# Islands Trust Conservancy Board
# Special Meeting Agenda

Date: Friday, January 30, 2026

Time: 10:30 am

Location: Electronic Zoom Meeting

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# REQUEST FOR DECISION

| | | | |
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| **To:** | **Islands Trust Conservancy Board** | **For the Meeting of:** | January 30, 2026 |
| **From:** | ITC Manager Tyrrell | **Date Prepared:** | January 27, 2026 |

**SUBJECT:** **Referral Response to Bylaw No. 183; Islands Trust Policy Statement**

**RECOMMENDATION(S):**

1) That the Islands Trust Conservancy Board indicate to the Islands Trust Council that it recommends approval of Islands Trust Council Draft Bylaw 183, Islands Trust Policy Statement with the following recommendations to consider:

   a. That Part 1: Islands Trust Act (page 4) include the following paragraph:

      "The Islands Trust Conservancy was established by the British Columbia provincial government in 1990 as a regional land trust and the conservation arm of the Islands Trust. The work of the Islands Trust Conservancy Board is guided by the Islands Trust Conservancy Five-year Plan, which is approved by the Minister of Municipal Housing and Affairs under Section 44 of the Islands Trust Act."

   *b.* That section 2.3.1 - Cooperation Principles (page 10) be revised as noted in blue text: *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, including critical habitat.*

   c. That terms and phrases be clarified relating to the concepts of biology, ecology, climate change, unique amenities and habitat restoration, looking to definitions used in BC statutes and regulations as examples (e.g., Environmental Management Act, Water Sustainability Act, etc.): these Acts include statutory definitions for environmental terms.

## 1 PURPOSE:

To assist the Islands Trust Conservancy Board in providing a response to Islands Trust 's referral request on the Islands Trust Policy Statement, Trust Council Draft Bylaw No. 183.

## 2 BACKGROUND:

Islands Trust Council is in Phase 4 of public/agency engagement on the draft Policy Statement and has referred proposed Bylaw No. 183 (cited as "Islands Trust Policy Statement Bylaw, 2025") to the Islands Trust Conservancy Board (the 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 was due no later than October 10, 2025. This deadline has been extended for the Board and local rust committees (see attached Briefing).

The October 3, 2025 the Board minutes note that at that meeting the Board received a briefing on the the Bylaw Referral - Policy Statement Bylaw No 183, which the Board received for information. Discussion ensued on:

- the nuance of the language chosen;
- the long process to understand what we can and can't do;
- the growing partnership and relationship with First Nations;
- Board members request to meet about the Policy Statement in January instead
- of November;
- a request to have Policy Statement reports be provided to board, attached to the briefing; and
- Inviting Senior Policy Advisor Jason Youmans to the January 20, 2026 meeting or a dedicated session with Staff Youmans.

The November 18, 2025 draft Board minutes note that at that meeting the Board received a presentation from Staff Youmans and discussion ensued on:

- looking at the Policy Statement through the lens of the ITC;
- looking at whether there is anything that is detrimental to the work that the ITC does;
- whether any corrections or additions needed; and
- what would be the most helpful to the ITC.

The draft January 20, 2026 Board minutes note that at that meeting the Board received a briefing on the Bylaw Referral - Policy Statement Bylaw No 183. Discussion ensued on numerous concerns of the current draft of the policy statement from some Board members. A special meeting was scheduled to convene on January 30, 2026 to come to a resolution. The Board asked staff to provide recommendations to guide discussion.

In addition, some Board members have expressed the following have been addressed in the staff recommendation:

1. Improvements should be made to the following definitions: environment, natural environment, habitat fragmentation, development, Density, Intensity of land use, ecosystem (include climate change mitigation and adaptation in the list of ecosystem services), protection (add "natural" before "attributes"), sustainable.

The following have not been addressed in the staff recommendation:

1. A new General Guiding Principle on climate change adaptation and mitigation should be added
2. That wording in the Goal 3 title should include that the health of natural ecosystems as a high priority
3. That a new Directive Policy should be added in Ecosystem Integrity about "protecting a minimum of 30% of the land and water in the Trust Area"

4. That draft Directive policy 3.4.1 should include consideration of the ecological integrity of each island and the ability of the natural ecosystems to support particular developments be added

5. That a new Directive Policy be added under Goal 4 Recreation that prohibits fixed links or bridges between islands, and Vancouver Island and Gulf Islands given the added human impact on nature reserves that would occur when an island becomes 'attached' to adjacent areas with much larger populations and recreational use

6. That a new Directive Policy be added under Goal 5 Directive Policies respecting Freshwater regarding requiring rainwater catchment where ground water supplies are of poor quality or quantity

7. That policy 3.5.6 advisory policy on Freshwater Use should be made a Directive policy

8. That policy 3.4.22 should include the exemption of protecting decommissioned logging roads

9. That Goal 3 "Preserve and Protect Healthy and Biodiverse Natural Ecosystems", should state the 30x30 biodiversity goal from Kunming-Montreal Global Biodiversity Framework, 2022 as a target

10. Reference to climate mitigation is limited in the draft Policy Statement. Recommend a full and comprehensive directive on it, in accordance with Islands Trust declaring a Climate Emergency in 2019

11. That draft Directive policy 3.4.3 be focused on protecting the ecosystem services provided by the natural environment

12. 3.3.3 - mentions sensitive ecosystems, should add the near-shore marine (e.g. estuaries, tidal flats, salt-water marshes, lagoons and eelgrass beds)

13. 3.4.19 – would be better to be reframed to encourage use of climate resilient materials, energy efficient technologies and energy security technologies

As there are many reports associated with development of the draft Policy Statement, staff recommend that Board members review the agenda packages posted in the Meeting Dates section of the Islands 2050 page https://islandstrust.bc.ca/programs/islands-2050/ to review reports of interest.

## 3 IMPLICATIONS OF RECOMMENDATION:

**ORGANIZATIONAL:**
The Islands Trust Policy Statement will guide the work of the Trust Council and local trust committees. Bowen Island Municipality land use planning will also be guided by the Policy Statement Bylaw. The ITC is not subject to the Policy Statement bylaw but will work collaboratively with Trust Council, Bowen Island Municipality and local trust committees to implement areas of joint interest under the Policy Statement Bylaw and the ITC Five-Year Plan.

**FINANCIAL:** None

**POLICY:** None. Referral is consistent with Islands Trust Council Bylaw No. 86, a bylaw to adopt a Memorandum of Agreement with the Trust Fund Board. See section 8, which refers to Bylaw 183 referral to ITC Board.

**IMPLEMENTATION/COMMUNICATIONS:** ITC Staff will provide the ITC Board's referral response to Trust Council.

**FIRST NATIONS RELATIONS:** The draft Policy Statement Bylaw recognizes Islands Trust Reconciliation commitments to First Nations. Guided by Trust Council's 2019 Reconciliation Declaration and Action Plan, Islands Trust has and is continuing to undertake early engagement with Indigenous Governing Bodies in the Trust Area. Engagement with First Nations is ongoing and was last summarized in a report to Islands Trust Committee of the whole in July 2025, starting on page 50 here: https://islandstrust.bc.ca/document/islands-trust-council-committee-of-the-whole-special-meeting-agenda/

**CLIMATE CHANGE:** The draft Policy Statement Bylaw is intended to incorporate climate change policies into policy directives. Some ITC Board members have expressed that additional directives or additions to the Policy Statement on climate change and adaption should be added.

