondent

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

## Planning Application Fees

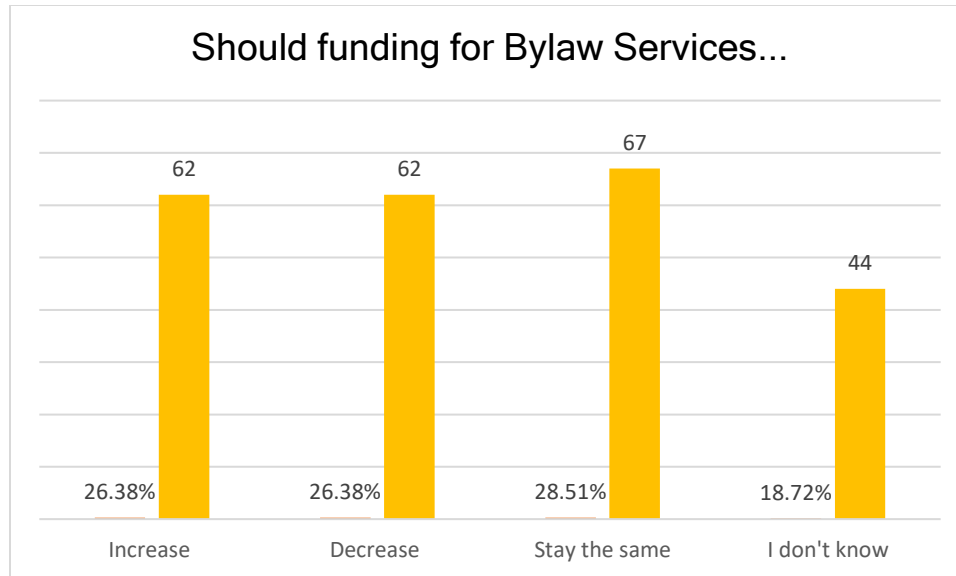
Currently, Islands Trust spends more than \$1.5 million annually on Planning Services staff time and dedicated software systems to process development applications. Application fees received are typically about \$274,000 annually. This gap occurs because Islands Trust charges applicants less than the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

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



## Funding for Bylaw Enforcement Services

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



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

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

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

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

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

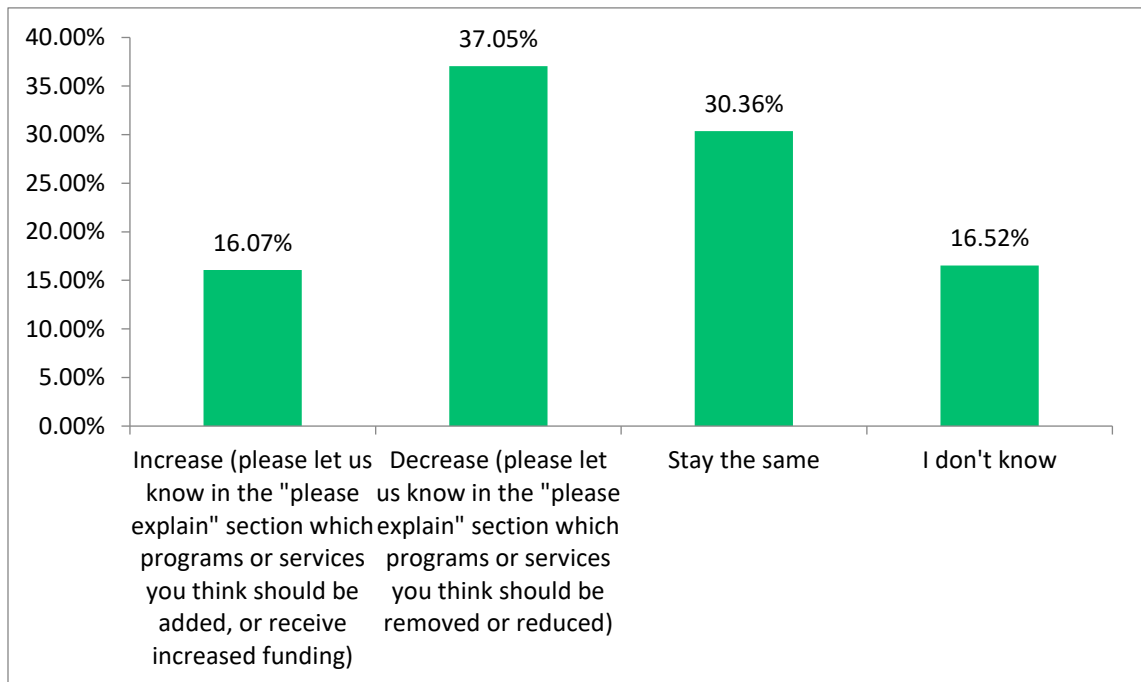
*“No point in bylaws if they cannot be enforced.”*

