



Islands Trust Conservancy Board

Regular Meeting Agenda

Date: Tuesday, January 20, 2026
Time: 10:00 am
Location: Electronic Zoom Meeting

Pages

1. CALL TO ORDER
2. TERRITORIAL ACKNOWLEDGEMENT
3. ELECTIONS
 - 3.1 Election of Chair
 - 3.2 Election of Vice Chair
4. APPROVAL OF AGENDA
 - 4.1 Introduction of New Items
 - 4.2 Approval of Agenda
5. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING
6. ADOPTION OF MINUTES
 - 6.1 Draft November 18, 2025 Regular ITC Board Meeting Minutes 3 - 10
 - 6.2 Draft July 22, 2025 Joint ITC/EC Meeting Minutes 11 - 15
7. FOLLOW UP ACTION LIST
 - 7.1 Follow Up Action List Report 16 - 24
8. CLOSED MEETING

THAT the Islands Trust Conservancy meeting be closed to the public in accordance with the Community Charter, Part 4 Division 3, section: 90 (1) (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.
9. BUSINESS
 - 9.1 Items for Approval
 - 9.1.1 section 11 Conservation Agreement between Islands Trust Conservancy and Environment and Climate Change Canada RFD 25 - 55

9.1.2	Islands Trust Conservancy 2028-2032 Five-year Plan Project Charter RFD	56 - 63
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9.2.1	Trust Council 2026-27 Budget Review Request BRF	94 - 149
9.2.2	Islands Trust Policy Statement (Bylaw No. TC 183) BRF	150 - 195
9.3	Correspondence	
9.4	Updates for Information	
9.4.1	Public Acquisitions Report	196 - 198
9.4.2	Public Covenants Report	199 - 205
9.4.3	Budget Report	
9.4.4	World Conservation Congress – Trustee Smith (verbal)	
9.4.5	Executive Committee Update – Trustee Elliott (verbal)	
9.4.6	Financial Planning Committee Update - Trustee Yates/Elliott (verbal)	
9.4.7	Trust Council Update – Trustee Elliott (verbal)	
9.4.8	Governance Committee Update – Trustee Gauvreau (verbal)	
10.	PUBLIC COMMENTS AND DELGATIONS	
11.	NEW BUSINESS	
12.	NEXT MEETING	
13.	CLOSED MEETING	
13.1	Motion to Close the Meeting	
	that the Islands Trust Conservancy meeting be closed to the public in accordance with the Community Charter, Part 4 Division 3, section: 90 (1) (e) the acquisition, disposition or expropriation of land or improvements, as the board considers that disclosure could reasonably be expected to harm the interests of the Islands Trust Conservancy Board; and that staff remain in the meeting.	
14.	ADJOURNMENT	

REGULAR MEETING MINUTES DRAFT



Islands Trust Conservancy Board

Minutes of the Regular Meeting

Date: Tuesday, November 18, 2025
Time: 10:00 a.m. – 4:06 p.m.
Location: Electronic Meeting

Physical Location to view the livestream of the meeting:
Islands Trust Victoria Office
200 - 1627 Fort Street,
Victoria, BC V8R 1H8

Board Members Present Lisa Gauvreau, Chair, Trustee
Tanner Timothy | nənqəm, Vice-Chair, Appointed Trustee
Jeannine Georgeson, Appointed Trustee
Susan Yates, Trustee
Tobi Elliott, Trustee

Board Members Regrets Risa Smith, Appointed Trustee

Staff Present Clare Frater, Director, Trust Area Services
Joe Elliott, Senior Indigenous Relations Advisor
Wendy Tyrrell, ITC Manager
Kathryn Martell, Ecosystem Protection Specialist
Mike Richards, Strategic Fund Development Specialist
Nuala Murphy, Property Management Specialist
Jill Marrack, Senior Policy Advisor
Jason Youmans, Senior Policy Advisor
Jill Allan, Acting Administrative Assistant

Members of the Public: No members of the public joined the meeting.