**OTHER:** None.

**4 RELEVANT POLICY(S):**

Trust Council Policy 1.2.1, Policy Statement Amendment
Islands Trust Council Bylaw No. 86: Islands Trust Council/Islands Trust Conservancy Board Memorandum of Agreement

**5 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

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**RESPONSE OPTIONS**

**Recommendation(s):**

1) That the Islands Trust Conservancy Board indicate to the Islands Trust Council that it recommends approval of Islands Trust Council Draft Bylaw 183, Islands Trust Policy Statement with the following recommendations to consider:

   a. That Part 1: Islands Trust Act (page 4) include the following paragraph:

      "The Islands Trust Conservancy was established by the British Columbia provincial government in 1990 as a regional land trust and the conservation arm of the Islands Trust. The work of the Islands Trust Conservancy Board is guided by the Islands Trust Conservancy Five-year Plan, which is approved by the Minister of Municipal Housing and Affairs under Section 44 of the Islands Trust Act."

   b. That section 2.3.1 - Cooperation Principles (page 10) be revised as noted in blue text: *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, including critical habitat.*

c. That terms and phrases be clarified relating to the concepts of biology, ecology, climate change, unique amenities and habitat restoration, looking to definitions used in BC statutes and regulations as examples (e.g., Environmental Management Act, Water Sustainability Act, etc.): these Acts include statutory definitions for environmental terms.

**Alternatives:**

1) That the Islands Trust Conservancy Board indicate to the Islands Trust Council that it recommends approval of Islands Trust Council Draft Bylaw 183, Islands Trust Policy Statement.

2) That the Islands Trust Conservancy Board indicate to the Islands Trust Council that its interests are unaffected by Islands Trust Council Draft Bylaw 183, Islands Trust Policy Statement.

3) That the Islands Trust Conservancy Board indicate to the Islands Trust Council that it recommends approval of Islands Trust Council Draft Bylaw 183, Islands Trust Policy Statement subject to the following conditions:

*a. [insert conditions]*

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**Prepared By:** Wendy Tyrrell, Manager, Islands Trust Conservancy

**Reviewed By / Date:** David Marlor/ January 29, 2026

# BRIEFING

| | | | |
|---|---|---|---|
| **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 | | |

**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.

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

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

## Wendy Tyrrell

**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 or at 250-405-5177.

**Please direct referral responses to 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
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 BOḰEĆEN, Cowichan Tribes, K’ómoks, Lyackson, MÁLEXEȽ, Qualicum, scəw̓aθən, səlilwətaɬ, SEMYOME, shíshálh, Sḵwx̱wú7mesh, Snaw-naw-as, Snuneymuxw, Songhees, Spune’luxutth’, SȾÁUTW̱, Stz’uminus, ɬaʔəmen, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, W̱JOȽEȽP, W̱SIḴEM, 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 – Islands 2050
200 – 1627 Fort Street
Victoria, BC V8R 1H8
islands2050@islandstrust.bc.ca
www.islandstrust.bc.ca

# ISLANDS TRUST POLICY STATEMENT BYLAW REFERRAL FORM

**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

**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) | TC 183 |
| (Island) | (Bylaw Number) |
| | |
| (Signature) | (Printed Name and Title) |
| | |
| (Date) | (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

| | |
|---|---|
| Secretary | 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:

**BOḰEĆEN** (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)

**scəw̓aθən** (Tsawwassen) First Nation

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

**SEMYOME** (Semiahmoo) First Nation

**shíshálh** (Sechelt) Nation

**Sḵwx̱wú7mesh** (Squamish) First Nation

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

**Snuneymuxw** (Nanaimo) First Nation

**Songhees** First Nation

**SȾÁUTW̱** (Tsawout) First Nation

**ɬaʔəmen** (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

**W̱JOȽEȽP** (Tsartlip) First Nation

**W̱SIḴEM** (Tseycum) First Nation

**Xwémalhkwu** (Homalco) First Nation

**Xwsepsum** (Esquimalt) First Nation

**xʷməθkʷəy̓əm** (Musqueam) First Nation

# Contents

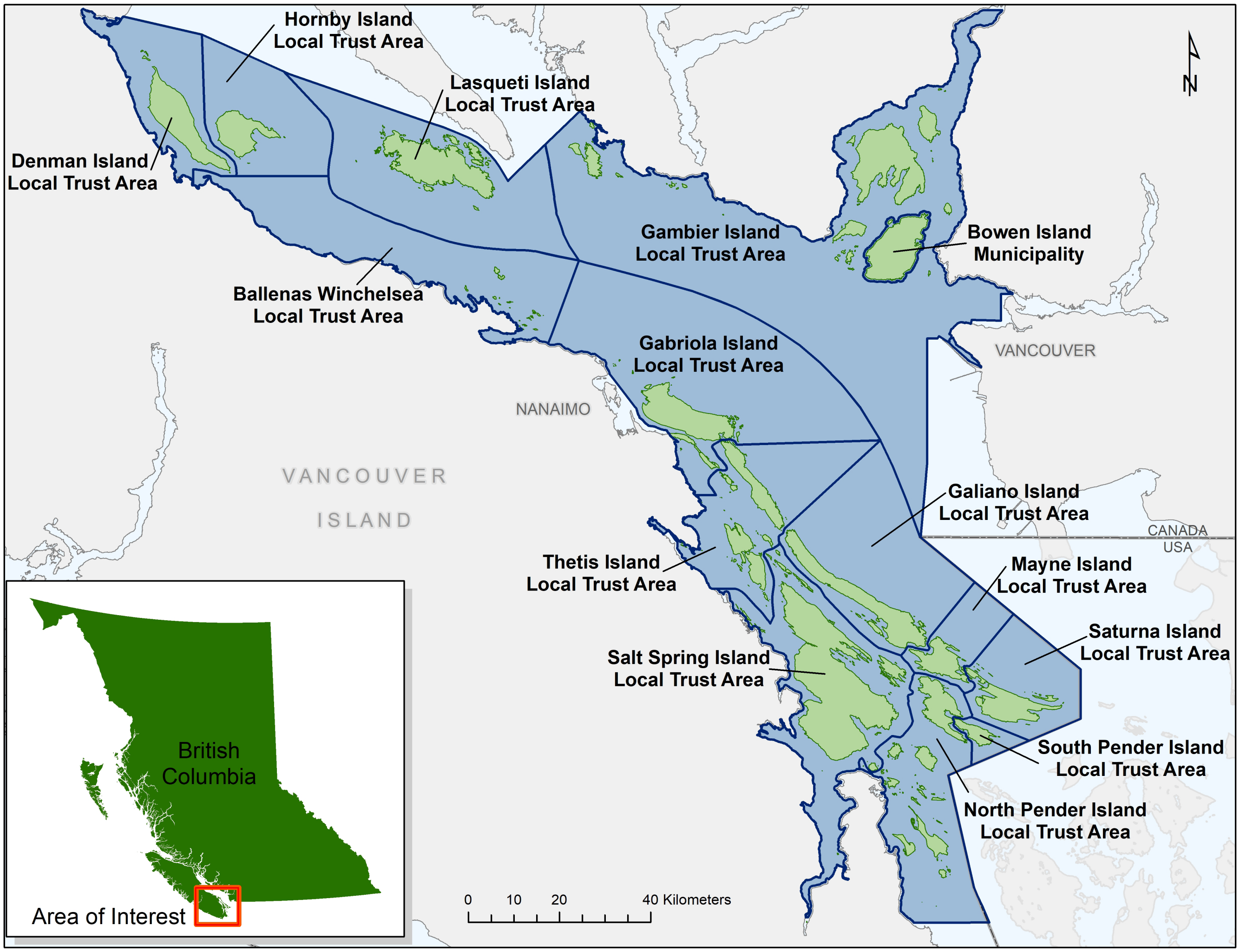
# Part 1: The *Islands Trust Act*

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 | **Acknowledge and Respect Indigenous Rights**<br>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. |
| 2.1.2 | **Prioritize Environmental and Indigenous Cultural Heritage Protection**<br>To place priority on preserving, protecting and restoring the environment, and preserving, protecting, and supporting restoration of Indigenous cultural heritage in all decision making. |
| 2.1.3 | **Limit the Rate and Scale of Development**<br>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. |
| 2.1.4 | **Foster Sustainable, Inclusive, and Resilient Communities**<br>To support planning and land use management decisions that foster sustainable, inclusive, and resilient communities, acknowledging the interdependencies between healthy communities and healthy ecosystems. |
| 2.1.5 | **Take Guidance from the Precautionary Principle**<br>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. |
| 2.1.6 | **Account for Cumulative Effects**<br>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. |
| 2.1.7 | **Foster Informed and Balanced Decision Making**<br>To be informed by a broad range of sources in its decision-making processes, including Indigenous Knowledge, institutional knowledge, local community knowledge, and science. |