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

## Funding for Trust Area-Wide Programs

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

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



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

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

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

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

*“More programs that tie the Trust Area together.” - Survey respondent*

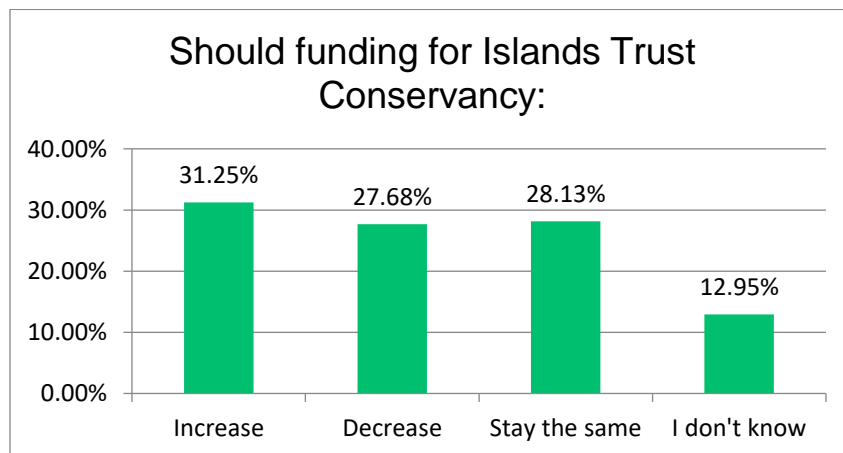
*“Programs need to be created like permits for tree removal, poisonous Daphne removal, broom pullout and deer population control.” - Survey respondent*

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

### **Funding for Islands Trust Conservancy**

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

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



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

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

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

*“The public needs to know more about this Trust function.”*

-Survey respondent

*“The ITC should be entirely self-supporting -maybe through grants- or eliminated. No tax money should go to this.”*

-Survey respondent

*“We need to protect ecosystems, landscapes and maintenance is expensive.”*

-Survey respondent

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

-Survey respondent

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

-Survey respondent

### **Funding for Islands Trust Council Meetings**

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

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

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

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

**Organizational Areas of Strength**

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

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

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

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

**Organizational Areas for Improvement**

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

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

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

## **Other Feedback**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### APPENDIX E:

##### **Comments received re: Funding for the Islands Trust Conservancy**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Please refer to the report commissioned by the Trust from a few years ago. Very little if anything has changed since that report. The number of Trustees should be weighted much more heavily on population, and very little on geography. It's ridiculous that Thetis Island, Saturna, South Pender, should have the same voting weight on Trust Council as Salt Spring, Gabriola and North Pender. The vast number and depth of improvements are far too numerous to mention. Again, read the report from Great Northern Management Consultants from 2022. I am amazed (sort-of, but not really) at how short the memories are of taxpayers and more importantly, of Trustees and whichever staff were involved in the writing of this unnecessary and unhelpful survey.
- Sticking to the mandate of preserving and protecting what's left of the natural environment
- Streamline processes- be more efficient. Have a willfully built new building demolished and set a precedence.
- Community engagement and collaboration versus perceived policing.
- Get out of politics and focus on preserving and protecting.
- we all have room to grow
- Land use planning needs more flexibility or fewer restrictions
- evolving to be in touch with Indigenous stake holders for all major decisions/ work with Islands to help produce better parks signage/ dog poop bags & garbage
- They could provide meaningful support of full time residents and ensure that the bylaws they write are enforced.

Trailers/campers that are not permitted for driving and are permanently used for weekend camping for example should not be allowed, and according to our bylaws, trailers are only allowed on land in RR or RG if a house is getting built and yet, there are trailers on properties that are used for camping. These trailers do not fall under affordable housing because they are used part time. This is a simple bylaw that I never see enforced. It's clear who on the island is breaking this bylaw.