1. CALL TO ORDER

The meeting was called to order at 10:02 a.m.

2. TERRITORIAL ACKNOWLEDGEMENT

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REGULAR MEETING MINUTES DRAFT

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

3. APPROVAL OF AGENDA

3.1 Review of Agenda and Introduction of New Items

No new items

3.2 Approval of Agenda

By general consent the agenda was approved, as presented.

4. CLOSED MEETING

4.1 Motion to Close the Meeting

ITC-2025-040

It is MOVED and SECONDED

THAT the Islands Trust Conservancy meeting be closed to the public in accordance with the Community Charter, Part 4 Division 3, section: 90 (1) e) the acquisition, disposition or expropriation of land or improvements, if the board considers that disclosure could reasonably be expected to harm the interests of the Islands Trust Conservancy Board; and i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

CARRIED

Regular Meeting reconvened at 12:30 pm

5. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING

None

6. ADOPTION OF MINUTES

6.1 Draft Regular ITC Board Meeting Minutes of October 3, 2025

Manager Tyrrell presented clarifications and updates on a number of points to inform changes to the draft minutes. This included the inclusion of Trustee Timothy's Indigenous name of nənqəm in future minutes.

ITC-2025-041

It was MOVED and SECONDED,

THAT the minutes of the October 3, 2025 meeting be adopted as amended.

CARRIED

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REGULAR MEETING MINUTES DRAFT

7. FOLLOW UP ACTION LIST

The Islands Trust Conservancy Board reviewed the Follow Up Action List and Manager Tyrrell provided updates on a number of items.

- Manager Tyrrell noted that a number of FUAL items had no end date, and that these items are reported on in ITC's Quarterly Reports. It was agreed that these FUAL items could be archived.

8. BUSINESS

8.1 Items for Approval

8.1.1 Proposed 2026-27 ITC Board Meeting Schedule – RFD

Manager Tyrrell presented the 2026-27 Meeting Schedule.

ITC-2025-042

It was MOVED and SECONDED,

THAT the Islands Trust Conservancy Board adopt the proposed 2026-27 Islands Trust Conservancy Board meeting dates from April 1, 2026 until March 31, 2027 as presented.

and

THAT the Islands Trust Conservancy Board request staff to schedule the meeting dates of May 12, 2026, September 29, 2026, November 24, 2026, and January 19, 2027 as electronic meetings, and list the Victoria office board room as the public meeting location.

and

THAT the Islands Trust Conservancy Board request staff to schedule two in-person meetings dates on July 28, 2026 and March 23, 2027.

CARRIED

8.1.2 2025 Nature Reserve Monitoring Report – RFD

Property Management Specialist Nuala Murphy presented the Nature Reserve Monitoring Report.

ITC-2025-043

It was MOVED AND SECONDED,

THAT the Islands Trust Conservancy Board accept the "Islands Trust Conservancy Nature Reserve Monitoring Report 2025" and request staff to address compliance and ecological concerns as identified in the report.

CARRIED

REGULAR MEETING MINUTES DRAFT

8.1.3 Koontz NAPTEP Covenant – Funding to Complete Ecological Gift Appraisal - RFD

Ecosystem Protection Specialist Martell introduced the RFD: Funding to Complete the Koontz NAPTEP Ecological Gift Appraisal.

Discussion ensued:

- costs ITC has previously subsidized for this covenant proposal to-date;
- balance remaining of the Conservation Planning/Land Securement budget;
- details about the Ecological Gifts Program and land appraisals; and
- staff offered to provide Board members with a written primer about the Ecological Gifts Program.

ITC-2025-044

It was MOVED and SECONDED,

THAT the Islands Trust Conservancy Board allocates \$2,200 from the existing securement budget towards the cost of an Ecological Gifts Program land appraisal for a Natural Area Protection Tax Exemption Program covenant on Gabriola Island.

CARRIED

8.1.4 Opportunity Fund Application – British Columbia Conservation Foundation (BCCF) – RFD

Ecosystem Strategic Fund Development Specialist Richards presented on the BCCF Opportunity Fund Application.