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

## 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:

| Trust Council's Cooperation Principles | |
|---|---|
| **2.3.1** | **Collaborate with the Islands Trust Conservancy Board**<br>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. |
| **2.3.2** | **Collaborate with Island Municipalities**<br>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. |
| **2.3.3** | **Work Towards Collaborative Governance with Indigenous Governing Bodies**<br>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 *Declaration on the Rights of Indigenous Peoples Act*. |
| **2.3.4** | **Work Towards Strategic Inter-Agency Coordination**<br>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. |
| **2.3.5** | **Work Towards Accessible and Inclusive Public Communications and Engagement**<br>To work towards accessible and inclusive public communications and engagement strategies that engage a wide range of residents, communities, local organizations, and British Columbians. |
| **2.3.6** | **Provide Public Education Opportunities**<br>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. |

# 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**<br>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**<br>Engage with Indigenous Governing Bodies on discretionary planning and land use management decisions. |
| 3.1.3 | **Land Back**<br>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**<br>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**<br>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** | **Indigenous Cultural Heritage Sites**<br>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. |
| **3.2.2** | **Indigenous Marine Harvesting Areas**<br>Minimize potential adverse impacts to marine harvesting areas used by Indigenous Peoples, including, but not limited to, fish weirs and clam gardens. |
| **3.2.3** | **Indigenous Harvesting and Hunting Areas**<br>Minimize potential adverse impacts to land-based harvesting and hunting areas used by Indigenous Peoples. |

| Advisory Policies — Indigenous Cultural Heritage & Culturally Significant Areas, Sites and Species | |
|---|---|
| Local trust committees and island municipalities should... | |
| **3.2.4** | **Indigenous Cultural Heritage Sites**<br>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. |
| **3.2.5** | **Indigenous Harvesting Areas**<br>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. |
| **3.2.6** | **Indigenous Harvesting and Hunting Area Access**<br>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. |
| **3.2.7** | **Other Culturally Significant Areas for Indigenous Peoples**<br>Through engagement with Indigenous Governing Bodies, identify and prioritize protection of areas of importance for Indigenous cultural and spiritual practices. |
| **3.2.8** | **Culturally Significant Species and Medicinal Plants**<br>Through engagement with Indigenous Governing Bodies, identify, prioritize protection, and support restoration of culturally significant species and medicinal plants and ochre. |
| **3.2.9** | **Cultural Monitors**<br>Through engagement with Indigenous Governing Bodies, support opportunities for cultural monitors to be present for ground-disturbing activities. |

# 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… | |
| **3.3.1** | **Protected Area Networks**<br>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. |
| **3.3.2** | **Sensitive Ecosystems**<br>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. |
| **3.3.3** | **Forest Ecosystems**<br>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. |
| **3.3.4** | **Coastal Oak and Prairie Ecosystems**<br>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. |
| **3.3.5** | **Watershed Ecosystems**<br>Identify and prioritize the preservation, protection, and restoration of watershed ecosystems, freshwater sources, and groundwater recharge areas. |
| **3.3.6** | **Marine Shorelines and Nearshore Areas**<br>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. |
| **3.3.7** | **Critical Habitat for Species at Risk**<br>Identify and prioritize the preservation, protection, and restoration of critical habitat for species at risk. |
| **3.3.8** | **Islets and Small Islands**<br>Identify and prioritize the preservation, protection, and restoration of islets and small islands. |
| **3.3.9** | **Light Pollution**<br>Minimize light pollution through the application of dark sky principles. |

## Advisory Policies — Ecosystem Integrity

| Local trust committees and island municipalities should... | |
|---|---|
| **3.3.10** | **Indigenous Ecosystem Management**<br>Through engagement with Indigenous Governing Bodies, support opportunities for Indigenous-led ecosystem management. |
| **3.3.11** | **Indigenous Protected and Conserved Areas**<br>Support Indigenous Governing Bodies in the establishment of Indigenous Protected and Conserved Areas. |

# 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… | |
| 3.4.1 | **Sustainable Development**<br>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. |
| 3.4.2 | **Growth Management**<br>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. |
| 3.4.3 | **Impacts of Development**<br>Consider the aesthetic, environmental, and social impacts of development. |
| 3.4.4 | **Community Facilities and Services**<br>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. |
| 3.4.5 | **Climate Change Mitigation and Adaptation**<br>Implement planning and land use management strategies, and consider nature-based solutions, to minimize greenhouse gas emissions, and adapt to climate change-related vulnerabilities. |
| 3.4.6 | **Hazardous Areas**<br>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. |
| 3.4.7 | **Economic Activities**<br>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. |
| 3.4.8 | **Community Heritage Sites**<br>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 | **Existing Development Potential**<br>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. |
| 3.4.10 | **Economic Development Opportunities for Indigenous Communities**<br>Through engagement with Indigenous Governing Bodies, support economic development opportunities for Indigenous communities. |

| 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 | **Suitable Locations for Additional Housing**<br>Identify suitable locations that could support increased density for the development of safe, secure, diverse, and attainable housing. |
| 3.4.12 | **Housing Diversity**<br>Support a range of housing types and tenures to help meet the identified housing needs of the island community and local Indigenous communities. |
| 3.4.13 | **Clustered Small Dwelling Units**<br>Support alternatives to conventional single-detached dwellings by establishing policies to permit clusters of small dwelling units in suitable areas. |
| 3.4.14 | **Floor Area and Lot Coverage Limits**<br>Set floor area and lot coverage limits for residential development to minimize negative environmental impacts, including on land used for agricultural purposes. |
| 3.4.15 | **Affordable and Special Needs Housing**<br>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. |
| 3.4.16 | **Short-Term Rentals**<br>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. |

| Advisory Policies — Housing | |
|---|---|
| Local trust committees and island municipalities should... | |
| 3.4.17 | **Housing for Indigenous People**<br>Through engagement with Indigenous Governing Bodies, support housing opportunities for Indigenous people in the Islands Trust Area. |
| 3.4.18 | **Multi-Unit Residential**<br>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. |
| 3.4.19 | **Natural Building Materials and Techniques**<br>Encourage construction of buildings and structures using local natural building materials and techniques, and minimize barriers to their use. |

| 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... | |
| 3.4.20 | **Public and Active Transportation Networks**<br>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. |
| 3.4.21 | **Rural Roadways**<br>Identify and protect rural roadways, including scenic and/or heritage roads. |

| Advisory Policies — Transportation | |
|---|---|
| Local trust committees and island municipalities should... | |
| 3.4.22 | **Road Systems**<br>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. |
| 3.4.23 | **Transportation Network Vulnerabilities**<br>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. |

| 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... | |
| 3.4.24 | **Pollutants to Air, Land and Water**<br>Regulate land use and development to reduce detrimental pollutants to air, land and water. |
| 3.4.25 | **Disposal of Waste**<br>Where required, identify appropriate locations for waste transfer stations for the removal of waste from the Islands Trust Area. |
| 3.4.26 | **Wastewater Disposal Systems**<br>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. |