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

If you want to protect the land, start with protecting it with the bylaws you have already in place and stop allowing these culprits to get away with "skirting" the rules indefinitely. I want to see the Islands Trust be an action oriented community that vigorously enforces bylaws and ensures our backyards are safe and future proof.

- Speed up times for applications
- More public outreach and education. Oversight of Local Trust Committees to make sure they consult provincial agencies when enacting bylaws that could be damaging to the environment
- IT should stay in their own lane & stop over reach i.e. local planning only. Stop spending taxpayer money & time on things they have no jurisdiction over.
- Public perception seems to be that the elected trustees misuse their roles, don't actually have skills to facilitate dialogue so that their proposals are actually representative of the population in a coherent way (instead of just voting on things that

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

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

Bylaws that actually preserve the integrity of the land (tree ordinances, the water table, limits on use of 5th-wheels over environmentally sensitive permanent structures). Consistent enforcement of bylaws (not just complaint driven when someone has a beef with their neighbor)

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

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

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

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

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

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

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

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

## APPENDIX I:

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

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

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

link:

<https://islandstrust.bc.ca/document/governance-review-final-report-february-2022>

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

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

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

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

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

Like I said I'm disappointed in our local trustees..I think they have had a lot to go through and need to retire..we need new people..thanks for asking.

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

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

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



## Public Acquisitions Update For the Meeting of October 3, 2025

Property Name and Island	Date (yyyy/mm/dd)	Notes
<b>PUBLICLY CONSIDERED PRIVATE LAND ACQUISITIONS</b>		
<b>Crystal Mountain</b> (Galiano) 18.3 ha.	2017/11/21	ITC previously considered a conservation covenant proposal and land transfer proposal for this property.
	2017/11/21	<p><b>TFB-2017-031: It was MOVED and SECONDED</b>, 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:</p> <ol style="list-style-type: none"> <li>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;</li> <li>2. Establishing legal access for the Trust Fund Board to the most eastern part of Lot A;</li> <li>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;</li> <li>4. Staff reaching mutual agreement with the water license holders to limit the impact of accessing and maintaining the permitted water works;</li> <li>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;</li> <li>6. Written agreement with the Society about the use and maintenance of the pagoda;</li> <li>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</li> <li>8. Final approval of the Trust Fund Board of the final survey plan, transfer agreement and all other associated agreements.</li> </ol>
	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.	



## Public Acquisitions Update For the Meeting of October 3, 2025

<b>Crystal Mountain (Galiano) 18.3 ha.</b>	2021/05/25	<p><b>ITC-2021-019: It was MOVED and SECONDED</b>, 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.</p> <p><b>ITC-2021-020: It was MOVED and SECONDED</b>, 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.</p> <p><b>ITC-2021-021: It was MOVED and SECONDED</b>, 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</p> <p><b>ITC-2021-022: It was MOVED and SECONDED</b>, 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.</p> <p><b>ITC-2021-023: It was MOVED and SECONDED</b>, 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.</p>
	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	No new updates.
	2025/10/03	No updates.



ISLANDS TRUST CONSERVANCY

## Public Acquisitions Update For the Meeting of October 3, 2025

<b>Current Total ITC Acquisitions:</b>	<b>34</b>
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ISLANDS TRUST CONSERVANCY

## PUBLIC COVENANTS UPDATE For the Meeting of October 3, 2025

### NAPTEP COVENANTS

*29 NAPTEP Covenants on title, 2 NAPTEP covenants in progress, 2 Ecological Gifts applications in progress for complete NAPTEP covenants*

Property	Date	Notes
<b>Martin NAPTEP Covenant</b> (Salt Spring Is., ~1 ha)	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	<b>ITC-2024-061: It was MOVED and SECONDED</b> 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.
	2024/12/05	Staff is preparing application for referral to First Nations.
	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 <i>SXÁUTW</i> (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. <b>TC-2-25-035:</b> 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.
	2025/05/23	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.	
2025/07/24	Application sent for Ministerial approval.	