Discussion ensued:

- details of matching grant requirements;
- interest in and support for the project;
- Trust Council referral to change the name of “Garry Oak” to Coastal Prairie Oak in the draft Policy Statement; and
- that the ITC Board can provide any feedback when the referral is received.

ITC-2025-045

It was MOVED and SECONDED,

THAT the Islands Trust Conservancy provide a \$10,000 grant to the British Columbia Conservation Foundation from the Opportunity Fund to support seed collection in Garry oak ecosystems, with a focus on rare and culturally significant plant species to contribute to the BC Seedbank Network.

REGULAR MEETING MINUTES DRAFT

CARRIED

8.2 Items for Discussion/Direction

8.2.1 2026-27 Draft Budget – Financial Planning Committee Resolution to the Islands Trust Conservancy Board – BRF

Direct Frater and Manager Tyrrell presented the briefing and answered questions.

Discussion ensued:

- there may be a need to clarify how the Opportunity Fund and large anonymous donation received in 2025 can be used ethically and legally;
- staff noted that ITC must adhere to the CDN Association for Gift Planners rules and guidelines;
- Islands Trust's capacity being strained and there is a desire to offset tax increase;
- how best to utilize large donations and strategically manage funds;
- it may be best to pause in order to strategize and consult with partners, in light of the engagement process to develop a new Five-Year Plan is in progress;
- there may be a need to clarify messaging about ITC's fund guidelines, policies and procedures;
- investing a large portion of the anonymous donation, but keeping balance available in the Opportunity Fund so that it can remain open to applications while a strategy is developed and we consult with partners;
- staff noted that if the Morrison Waxler Biodiversity Protection Legacy Fund guidelines were not dispersed by January 2029, the donor's family have agreed that it could be used for conservation projects outside of North and South Pender Islands.

ITC-2025-046

It was MOVED and SECONDED,

THAT the Islands Trust Conservancy Board pause use of the Opportunity Fund and the Morrison – Waxler Biodiversity Protection Legacy Fund while it seeks input from Indigenous Governing Bodies and conservation partners on the purpose, structure, and priorities of these donation-supported funds as part of the Five-Year Plan engagement process.

DEFEATED

REGULAR MEETING MINUTES DRAFT

ITC-2025-047

It was MOVED and SECONDED,

THAT the Islands Trust Conservancy Board request staff invest one million dollars of the Opportunity Fund in a high yield fund while the Islands Trust Conservancy Board seeks input from Indigenous Governing Bodies and conservation partners on the purpose, structure, and priorities of donation-supported funds as part of the Five-Year Plan engagement process.

CARRIED

The Chair recessed the meeting at 2:40 for 5 minutes, reconvened at 2:45.

8.2.2 Five-Year Plan Project and Timeline/First Nations Engagement Update - BRF (late item)

Manager Tyrrell presented the briefing.

- engagement letters to Indigenous Bodies scheduled to go out in mid December; and
- updated Project Charter and Logic Model will be provided at January 20, 2026 ITC Board meeting.

8.2.3 Policy Statement 101 – verbal briefing with Q & A (10 min)

Staff Youmans delivered a briefing about the Policy Statement.

Discussion ensued:

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

8.3 Correspondence

8.3.1 2021 Policy Statement ITC Board Referral Response – Letter

No discussion

8.4 Updates for Information

8.4.1 Public Acquisitions Report

The Islands Trust Conservancy Board reviewed the Public Acquisitions Report for information.

No discussion

8.4.2 Public Covenants Report

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REGULAR MEETING MINUTES DRAFT

The Islands Trust Conservancy Board reviewed the Public Covenants Report for information.

No discussion

8.4.3 ITC's 3rd Quarter Report - to Trust Council

The Board received the ITC 3rd Quarter Report.