## 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** | **Preservation of Natural Heritage**<br>Identify, preserve, protect, and support the restoration of natural heritage sites. |
| **3.4.28** | **Location and Types of Recreational Facilities**<br>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. |
| **3.4.29** | **Access to Community Marinas, Boat Launches, and Docks**<br>Identify and support safe public access and routes to community marinas, boat launches, and docks. |
| **3.4.30** | **Access to Anchorages**<br>Identify appropriate and safe small-craft anchorage public-access locations. |
| **3.4.31** | **Trail Systems**<br>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. |
| **3.4.32** | **Public Shoreline Access**<br>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. |
| **3.4.33** | **Public Access to Public/Crown Land**<br>Identify and support the acquisition and protection of public access and routes to publicly-owned lands. |
| **3.4.34** | **Destination Gaming Facilities**<br>Prohibit destination gaming facilities such as casinos and commercial bingo halls. |

# 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... | |
| 3.5.1 | **Freshwater Sustainability**<br>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. |
| 3.5.2 | **Freshwater Demand and Supply Projections**<br>Ensure that existing, anticipated, and seasonal water demand and water availability are considered. |
| 3.5.3 | **Freshwater Self-Sufficiency**<br>Ensure that islands are self-sufficient in their supply of freshwater. |
| 3.5.4 | **Saltwater Intrusion**<br>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... | |
| 3.5.5 | **Freshwater Quality**<br>Ensure that freshwater quality is maintained or remediated. |
| 3.5.6 | **Freshwater Uses**<br>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. |
| 3.5.7 | **Freshwater Storage**<br>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** | **Forest Lands for Sustainable Management**<br>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. |
| **3.5.9** | **Forest Lands and Road Systems**<br>Consider siting of roads and utility corridors to minimize the fragmentation of forest lands. |
| **3.5.10** | **Forest Lands and Wildfire Risk Management**<br>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. |

## 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...

| | |
|---|---|
| 3.5.11 | **Protection of Agricultural Lands**<br>Identify and protect agricultural lands within the Agricultural Land Reserve for current and future use consistent with the *Agricultural Land Commission Act* and its regulations, while considering down-stream impacts, wildlife habitat, and adjacent properties. |
| 3.5.12 | **Agriculture and Adjacent Properties**<br>Minimize any adverse impacts of land uses from properties adjacent to agricultural lands. |
| 3.5.13 | **Agriculture and Road Systems**<br>Consider siting of roads and utility corridors to minimize fragmentation of agricultural lands. |
| 3.5.14 | **Economic Viability of Farms**<br>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. |

## Advisory Policies — Agricultural Lands

Local trust committees and island municipalities should...

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

## 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...

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

| 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** | **Aquaculture Tenures**<br>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. |
| **3.5.20** | **Setbacks from the Sea**<br>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. |
| **3.5.21** | **Soft Shoreline Protections**<br>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. |
| **3.5.22** | **Vessel Moorage**<br>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. |
| **3.5.23** | **Marinas**<br>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. |
| **3.5.24** | **Sharing of Coastal Facilities**<br>Identify opportunities for the sharing of coastal facilities such as docks, wharves, floats, jetties, boat houses, board walks, and causeways. |
| **3.5.25** | **Marine Docks**<br>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. |
| **3.5.26** | **Marine Structures**<br>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. |

# 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 of 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 affective 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)

**Conservation**
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.

**Critical Habitat**
Under the federal *Species at Risk Act*, 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: *Species at Risk Act*)

**Land Use Density and Intensity**
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).

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.

Of note, density and intensity of use can combine to increase cumulative impacts of the land use.

**Ecosystem**
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)

**Ecosystem Integrity**
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)

**Equity / Equitable**
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)

**First Nations**

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 *Indian Act*, 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)

**Groundwater Recharge Areas**

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 *diffuse* where widespread precipitation on the landscape infiltrates into groundwater sources or *localized* 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 *Critical Aquifer Recharge Areas*.

**Groundwater Region**

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.

**Heritage Site**

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)

**Housing Diversity**

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.

**Inclusive / Inclusion**

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.

# REQUEST FOR DECISION

| | | | |
|---|---|---|---|
| **To:** | **Islands Trust Conservancy Board** | **For the Meeting of:** | January 30, 2026 |
| **From:** | ITC Manager, Tyrrell | **Date Prepared:** | January 27, 2026 |

**SUBJECT:**
Financial Planning Committee's (FPC) motion re: Islands Trust Conservancy Board proposed 2026/27 budget review request.

**RECOMMENDATION(S):**

1. That the Islands Trust Conservancy (ITC) Board request staff to reduce ITC's 2026-27 Proposed Budget by:

    a. Delaying the start date of the proposed Indigenous Relations Advisor position from June 1, 2026 to October 1, 2026, providing a reduction to the budget of $32,661.

    b. Reducing in-person ITC Board meetings from two to one, providing a reduction to the budget of $2,200.

    c. Reducing the Professional Services budget line (56100-210) by $3,000.

    d. Allocating 12% of ITC's Property Management Fund to offset the Protected Areas Management Operations budget line (61300-210) by $21,347.83.

2. That the Islands Trust Conservancy Board approve the revised proposed 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.

## 1 PURPOSE:

To convey the second resolution from the Financial Planning Committee to Islands Trust Conservancy Board requesting a review of the Islands Trust Conservancy's proposed 2026/27 budget.

## 2 BACKGROUND:

Trust Council's Budget Process Policy 6.3.1 and Islands Trust Conservancy's Policy 3.1.6 Annual Budget Submissions Policy set out that the Islands Trust Conservancy Board (ITC Board) is to be consulted directly, at the beginning of, and throughout, the budget process with respect to Board requirements, programs and administrative services, and that appointed trustees of the ITC Board shall be given the opportunity to attend Financial Planning Committee and Trust Council meetings with observer status. The policy also sets out that the ITC Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and Program operations.

On November 18, 2025, Islands Trust Conservancy Board received a request from Financial Planning Committee to consider allocating some of its donated funds towards its 2026-27 Budget request (Attachment 1) as appropriate. After a robust discussion decided that the Opportunity Fund Guidelines did not allow for use of the funds towards operating costs. The ITC Board did not make any changes to its proposed budget. The Board expressed gratitude to the Financial Planning Committee for its budget development work and consideration of the Conservancy's mandate and work.

On December 4, 2025 Trust Council passed the following resolution:

> **That Trust Council request the Islands Trust Conservancy Board to re-consider its budget request for 2026-27 in the context of Trust Council adoption of the recommendations in the Islands Trust 2025 Operational Review Report.**

On January 20, 2026 Islands Trust Conservancy Board had a conversation about reducing the proposed 2026-27 budget and discussions ensued on:

- where to reduce the budget, and for how much.
- understanding that the overall Islands Trust budget increase was high, and that the public may not be in favour of this increase.
- that the Conservancy is confronting a budget that has $220,000 less in grant revenue than the last six years, due to the Environment and Climate Change Canada Priority Places contribution agreement coming to an end March 31, 2026.
- the Board had already debated and reduced budget lines as much as feasible, including cutting two staff positions (SAR Program Coordinator and summer Co-op Student), before bringing the proposed budget to the Financial Planning Committee.
- decreasing the proposed budget any further would compromise the work that the Conservancy does to directly uphold the legislated object of the Trust.
- Potentially allocating a portion of ITC's Property Management Fund to offset taxation in the Protected Areas Management Operations budget line.
- recognizing that requesting a larger budget that was more reflective of the actual budgetary needs of the Conservancy is challenging in an election year, and the Islands Trust Council is considering new budget items due to the results of the CAO's Operational Review.

In light of an already reduced budget being presented initially, the ITC Board considered Trust Council's request to review the budget, but did not make any changes to the 2026-27 proposed budget. Staff conveyed this decision with a briefing to the Financial Planning Committee for their January 21, 2026 meeting.

On January 21, 2026 Islands Trust Conservancy Board received a second request from Financial Planning Committee to:

> **reconsider the request already asked of them by Trust Council to review their budget, with a view to reducing it, and to look at, in particular, the proposed part-time Indigenous Relations Advisor position.**

On January 21, 2026 ITC staff received a request from Financial Planning Committee to

> **prepare options for further budget reductions for consideration at the February Committee of the Whole meeting.**

Staff have prepared a revised budget (Attachment 2) with reduction options for the Board to consider in this request for decision.