## PUBLIC COVENANTS UPDATE For the Meeting of October 3, 2025

<b>Martin NAPTEP Covenant</b> (cont'd)	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.
<b>Doris McHardy NAPTEP Covenant</b> (North Pender Is, ~1 ha)	2024/02/04	Application received.
	2024/02/14	Application sent for Ministerial approval.
	2024/03/19	<b>ITC-2024-13: It was MOVED and SECONDED</b> 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 <sup>th</sup> , 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.
	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.	



**PUBLIC COVENANTS UPDATE  
For the Meeting of October 3, 2025**

<b>Doris McHardy NAPTEP Covenant</b> (cont'd)	2024/12/04	Application for tax exemption reviewed and approved by Trust Council. <b>TC-2024-111: It was MOVED by Trustee Elliott, and SECONDED by Trustee Morrison,</b> 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.
	2025/07/22	No new updates.
	2025/10/03	No updates.
<b>Koontz NAPTEP Covenant</b> Gabriola Island (~2.5 ha)	2023/02/08	Application received.
	2023/05/30	<b>ITC-2023-017: It was MOVED and SECONDED,</b> 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.	



**PUBLIC COVENANTS UPDATE  
For the Meeting of October 3, 2025**

**Koontz NAPTEP  
Covenant (cont'd)**

2023/11/22	Executive Committee approved sponsorship of NAPTEP Application: <b>EC-2023-120: It was MOVED and SECONDED</b> , 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.
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	<b>ITC-2024-048: It was MOVED and SECONDED</b> , 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.



**PUBLIC COVENANTS UPDATE  
For the Meeting of October 3, 2025**

<b>Koontz NAPTEP Covenant (cont'd)</b>	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	<b>ITC-2025-025: It was MOVED and SECONDED</b> , 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.  <b>ITC-2025-026: It was MOVED and SECONDED</b> , 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.
	2025/09/11	Covenant amendment has been signed by ITC and GaLLT, awaiting signatures from landholder and VanCity
<b>Skye Larmour NAPTEP Covenant</b> Salt Spring Island (2.45 ha)	2021/10/15	Application received.
	2022/01/24	<b>ITC-2022-003: It was MOVED and SECONDED</b> , that the Islands Trust Conservancy Board approves the conservation proposal submitted by Rodney Polden, on behalf of Skye Larmour, to donate a 2.45 ha NAPTEP covenant on Salt Spring Island, over a portion of Lot 1, Section 87, South Salt Spring Island, Cowichan District, Plan VIP 27894, PID: 000-138-452, to protect mature forests, wetlands, and connectivity to other protected areas, and advise the applicant that ITC will defer this securement project until late 2022/early 2023 due to staff capacity constraints.
	2022/02/04	Staff informed applicant of Board decision.
	2023/02/09	Staff initiated discussion with ALC about providing approval for placing NAPTEP covenant on non-ALR portion of the property.
	2023/04/21	Site visit to discuss next steps and details with landowner and applicant. Staff to begin negotiating covenant as soon as capacity permits, and submit application for Trust Council approval.
	2023/06/30	Application referred to First Nations. Requested response date is August 18 <sup>th</sup> , 2023.



## PUBLIC COVENANTS UPDATE For the Meeting of October 3, 2025

### Skylarmour NAPTEP Covenant (cont'd)

2023/08/18	First Nations referral window ended. Responses were received from two First Nations, one of whom indicated that they do not have any comments to provide regarding this application; and the another who requested a copy of the baseline inventory report when it is completed.
2023/09/14	Referred for information to Salt Spring 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.
2023/10/30	Submitted expression of interest for funding support from Ecological Gifts Program.
2023/11/27	Applicant submitted request to have NAPTEP fees sponsored by EC.
2023/12/20	<b>EC-2023-131: It was MOVED and SECONDED</b> , that the Executive Committee approve financial sponsorship of \$450 for Natural Area Protection Tax Exemption Program (NAPTEP) application SS-NAP-2021.1 (Larmour), Salt Spring Island.
2024/02/20	Contract signed for baseline inventory (with ECCC, EcoGifts program funding)
2024/02/28	Draft covenant sent to landholder and co-covenant holder for review.
2024/04/28	Final baseline report received.
2024/07/23	<b>2024-021: It was MOVED and SECONDED</b> , that the Islands Trust Conservancy Board rise and report approval of spending up to \$6,000 from existing budgets towards the cost of a land survey and an Ecological Gifts Program appraisal, and the costs of covenant registration for a NAPTEP covenant on Salt Spring Island.
2024/08/20	Draft covenant sent to ITC legal for review.
2024/08/23	Received draft covenant revised by ITC legal.
2024/09/09	Finalized contract for survey completion.
2024/09/16	Final draft covenant sent to landholder and SSIC for final agreement on language.
2024/10/01	<b>ITC-2024-049: It was MOVED and SECONDED</b> , that the Islands Trust Conservancy Board authorizes the Chair to sign a covenant with Skylarmour, over a portion of the Land described as Lot 1, Section 87, South Salt Spring Island, Cowichan District, Plan VIP 27894, PID: 000-138-452, and directs staff to register the covenant through the Natural Area Protection Tax Exemption Program (NAPTEP), subject to minor edits as discussed by staff.
2024/10/10	Application to register covenant submitted to Land Titles and Survey Authority.
2024/10/23	Covenant registered on title. Natural Area Exemption Certificate submitted to Land Titles.
2024/11/05	Natural Area Exemption Certificate registered on title. Staff has prepared and sent all necessary notifications and copies.