No discussion

8.4.4 Executive Committee Update

Trustee Elliott presented the Executive Committee update and circulated written copies to board members that touched on the following items:

- Union of British Columbia Municipalities conference and meetings with ministers;
- Trustees' participation of an on-line training sessions to support chairing and facilitation skills, and facilitated Indigenous-specific racism workshop series;
- Potential agenda items for the Oct 29 and Nov 19 meetings;
- The call for resolutions to the Association of Vancouver Island and Coastal Communities annual convention; and
- Trust Council consideration of an update to its code of conduct, the ITC Board may wish to do the same as its is outdated.

No discussion

8.4.5 Financial Planning Committee Update

Trustee Yates presented the Financial Planning Committee update.

- There was little objection to ITC's 2026-27 budget request; and
- Chief Administrative Officer Bronee's operational review will affect Trust Council's and Conservancy's budget which will be discussed at Trust Council's December meeting.

No discussion

8.4.6 Trust Council Update

Trustee Yates presented the Trust Council update.

- Support to Trust Council with new code of conduct; and
- Trying to get public involved in the engagement on the new draft Policy Statement

No discussion

REGULAR MEETING MINUTES DRAFT

8.4.7 Governance Committee Update

Chair Gauvreau was not able to attend the November 3, 2025 meeting and will update at next meeting.

No discussion

8.2.1 2026-27 Draft Budget – Financial Planning Committee Resolution to the Islands Trust Conservancy Board – BRF (CONTINUED)

The committee returned to discussion of item 8.2.1 and options to the response to the Financial Planning Committee budget review request.

ITC-2025-048

It was MOVED and SECONDED

THAT the Islands Trust Conservancy Board request staff to direct \$70,000 from the Property Management Fund to the Protected Area Management Operations budget, in the Islands Trust Conservancy's 2026/2027 budget request to Trust Council.

DEFEATED

9. **PUBLIC COMMENTS AND DELGATIONS**

None

10. **NEW BUSINESS**

There was no new business

11. **NEXT MEETING**

The next meeting is scheduled for January 20, 2026 at 10:00 a.m. and will be held electronically.

12. **ADJOURNMENT**

By general consent, the meeting adjourned at 4:06 p.m.

Lisa Gauvreau, Chair

Certified Correct:

Jill Allan, Acting Administrative Assistant/Recorder

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Islands Trust Conservancy – Executive Committee Minutes of a Liaison Meeting



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

Board Members Present: Lisa Gauvreau, Chair, Trustee
Tanner Timothy | nənqəm, Vice-Chair, Appointed Trustee
Jeannine Georgeson, Appointed Trustee
Risa Smith, Appointed Trustee
Susan Yates, Trustee
Tobi Elliott, Trustee and Vice-Chair, Executive Committee

Executive Committee Members Present: Laura Patrick, Chair, Executive Committee and Islands Trust Council
Timothy Peterson, Vice-Chair, Executive Committee
David Maude, Vice-Chair, Executive Committee

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

Guest Regrets: Eamon Gaunt, Cowichan Tribes
Stephanie Atleo, Cowichan Tribes

Staff Regrets: Jemma Green, ITC Covenant Management and Outreach Specialist
Nuala Murphy, ITC Property Management Specialist

Members of the Public Present: One member of the public attended.

1. CALL TO ORDER

1.1 Introductions and context for annual meeting

Chair Gauvreau called the meeting to order at 1:10 p.m. Chair Gauvreau indicated that the purpose of the meeting was to increase coordination between Islands Trust Conservancy Board and Executive Committee, and to work on common business.

2. TERRITORIAL ACKNOWLEDGEMENT

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

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3. APPROVAL OF AGENDA

Chair Gauvreau reported that Eamon Gaunt and Stephanie Atleo of Cowichan Tribes, the presenters of item 5.1, were not able to attend the meeting. Senior Indigenous Relations Advisor Elliott indicated the strong interest of learning about co-governance from Cowichan Tribes. Chair Gauvreau proposed that a discussion regarding mapping opportunities, gaps, and strategies for funding be initiated at item 5.1.

By general consent the agenda was approved as amended.

4. MINUTES/COORDINATION

4.1 July 18, 2023 ITC-EC Liaison Meeting Minutes (Adopted, for information only)

Received for information.