A breakdown of the presented budget cuts and potential implications from the proposed revised budget follow:

1. Indigenous Relations Advisor (IRA)
    a. Budgeted for a full-year at .5 FTE, beginning April 1, 2026 = $54,123
    b. Salary/benefits if delay hiring to October 1, 2026 = $21,462
    c. Reduction to Islands Trust Contribution (taxation) = $32,661

    Implications: Staff will not have the support or expertise of an Indigenous Relations Advisor during the initial Five-year Plan First Nations engagement process, potentially impacting relationship and trust building. However, if the auxiliary Senior Policy Advisor position is extended another year, staff would have this critical support during engagement processes. If both positions are cut, staff would be at a strong disadvantage moving into engagement with First Nations.

2. Board Meeting Expense (for in-person meetings)
    a. Initial budget request was for two in-person meetings = $4,500
    b. Propose change to one in-person meeting (March 2027)
    c. Reduction to Islands Trust Contribution (taxation) = $2,200

    Implications: This reduction in budget would mean that the July 2026 ITC/EC joint meeting would not be in person. This reduces budget costs for both ITC and EC, but removes the opportunities that present themselves when meetings are in-person.

3. Professional Services (56100-210) – contracted services outside staff expertise
    a. Initial budget request from staff = $10,000
    b. Proposed reduction = $3,000
    c. Reduction of Islands Trust Contribution (taxation) = $3,000

    Implications: The reduction of this budget line limits the opportunity for staff to contract out for services outside our expertise.

4. Property Management Fund:
    a. Current balance as of Dec.31 = $177,899
    b. Staff recommend consideration of offsetting the Protected Areas Management (PAM) Operations budget line with a percentage of the Property Management Fund*
    c. 12% = $21,347.83
    d. Reduction of Islands Trust Contribution (taxation) = $21,347.83

    Implications: Using the Property Management Fund to reduce taxation is not ideal. The board's purpose for initiating this fund was to supplement (enhance) protected areas management, not offset taxation. However, given the current fiscal pressures, staff supports the consideration of utilizing a percentage of this fund to offset taxation.

    * Staff are not recommending an offset to PAM Operation costs annually moving forward with donations from the Property Management Fund. This suggestion of 12% takes into account the request from Financial Planning Committee and Trust Council to reduce taxation in our budget. Staff will be recommending this fund be used for special projects.

Please see Attachment 3 for details on the proposed 2026/27 Conservancy budget and Attachment 4 for the ITC Business Cases.

On a positive note – Islands Trust Conservancy has received a grant from Tree Canada for $26,000 to be allocated to habitat restoration activities in fiscal year 2026-27.

Acceptance of this grants changes the overall budget request. See below for breakdown of these changes:

**Tree Canada Grant:**

a. Received new grant for $26,000 from Tree Canada
b. New activities to be funded by the grant result in increase to total ITC proposed budget by $16,500
c. Offsets costs already planned for in initial PAM Operations budget by $9,500
d. Reduces Islands Trust Contribution (taxation) by $9,500

Implications: Though the grant increases the overall property management operations budget, it reduces taxation and provides additional funds to implement habitat restoration and species at risk enhancement activities in Coastal Oak habitat, which is achievable within existing staff/contractor capacity.

**In summary the following changes to the budget are provided:**

- **Initial Budget request total is: $1,390,171**
  - Salaries/benefits (existing staff) = $840,670
  - Current operating budget* = $549,501

Increase in overall budget of $16,500 (Tree Canada Grant – offsets $9500 of initial PAM operation budget) and decrease from proposed cuts provide:

- Increase of budget (Tree Canada grant) = $16,500
- Proposed cuts to operating budget* = $59,209
- Revised operating budget* = $506,792

* Includes salaries/benefits for new staffing requests.

Updated proposed budget request total: **$1,359,038**

**Further considerations:**

The Islands Trust Operational Review Report recommendations were adopted by Trust Council.

For Board reference, as of November 30, 2025, the Property Management Fund balance is $177,898.59.

Property Management Fund Guidelines include:

*2. Board will use the money held in this Fund only to cover costs associated with the following purposes:*

- *Maintenance, enhancement, restoration and improvement of the natural features, habitats, ecosystems and amenities of ITC nature reserves;*
- *Maintenance and establishment of recreational features within ITC nature reserves as determined through management planning;*
- *Signage needed to properly manage ITC nature reserves;*
- *Risk mitigation to ensure the safety of the public and workers;*
- *Legal services, arbitration processes and mediation processes required to properly manage nature reserves and to address issues of trespass;*
- *Reports and expert guidance required to manage the land, including archaeological and biological reports and assistance from First Nations Cultural Knowledge Holders.*

*3. The Board will not use the funds held in the Property Management Fund for costs associated with land acquisition.*

## 3 IMPLICATIONS OF RECOMMENDATION:

**ORGANIZATIONAL:** Approval of the revised budget requests will place limits on the work associated with reduced program budgets, and the delay of the requested Indigenous Relations Advisor position will disadvantage efforts to move into engagement with First Nations. Please refer to the implications of suggested budget reductions noted in the background section.

**FINANCIAL:** The recommended proposed budget is reduced by $XX,XXX. is budget year reflects a loss of $220,000 to ITC's budget compared to the previous six years.

**POLICY:** None.

**IMPLEMENTATION/COMMUNICATIONS:** Staff will forward ITC Board's response to the proposed revised budget request to Financial Planning Committee.

**FIRST NATIONS RELATIONS:** Staff have recommended 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 and capacity funding for First Nations on the Five-Year Plan. Delaying the Indigenous Relations Advisor position will impact support to staff in regards to initiating engagement with First Nations.

**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-climatesolutions for details on natural climate solutions

**OTHER:** None.

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

## 5 FOLLOW-UP: Staff and the ITC Board members will convey the Board decision to Committee of the Whole at its next meeting and to Trust Council at its March 10-12, 2026 meeting.

## 6 ATTACHMENT(S):

1. 2026-27 ITC Proposed budget draft (initial budget)
2. 2026-27 ITC Revised draft budget with proposed cuts
3. 2026-27 Budget Request Increase Summary
4. 2026-27 ITC Business Cases
5. ITC_2026-01-20_BudgetReport_FINAL

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## RESPONSE OPTIONS

**Recommendation(s):**

That the Islands Trust Conservancy (ITC) Board request staff to reduce ITC's 2026-27 Proposed Budget by:

1. Delaying the start date of the proposed Indigenous Relations Advisor position from June 1, 2026 to October 1, 2026, providing a reduction to the budget of $32,661.

2. Reducing in-person ITC Board meetings from two to one, providing a reduction to the budget of $2,200.

3. Reducing the Professional Services budget line (56100-210) by $3,000.

4. Allocating 12% of ITC's Property Management Fund to offset the Protected Areas Management Operations budget line (61300-210) by $21,347.83.

That the Islands Trust Conservancy Board approve the revised proposed 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.