ISLANDS TRUST CONSERVANCY

## PUBLIC COVENANTS UPDATE For the Meeting of October 3, 2025

<b>Skye Larmour NAPTEP Covenant (cont'd)</b>	2024/11/05	NAPTEP application process complete. Application file closed.
	2024/11/20	ITC contracted appraiser to conduct covenant appraisal for Ecological Gift Program application.
	2024/12/16	Appraisal received. Staff is preparing Ecological Gift application with applicant.
	2025/02/10	Ecological Gifts Program application submitted.
	2025/05/13	Ecological Gifts Program replied advising that the Appraisal Review Panel agreed with the Ecological Gift valuation. Landholder and EGP undertaking next steps.
	2025/05/27	No new updates.
	2025/07/22	No new updates.
	2025/09/10	Ecological Gifts Program process complete; charitable giving receipt issued. Staff will close the file.
<b>REGULAR COVENANTS</b>		
<i>52 regular covenants on title, 0 public regular covenants in progress, 0 in camera covenants in progress.</i>		
<b>Property</b>	<b>Date</b>	<b>Notes</b>
None		
<b>ITC NATURE RESERVES WITH COVENANTS OUTSTANDING</b>		
<i>9 ITC Nature Reserves are without covenants, 1 ITC Nature Reserve covenant in progress.</i>		
<b>Property</b>	<b>Date</b>	<b>Notes</b>
<b>Fairyslipper Forest Nature Reserve</b> 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 October 3, 2025

<b>Fairyslipper Forest Nature Reserve (cont'd)</b>	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.
	2025/05/27	No new updates. Covenant negotiation has been deferred since 06 2022.
<b>Total</b>	<b>81 covenants registered</b>	

**Budget Report for Islands Trust Conservancy Board - October 3, 2025 Meeting**  
**April 1, 2025 – August 31, 2025**

<b>GL Code</b>	<b>Description</b>	<b>Approved Budget</b>	<b>Islands Trust Contribution</b>	<b>ECCC SAR Grant</b>	<b>Spent</b>	<b>% Spent</b>
50700-210	Admin Support Services	\$417,669	\$417,669		\$79,712	19%
54500-210	Communications	\$10,000	\$4,500	\$5,500	\$5,213	52%
56500-210	Contracted Temporary Staffing	\$15,000	\$15,000		\$12,490	83%
56100-210	Professional Consultant Fees	\$19,000	\$6,000	\$13,000	\$0.00	0%
61100-210	ITC "Board Honoraria"	\$7,000	\$7,000		\$3,000	43%
61200-210	ITC "Board Meeting Expense"	\$2,850	\$2,850		\$1,192	42%
61210-210	ITC "Board Training & Conferences"	\$500	\$500		\$0.00	0%
61300-210	ITC "Property Management"	\$168,460	\$91,878	\$76,582	\$27,687	16%
61500-210	ITC "Conservation Planning & Land Securement"	\$27,000	\$15,000	\$12,000	\$250	1%
61600-210	ITC "Ecosystem Mapping"	\$9,200	\$5,200	\$4,000	\$0.00	0%
63000-210	Legal "General"	\$30,000	\$30,000		\$1,862	6%
67500-210	Memberships	\$1,800	\$1,800		\$345	19%
73001-210-8062	Project: ITC 5-Year Plan First Nations Engagement Plan	\$20,000	\$10,000		\$0.00	0%
74900-210	Safety	\$3,300	\$3,300		\$0.00	0%
75100-210	Sal & Ben "Salaries Admin Staff"	\$719,449	\$617,031	\$102,418	\$238,497	33%
75110-210	Sal & Ben "Benefits Admin Staff"	\$182,740	\$182,740		\$60,482	33%
79500-210	Subscriptions	\$400	\$400		\$0.00	0%
80300-210	Mobile Devices	\$356	\$356		-\$1,658	-466%
81300-210	Training & Conferences	\$6,400	\$6,400		\$1,755	27%
81305-210	Travel for Training	\$4,500	\$4,500		\$89	2%
82300-210	Travel	\$26,000	\$19,500	\$6,500	\$20,938	81%
<b>TOTAL SPENDING 2024-25</b>		<b>\$1,671,624</b>	<b>\$1,441,624</b>	<b>\$220,000</b>	<b>\$451,855</b>	<b>27%</b>