**Alternatives:**

A. That the Islands Trust Conservancy (ITC) Board request staff to reduce ITC's 2026-27 Proposed Budget by:

   1. xxx
   2. xxx

B. That the Islands Trust Conservancy Board advise Trust Council that it does not have budget reductions to propose.

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**Prepared By:** Wendy Tyrrell, Manager, Islands Trust Conservancy

**Reviewed By / Date:** Clare Frater, Director, Trust Area Services / January 29, 2026

**2026-27 ITC Proposed Budget**

| | 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** | 840,670 | | **840,670** | | *(61,519)* | *-6.8%* |
| | Salaries and Benefits - Indigenous Relations Advisor (part-time) and SAR Coordinator (1 month) | | | | **0** | 63,895 | | **63,895** | Yes * 2 | *63,895* | *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%* |
| | Protected Areas Management Operations*** | 56,918 | | 76,582 | **133,500** | 150,000 | | **150,000** | | *16,500* | *12.4%* |
| | Protected Areas Management Planning*** | 35,000 | | | **35,000** | 54,000 | | **54,000** | Yes | *19,000* | *54.3%* |
| | Conservation Planning*** | 4,000 | | | **4,000** | 4,000 | | **4,000** | | *-* | *0.0%* |
| | 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** | 110,000 | | **110,000** | Yes | *90,000* | *450.0%* |
| | Protected Areas Data Management Software | 0 | | | 0 | 30,000 | | **30,000** | Yes | *30,000* | *100.0%* |
| | | | | | | | | | | | |
| | **TOTAL Direct ITC Costs** | **1,023,995** | **10,000** | **220,000** | **1,253,995** | **1,390,171** | | **1,390,171** | | ***136,176*** | *10.9%* |
| | Admin Allocation - 14% (2025/26) estimated 15% (2026/27) | 417,669 | | - | | TBA | | TBA | | | |
| | **TOTAL** | **1,441,664** | **10,000** | **220,000** | **1,671,664** | **TBA** | | **TBA** | | | |

* Includes 3% salary increase. Excludes costs for preivously grant-funded positions - Species at Risk Coordinator and Conservation Tech (Co-op)

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

*** The 2025/26 property management and land securement/conservation planning budget lines have been broken out with allocated amounts provided as estimates for comparison

**** Safety budget supports monthly fee for BIVY Emergency Safety Devices used by field staff.

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

**2026-27 ITC Proposed Budget - REVISED JAN 30, 2026**

| 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 | Property Management Fund | Tree Canada Grant | Total Draft Budget | Business case? | *$ Change* | *% Change* |
| | Salaries and Benefits * | 799,771 | | 102,418 | **902,189** | 840,670 | | | **840,670** | | *(61,519)* | *-6.8%* |
| NEW | Salaries and Benefits - Indigenous Relations Advisor (part-time) and SAR Coordinator (1 month) | | | | ***0*** | 21,462 | | | **21,462** | Yes * 2 | *21,462* | *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** | 7,000 | | | **7,000** | | *(12,000)* | *-63.2%* |
| 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** | 2,300 | | | **2,300** | | *(550)* | *-19.3%* |
| 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** | 119,152 | 21,348 | 26,000 | **166,500** | | *33,000* | *24.7%* |
| NEW | Protected Areas Management Planning*** | 35,000 | | | **35,000** | 54,000 | | | **54,000** | Yes | *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** | 110,000 | | | **110,000** | Yes | *90,000* | *450.0%* |
| NEW | Protected Areas Data Management Software | 0 | | | 0 | 30,000 | | | **30,000** | Yes | *30,000* | *100.0%* |
| | | | | | | | | | | | | |
| | **TOTAL Direct ITC Costs** | **1,023,995** | **10,000** | **220,000** | **1,253,995** | **1,311,690** | | | **1,359,038** | | ***57,695*** | *8.4%* |
| | Admin Allocation - 14% (2025/26) estimated 15% (2026/27) | 417,669 | | - | | TBA | | | TBA | | | |
| | **TOTAL** | **1,441,664** | **10,000** | **220,000** | **1,671,664** | **TBA** | | | **TBA** | | | |

* Assumes 3% salary increase. Excludes costs for preivously grant-funded positions - Species at Risk Coordinator and Conservation Tech (Co-op)

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

*** The 2025/26 property management and land securement/conservation planning budget lines have been broken out with allocated amounts provided as estimates for comparison

**** Safety budget supports monthly fee for BIVY Emergency Safety Devices used by field staff.

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

New Requests

**Table 2. 2026/27 Budget Request Increases Summary**

| July 22nd Budget Proposal from Staff | October 3rd Updated Budget Proposal with Board modifications | Details |
|---|---|---|
| Increase to Property Management operations and compliance monitoring. (Now split into two budgets)<br><br>1. Protected Areas Management Operations<br>2. Protected Areas Management Planning | $16,500 Increase in Protected Areas Management Operations budget<br><br>$19,000 increase in Protected Areas Management Planning budget | **Operations:** To reflect additional management operation costs for monitoring and managing three new nature reserves and covenants. Includes $61,000 to contract out 60-70% of the compliance monitoring on nature reserves and covenants. Species at Risk surveying and monitoring will be limited, due to the end of Priority Places funding and no SAR Coordinator on staff to support these important objectives.<br><br>**Planning:** To reflect additional costs for conducting archeological assessments, FN consultation through referral process on all new properties acquired and costs associated with developing new and updating existing management plans.<br><br>These additional costs are partially offset by $10,000 in travel cost reductions and salary savings from not continuing the SAR Program Coord and Co-op student positions this fiscal. |
| Creation of a Property Management Planning budget line. | Previous Property Management budget line split into two:<br>Protected Areas Management Operations<br>Protected Areas Management Planning | Dividing this line item improves clarity and transparency by showing how funds are used for both the operational management of protected areas and for management planning – developing or updating management plans, etc. |
| An increase to the ITC staff travel budget to accommodate additional travel needs for newly acquired covenants/nature reserves, and increasing costs in travel. | (Updated)<br>ITC staff travel budget was **reduced** by $11,000, if increase to Protected Areas Operations is approved. | While an increase to the staff travel budget was initially considered to address additional travel associated with new covenants and nature reserves and rising travel costs, this has been offset by changes within the Protected Areas Operations budget. Approximately 60–70% of compliance monitoring will now be contracted out, reducing the travel demands on ITC staff and allowing the staff travel budget to be decreased accordingly.<br><br>If the Protected Areas Operations budget increase is not approved, then we will need to request an increase in the staff travel budget accordingly. |
| Consideration of increases to multiple ITC budget lines associated with engagement and relationship building with First Nations, and | (Updated)<br>5-year Plan budget increase: ITC Staff requested an increase of $30,000 for a total | Some budget lines have been increased to support engagement and relationship building with First Nations, including potential referral fee requests. The Five-Year Plan project budget for capacity funding has been increased from $30,000 to $110,000, as requested by the Board. |

| | | |
|---|---|---|
| potential payment of referral fee requests from Nations. | of $50,000. Board requested an increase to $110,000. | This funding will cover anticipated costs associated with engaging approximately 30 Nations on the ITC Five-Year Plan, including capacity funding, site rentals, food, accommodations, travel, and honoraria.<br><br>It also includes travel costs for ITC staff to attend engagement meetings in person. |
| Separation of budget lines for Conservation Planning and Land Securement. | Previous Land Securement budget line split into two:<br>Land Securement<br>Conservation Planning | Dividing this line item provides greater clarity and transparency by distinguishing costs associated with the securement process from those related to conservation planning activities. |
| | (New request from staff)<br>$11,000 increase to the Land Securement Operations budget line. | To reflect three to reflect the anticipated costs for the initiation, progression, and/or completion of three to five new land securement projects in the 2026/27 fiscal year. |
| Development of a business case for a conservation technician co-op position and/or a seasonal conservation technician position | (Updated)<br>These business cases were not developed. | Staff are recommending that a significant portion of the compliance monitoring for nature reserves and covenants completed by an independent contractor and by our conservation partners, as outlined in the *Protected Areas Management Operations* budget request.<br><br>This approach removes the need for the two proposed positions requested initially and allows more time for the Property Management Specialist and the Covenant Management and Outreach Specialist to focus on active management priorities, address violations, and improve management planning and outreach objectives. ITC staff will continue to prepare monitoring reports based on contractor data collection and will maintain direct communication with landholders and conservation partners.<br><br>If the operations budget line is not approved or is reduced, additional staff resources will be required to fulfil compliance monitoring obligations. |
| New staff: ITC Indigenous Relations Advisor (AO24 #292) (0.5 Perm) | No changes or modifications | This new position will provide the necessary guidance to the ITC Manager and staff to initiate engagement with Indigenous Governing Bodies, build and maintain relationships and support the creation of a strategy for engagement during the development of the next Five-year Plan in collaboration with the Senior Indigenous Relations Advisor. |
| | (New request from staff)<br>Species at Risk Coordinator 1-month extension to April 2026. | One-month extension request for current SAR Coordinator to complete ECCC Priority Places Final Report, due at the end of April 2026. |