**Restricted Accounts/Funds Report for Islands Trust Conservancy Board - October 3, 2025 Meeting**

**April 1, 2025 – June 30, 2025**

<b>Account/Fund</b>	<b>Opening Balance March 31, 2025</b>	<b>Revenue</b>	<b>Spent</b>	<b>Closing Balance June 30, 2025</b>	<b>Context</b>
Ruby Alton Endowment Fund	\$159,773.08	\$2,789.44	(\$300.17)	\$162,262.35	
Ruby Alton Nature Fund (Management/Maintenance)	\$112,312.81	\$10,670.92	(\$9,622.32)	\$113,361.41	
Property Management Fund	\$12,042.56	\$161,256.96	\$0.00	\$173,299.52	Received \$157,304.30 donation
Covenant Mgmt & Defense Fund	\$130,785.57	\$1,403.99	\$0.00	\$132,189.56	
Opportunity Fund	\$78,680.43	\$1,003,369.41	(\$8,114.61)	\$1,073,935.23	Received one mil donation and \$2611.75 committed
Opportunity Fund (Hornby/Tempest Fund)	\$46,648.70	\$10,498.41	\$0.00	\$57,147.11	Received final installment of Tempest donation
Western Screech-Owl Project (Private Donation)	\$9,518.24	\$25.34	\$0.00	\$9,543.58	This donation will be spent out this fiscal.
Lasqueti Island Acquisition Fund	\$35,319.49	\$280.83	\$0.00	\$35,600.32	
Gambier Island Acquisition Fund	\$140,821.75	\$770.42	\$0.00	\$141,592.17	
Thetis Island Acquisition Fund	\$1,468.20	\$12.92	\$0.00	\$1,481.12	
McFadden Creek Nature Sanctuary Fund	\$19,449.15	\$159.50	\$1,000.00	\$18,608.65	
Morrison Waxler Legacy Fund (Pender Island)	\$11,096.06	\$42.66	\$0.00	\$11,138.72	
Link Island – Cabin Removal Fund	\$39,839.10	\$106.08	\$0.00	\$39,945.18	