## 2026/27 Budget Request Increases Summary Table

| | | |
|---|---|---|
| ITC: 5-Year Plan | (Updated) ITC staff requested an increase of $30,000 for a total of $50,000. Board requested an increase to $110,000. | Supporting engagement with Nations including capacity funding, site rentals, food, accommodations, travel, honoraria, etc. Also includes travel for IT/ITC staff to attend engagement meetings on the ground. |
| | (New request from staff)<br>ITC: Data Management System Software for ITC Protected Areas Management Program – Database software contractor/purchase/training and licencing. | ITC staff currently lack a dedicated database or adequate software to manage, analyze, and report on data related to protected areas and species at risk. This proposal requests funding to hire a contractor to assist with the design and implementation of a new *Protected Areas Management Database System*, including associated software licensing, setup, and training costs. The new system will enhance ITC's ability to manage and track management information and species at risk data, inform land protection a and management priorities, and support data-driven decision-making.<br><br>Expected Outcomes:<br><br>• Enhanced Protected Areas Management Program<br>• Expanded reporting capacity and functionality<br>• Improved efficiency and productivity<br>• Strengthened conservation planning and management of protected areas<br>• Long-term sustainability of biodiversity within ITC's protected areas |

Islands Trust

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

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

**TO BE COMPLETED BY INITIATOR**

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

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 | - |
| **TOTAL COST OF NEW POSITION in 1st year** | **$55,668** |
| Total one-time expenses | |
| **Total yearly expenses** | **$55,668** |

**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:** ______________________

| Date of Submission to Finance: | Funding Required for (date range): Beginning April 1, 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.*

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 incompletion 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 April2026. 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

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**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

Islands Trust

**JOB PROFILE**
Current Position #

| | | | |
|---|---|---|---|
| **TITLE:** | **INDIGENOUS RELATIONS ADVISOR** | **CLASSIFICATION:** | 24?? |
| **MINISTRY:** | ISLANDS TRUST,<br>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**

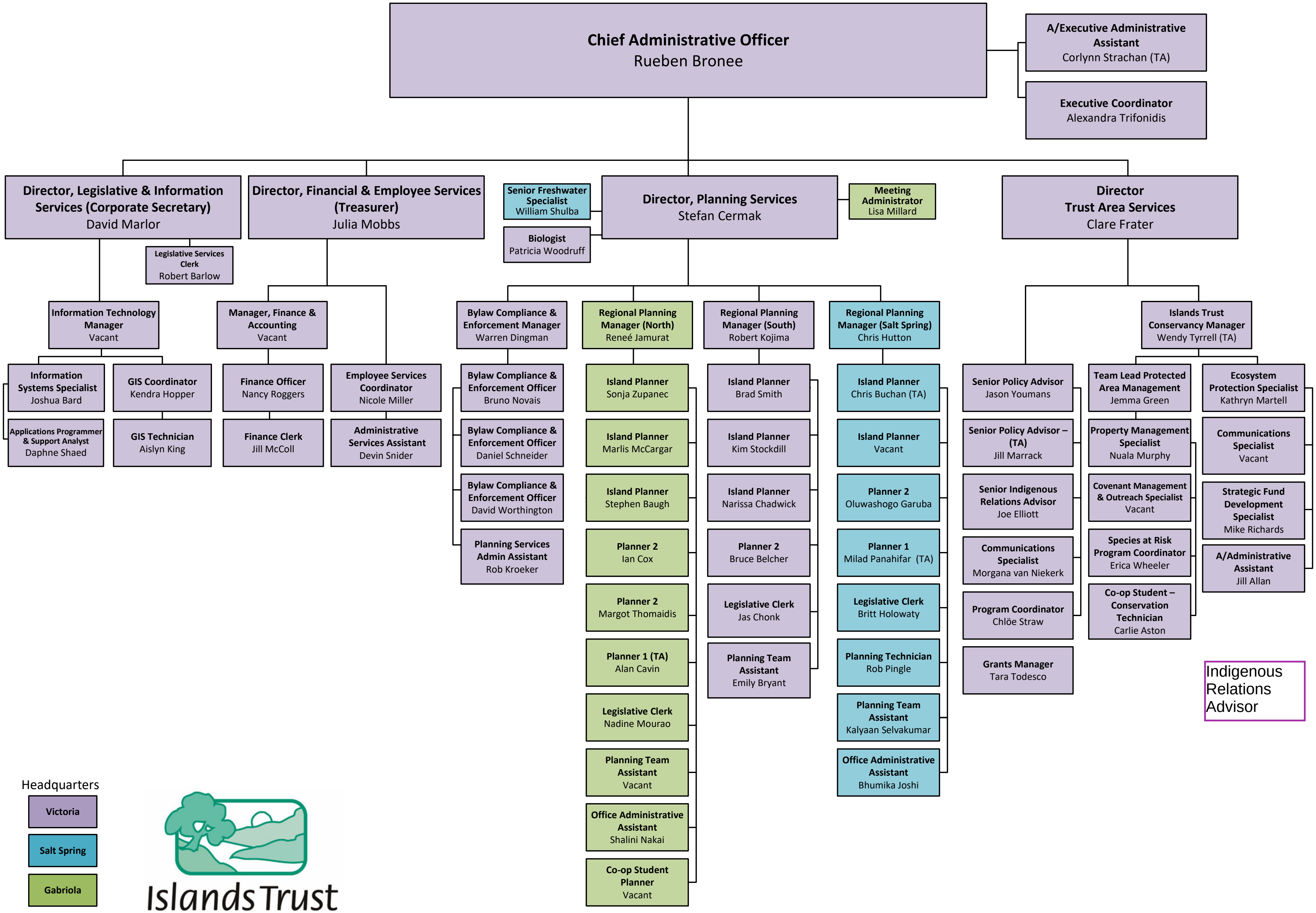
**Cultural Agility** is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety 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




Last updated: June 2nd, 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**

**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 | - |
| **TOTAL COST OF NEW POSITION in 1st year** | **$7,179** |
| Total one-time expenses | **$0** |
| **Total yearly expenses** | **$7,179** |

**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 incompletion 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.

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**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 | |
|---|---|
| **Requested by** *(Committee or Operational Unit):*<br><br>Islands Trust Conservancy Board | **Budget Source** (select all that apply):<br><br>☐ **Specific Project Funding** (select all that apply)<br>☐ Third Party Contractors<br>☐ Staff Travel Expense<br>☐ Staff Overtime Expense<br>☐ New Staff Member – Temporary for project<br>☐ Computer Hardware/Software<br><br>☐ **Furniture & Equipment**<br><br>☐ **Computer Hardware/Software/Supplies**<br><br>☐ **New Staff Resources** (see Staff Costing Tool)<br>☐ **Permanent**<br>☐ **Temporary**<br>Temp Duration: ___________________<br><br>☒ **Other – please describe:** Base budget |
| **Department:**<br><br>Trust Area Services | |
| **Name of Request:**<br><br>**Protected Areas Management Operations and Planning** | |
| **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*<br><br>$150,000 Protected Area Management Operations<br><br>$54,000 Protected Area Management Planning<br><br>($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) | |
| **Date of Submission to Finance:** | **Funding Required for (date range):**<br>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.*

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, exclosure 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).