ISLANDS TRUST CONSERVANCY

**ISLANDS TRUST CONSERVANCY  
REPORT TO TRUST COUNCIL  
2nd Quarter 2025-2026**

COMPLETED SINCE LAST REPORT (June – August 2025)	PLANNED FOR THIRD QUARTER 2025-26 (September – November 2025)
<b>1. STRATEGIC PLANNING/ADMINISTRATION</b>	
<p><b>Personnel/Staffing:</b> Hired and onboarded</p> <ul style="list-style-type: none"> <li>• Team Lead – Protected Area Management</li> <li>• Administrative Assistant backfill</li> </ul> <p>Recruitment initiated for</p> <ul style="list-style-type: none"> <li>• Covenant Management and Outreach Specialist (CMOS) backfill</li> <li>• Communications Specialist (CS)</li> </ul> <p>Extended Conservation Technician (Co-op Student) position</p> <p>Completed ITC organizational review for CAO</p> <p><b>ITC Five Year Plan development:</b> Worked with TAS Director and Senior Indigenous Relations Advisor to plan pathway to engagement</p> <p><b>First Nations:</b> Staff attended Tsawout Feast</p> <p><b>ITC Board:</b> Supported July 22, 2025 ITC Board meeting including an ITC/EC joint meeting, and special August 27, 2025 meeting</p> <p>Onboarded new appointed Board member</p> <p><b>ITC Policy:</b> Prioritized policies in need of review Determined needs to align with the rights and interests of Indigenous Peoples and Nations Continued drafting policy updates</p>	<p><b>Personnel/Staffing:</b> Continue recruitment for</p> <ul style="list-style-type: none"> <li>• Covenant Management and Outreach Specialist</li> <li>• Communications Specialist</li> </ul> <p>Field staff to complete Wilderness First Aid Training</p> <p><b>ITC Five-Year Plan development:</b> Prepared letters to Indigenous Governing Bodies</p> <p>Continue implementing project: attend engagement meetings with First Nations and provide capacity funding upon request</p> <p><b>ITC Board:</b> Host October 3 and November 18 ,2025 ITC Board meetings</p> <p><b>ITC Policy:</b> Continue drafting policy updates</p> <p><b>SAR Program:</b> Launch external Species at Risk Program evaluation</p> <p>Collaborate with Planning Biologist to provide input to suitable land analysis</p> <p><b>Data Management System/GIS:</b> Continue work towards meeting needs of the Protected Areas Management Program</p> <p><b>CityView:</b> Ongoing revisions, staff training, and procedure development for CityView applications software</p>



**ISLANDS TRUST CONSERVANCY  
REPORT TO TRUST COUNCIL  
2nd Quarter 2025-2026**

<p><b>SAR Program:</b> Began process for end of Species at Risk Program external evaluation</p> <p><b>Data Management System/GIS:</b> Analysis of options to meet needs of the Protected Areas Management Program</p> <p><b>CityView:</b> Ongoing revisions, staff training, and procedure development for CityView applications software</p> <p><b>TAPIS 3:</b> Assess FieldMaps functionality and provide feedback to GIS Team for improvements as determined</p> <p><b>Other:</b> Provide data, input, and support for Planning Services suitable lands analysis model development</p>	<p><b>TAPIS 3:</b> Assess FieldMaps functionality and provide feedback to GIS Team for improvements as determined</p> <p><b>Other:</b> Continue collaboration with Planning Biologist to develop products, training, and support materials about species and ecosystems at risk Update Securement Strategy  Develop project plan for Regional Conservation Plan evaluation</p>
<b>2. COVENANT AND PROPERTY SECUREMENT PROJECTS</b>	
<p>Continued securement negotiations on ~27 ha of land for ITC nature reserve (1 Galiano, 1 Salt Spring)</p> <p>Continued negotiations on ~2 ha of land for NAPTEP covenants (1 North Pender, 1 Salt Spring)</p> <p>Responded to enquiries about NAPTEP and covenants (2 North Pender, 1 Gabriola, 2 Salt Spring, 1 Hornby, 1 Saturna) and about donation or conservation sale for nature reserve (Denman, Thetis, Lasqueti)</p>	<p>Continued securement negotiations on ~27 ha of land for ITC nature reserve (1 Galiano, 1 Salt Spring)</p> <p>Continue negotiations on ~2 ha of land for NAPTEP covenants (1 North Pender, 1 Salt Spring)</p>
<b>3. COVENANT AND PROPERTY MANAGEMENT</b>	
<p><b>Protected Area Monitoring:</b> Completed 2025 monitoring program site visits for all nature reserves and covenants  Completed monitoring documentation and reporting</p> <p><b>Protected Area Management Projects:</b> Contracted work for species at risk monitoring and invasive species management on protected lands Planned for additional species at risk surveys</p>	<p><b>Protected Area Monitoring:</b> Present nature reserve and covenant monitoring results and recommendations to the ITC Board  Issue notice of compliance/non-compliance with stewardship recommendations to covenant landholders</p> <p><b>Protected Area Management Projects:</b> Implement restoration projects in covenants on Saturna and North Pender islands</p>