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**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

Islands Trust

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

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

**TO BE COMPLETED BY INITIATOR**

| | |
|---|---|
| **Requested by** *(Committee or Operational Unit):*<br><br>Islands Trust Conservancy Board | **Budget Source** (select all that apply):<br><br>☐ **Specific Project Funding** (select all that apply)<br>☐ Third Party Contractors<br>☐ Staff Travel Expense<br>☐ Staff Overtime Expense<br>☐ New Staff Member – Temporary for project<br>☐ Computer Hardware/Software<br><br>☐ **Furniture & Equipment**<br><br>☐ **Computer Hardware/Software/Supplies**<br><br>☐ **New Staff Resources** (see Staff Costing Tool)<br>☐ **Permanent**<br>☐ **Temporary**<br>Temp Duration: ___________________<br><br>☒ **Other – please describe:**___Operational budget_______ |
| **Department:**<br><br>Trust Area Services | |
| **Name of Request:**<br><br>**Land Securement and Conservation Planning Increase** | |
| **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*<br><br>$34,000 for Land Securement<br><br>($11,000 increase from the previous budget of $23,000 [estimated allocation from the 2025/26 land securement and conservation planning line]) | |
| **Date of Submission to Finance:** | **Funding Required for (date range):**<br><br>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.*

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 snew 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.)*

<u>Quantitative:</u>
$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.

<u>Qualitative:</u>
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.

Islands Trust

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

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

**TO BE COMPLETED BY INITIATOR**

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

Islands Trust Conservancy Board

**Department: Initiated by**
Islands Trust Conservancy

**Name of Request:**

Islands Trust Conservancy (ITC) Plan:
First Nations Engagement Project - $20,000

**$ Value of Request** (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)

**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:** Capacity funding grants to Indigenous Governing Bodies and associated meeting costs (e.g. venues, food, honoraria, project travel)

**Date of Submission to Finance:**

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

Islands Trust

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

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

**TO BE COMPLETED BY INITIATOR**

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

Islands Trust Conservancy Board

**Department:**

Islands Trust Conservancy

**Name of Request:**

Protected Area Management Software Project

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

$30,000

(estimated $15,000 for GIS software licencing costs and estimated $15,000 for data migration, training and documentation)

**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:** ______________________

**Date of Submission to Finance:**

**Funding Required for (date range):**
April 1, 2026 to March 31, 2027. In addition, an estimated additional $15,000 per year for annual license fees for software.

**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 DocumentsIslands 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. | | |
| **Procurement Challenges** 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. | **High** | **External expertise** Staff will involve BC Bid staff to seek advice on procurement in this area. Staff will also reach out to the broader 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. |
| **Technical Challenges** 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. | **High** | **Pilot Testing and User Feedback** 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. |
| **Lack of staff for procurement/contract management** Management of procurement processes and contracts is not feasible with existing ITC staff resources | **Medium-High** | 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. |
| **Staff Training and Adoption** 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. | **Low** | **Comprehensive Training Program** 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. |
| **Data Security and Privacy** 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. | **Low** | **Data Security Measures** Implement robust data security protocols, such as access controls. Ensuring data is stored securely in Canada, and that Information Systems staff have data control. |
| **Cost Overruns:** Software projects can be subject to unexpected | **Low** | **Clear Project Scope and Contingency Planning** Define a clear project scope, and have contingency plans in |

| | | |
|---|---|---|
| costs, such as additional customization or third-party integration requirements. Budget overruns could strain the financial resources allocated for the initiative. | | 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. |

**ALTERNATIVES CONSIDERED:**

**<u>Option 1:</u>** 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 |
| **Total** | **Approx. $30,000** |

**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* |
| | |
| **Total** | **$30,000** |

**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*?)

**<u>Concerns and Mitigation Strategies</u>**

**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.

**<u>Communication and Collaboration Strategies</u>**

**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.

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**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:

**Budget Report for Islands Trust Conservancy Board – January 20, 2026 Meeting**
**April 1, 2025 – December 30, 2025 (unless otherwise noted)**

| GL Code | Description | Approved Budget | Islands Trust Contribution | ECCC SAR Grant | Spent | % Spent |
|---|---|---|---|---|---|---|
| 50700-210 | Admin Support Services (April – Sept 2025) | $417,669 | $417,669 | | $149,345 | 36% |
| 54500-210 | Communications | $10,000 | $4,500 | $5,500 | $7,536 | 75% |
| 56500-210 | Contracted Temporary Staffing | $15,000 | $15,000 | | $17,856 | 119% |
| 56100-210 | Professional Consultant Fees | $19,000 | $6,000 | $13,000 | $0.00 | 0% |
| 61100-210 | ITC "Board Honoraria" | $7,000 | $7,000 | | $4,700 | 67% |
| 61200-210 | ITC "Board Meeting Expense" | $2,850 | $2,850 | | $1,611 | 57% |
| 61210-210 | ITC "Board Training & Conferences" | $500 | $500 | | $0.00 | 0% |
| 61300-210 | ITC "Property Management" | $168,460 | $91,878 | $76,582 | $80,959 | 48% |
| 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 | | $22,919 | 76% |
| 67500-210 | Memberships | $1,800 | $1,800 | | $921 | 51% |
| 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 | | $1,131 | 34% |
| 75100-210 | Sal & Ben "Salaries Admin Staff" (April – Sept 2025) | $719,449 | $617,031 | $102,418 | $384,581 | 53% |
| 75110-210 | Sal & Ben "Benefits Admin Staff" (April – Sept 2025) | $182,740 | $182,740 | | $97,448 | 53% |
| 79500-210 | Subscriptions | $400 | $400 | | $275 | 69% |
| 80300-210 | Mobile Devices | $356 | $356 | | -$1,025 | -35% |
| 81300-210 | Training & Conferences | $6,400 | $6,400 | | $6,119 | 96% |
| 81305-210 | Travel for Training | $4,500 | $4,500 | | $159 | 4% |
| 82300-210 | Travel | $26,000 | $19,500 | $6,500 | $23,757 | 91% |
| **TOTAL SPENDING 2025-26** | | **$1,671,624** | **$1,441,624** | **$220,000** | **$451,855** | **27%** |

**Restricted Accounts/Funds Report for Islands Trust Conservancy Board – January 20, 2026 Meeting**
**April 1, 2025 – Nov/Dec 2025**

| Account/Fund | Opening Balance March 31, 2025 | Revenue | Spent | Closing Balance Nov/Dec 2025 | Context |
|---|---|---|---|---|---|
| Ruby Alton Endowment Fund | $159,773 | $10,572 | $0.00 | $170,345 | (As of Sept 2025) |
| Ruby Alton Nature Fund (Management/Maintenance) | $112,313 | $11,657 | ($18,100) | $105,870 | |
| Property Management Fund | $12,043 | $165,856 | $0.00 | $177,899 | Received $157,304.30 donation |
| Covenant Mgmt & Defense Fund | $130,786 | $3,301 | $0.00 | $134,087 | |
| Opportunity Fund | $78,680 | $1,003,370 | ($5,153) | $1,087,203 | Received one mil donation and $12,612 committed |
| Opportunity Fund (Hornby/Tempest Fund) | $46,649 | $11,033 | $0.00 | $57,682 | Received final installment of Tempest donation |
| Western Screech-Owl Project (Private Donation) | $9,518 | $109 | $5,016 | $4,611 | This donation will be spent out this fiscal. |
| Lasqueti Island Acquisition Fund | $35,319 | $975 | $0.00 | $36,294 | |
| Gambier Island Acquisition Fund | $140,822 | $3135 | $0.00 | $143,957 | |
| Thetis Island Acquisition Fund | $1,468 | $34 | $0.00 | $1,502 | |
| McFadden Creek Nature Sanctuary Fund | $19,450 | $415 | ($1,000) | $18,865 | |
| Morrison Waxler Legacy Fund (Pender Island) | $11,096 | $122 | $0.00 | $11,218 | |
| Link Island – Cabin Removal Fund | $39,839 | $649 | $0.00 | $40,488 | |