ISLANDS TRUST CONSERVANCY

**ISLANDS TRUST CONSERVANCY  
REPORT TO TRUST COUNCIL  
2nd Quarter 2025-2026**

<p>and research projects to take place in the fall and spring</p> <p>Resumed planning for fall restoration projects in covenants on Saturna and North Pender islands</p> <p>Resumed planning for water quality monitoring in two covenants on Salt Spring Island</p> <p><b>Technology Improvements:</b> Trialed an application to replace paper monitoring forms</p> <p>Resumed review of property management database option</p> <p><b>Other:</b> Completed three minor covenant amendments (Gabriola, North Pender)</p> <p>Worked on First Nations referral plan and tracking system/communications log for nature reserve management plans</p>	<p>Develop contract for water quality monitoring in two covenants on Salt Spring Island</p> <p><b>Technology Improvements:</b> Explore remote monitoring solutions and related policy development</p> <p>Identify and implement improvement of field-based data collection tool</p> <p><b>Other:</b> Continue work on First Nations referral plan and system for tracking referrals and conversations with First Nations for management plans as part of the engagement for the ITC Five-Year Plan</p>
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**4. COMMUNICATIONS AND OUTREACH**

<p><b>Social Media:</b> Continued “Reflections from the field” summer series</p> <p>Continued 35<sup>th</sup> anniversary promotion and survey response collection for the ITC Journal</p> <p><b>Press Release:</b> Issued press release for million-dollar anonymous donation to Opportunity Fund</p> <p><b>Publications:</b> Wrote and distributed speaking notes to staff and board for anonymous donation</p> <p>Published four articles on the new Islands Trust Conservancy Journal</p> <p>Published Summer Heron Newsletter Published Summer ITC eNews</p>	<p><b>NOTE:</b> Activities pending new Communications Specialist is onboarded</p> <p><b>Social Media:</b> Ongoing 35<sup>th</sup> anniversary promotion and survey response collection for the ITC Journal</p> <p><b>Publications:</b> Send ITC Holiday Cards (December)</p> <p>Publish Fall Heron Newsletter</p> <p>Publish Fall ITC eNews</p> <p>Issue <i>Caring for Your Conservation Covenant</i> newsletter to covenant landholders</p> <p><b>Celebrations:</b> Host celebration for one new nature reserve and one new NAPTEP covenant on Salt Spring Island</p>
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ISLANDS TRUST CONSERVANCY

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<p>Began work on <i>Caring for Your Conservation Covenant</i> newsletter for covenant landholders</p> <p><b>Celebrations:</b> Hosted celebration for new NAPTEP covenant (Gabriola) Celebrated ITC’s 35<sup>th</sup> anniversary at the June Trust Council meeting</p> <p>Attended the Mayne Island Fall Fair to promote ITC’s 35<sup>th</sup> anniversary</p> <p><b>Reports:</b> Graphic design of 2024/25 ITC Annual Report</p>	<p>Attended the Salt Spring Island to promote ITC’s 35<sup>th</sup> anniversary</p> <p><b>Reports:</b> Publish 2024/25 ITC Annual Report</p>
<p><b>5. FUNDRAISING AND CONSERVANCY SUPPORT</b></p>	
<p><b>Donors:</b> Stewardship of donors and advisors (ongoing)</p> <p>Continue implementation of 35th anniversary fund development activities</p> <p>Met with several donors and potential donors</p> <p><b>Strategic Giving:</b> Continued WillPower Campaign seeking bequests of conservation lands or conservation funds</p> <p><b>Fund Management:</b> Continued update of Opportunity Fund Guidelines</p> <p><b>Donations:</b> Received significant anonymous donation for from the ShorePeakGEN fund via Vancouver Foundation. One million dollars for the Opportunity Fund and \$157,304.30 for the Property Management Fund Received and processed other donations</p> <p><b>Other:</b> Extended external grant opportunity research</p>	<p><b>Donors:</b> Stewardship of donors and advisors (ongoing)</p> <p>Continue implementing 35th anniversary fund development activities (ongoing in 2026)</p> <p><b>Strategic Giving:</b> Continue WillPower Campaign seeking bequests of conservation lands or conservation funds</p> <p><b>Fund Management:</b> Finalize update of Opportunity Fund Guidelines</p> <p><b>Other:</b> Draft Strategic plan for anonymous donation</p> <p>Develop form for Opportunity Fund applications</p> <p>Research external grant opportunities (ongoing)</p>