4.2 April 24, 2024 Executive Committee Regular Minutes (Adopted, for information only – agenda item 12)

Received for information.

4.3 April 23, 2025 Executive Committee Regular Minutes (Adopted, for information only – agenda item 15.1)

Received for information.

5. BUSINESS

5.1 Mapping – Discussion

Trustee Elliott introduced the discussion, indicating that the purpose was to explore mapping opportunities, gaps, and funding strategies from the perspectives of Islands Trust Conservancy Board and Executive Committee.

Discussion included:

- capacity for seeking current data sources and aggregation of data;
- a gap analysis and ecosystem mapping strategy are needed prior to acquiring specific mapping products;
- there is potential to partner with universities, such as UBC's Martin Conservation Decisions Lab;
- student practicum work could support data initiatives and aggregation;
- in the past, graduate students have produced useful work for Islands Trust;
- local First Nations may have datasets they would be interested in sharing;
- the Integrated Cadastral Information (ICI) Society aggregates data from local governments, municipalities, and utilities into one online portal;
- access and/or membership to ICI Society could be beneficial;
- ESRI software (Islands Trust's platform) provides for ease of ICI Society data integration;
- there is a need for a dedicated staff role with the capacity to work on data analysis and integration with regard to mapping and data sets, joining planning and conservation needs;

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- conservancy priorities rest on establishing and updating baseline inventories of current data layers;
- an overall strategy to direct procurement and budget decisions should reflect that data has a lifespan and will need to be refreshed on an ongoing basis;
- bringing parties together requires administration, logistics, and partnership agreements;
- updating mapping data enables moving beyond a snapshot in time to an understanding of trends over time, critical to conservation planning;
- a reserve fund would make ongoing funding requests easier than a large lump sum budget request competing with other big projects;
- a strategy coupled with a reserve fund would go a long way in addressing identified implementation challenges;
- a corporate plan could take multiple areas of work and integrate implementation with funding over years;
- talk to others about their data, including First Nations and overlapping government and conservation agencies;
- high biodiversity is a priority for Islands Trust Conservancy strategic decision-making;
- understanding carbon storage and biomass in ecosystems is important;
- climate change mitigation and adaptation should inform data collection on a fundamental level;
- key areas for this emerging data acquisition/aggregation plan and funding include freshwater, mapping, official community plan and land use bylaw renewal and the ITC's Regional Conservation Plan;
- this comprehensive approach could be helpful with regards to reconciliation and co-governance with First Nations;
- the title of "Comprehensive Conservation Plan" was proposed
- "Master Plan for Ecological Data" may be another appropriate title
- connections with university graduate programs are an opportunity to accelerate GIS capacity, including: BCIT post-graduate GIS program practicums for students, or Trinity Western University, which has a research property on Salt Spring Island;
- there is a surprising lack of provincial and federal funding support for terrestrial ecosystem mapping;
- another approach to a comprehensive plan could be starting with a small component such as mapping, completing the background work, and then demonstrating why a bigger integration is necessary;
- support for initial work on one element of a comprehensive plan, as a case study to give credibility to a larger initiative;
- unattributed donations could potentially be used for starting a reserve fund;
- decision-makers need sound, current data for confidence in decision making;
- Trust Council's Strategic Plan includes key initiatives that support future land use decisions being informed by data and ongoing monitoring to manage and adapt to climate risks;
- development of environmental indicators regarding biodiversity and a growth management framework are needed;
- there is a strong volume of data on environmental indicators existing and available outside of the organization as a place to start;

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- historical datasets provide a temporal snapshot useful for comparison;
- Islands Trust Conservancy Board can affirm in a motion that mapping terrestrial ecosystems, and collaborating with others doing so, is of great value;
- the Board can request ongoing support and funding for robust mapping and identifying indicators of ecosystem health to be maintained by Trust Council in the future;
- would be beneficial to include the importance of trends and trend analysis in a motion;
- an explanatory briefing to accompany this motion will be useful for Trust Council; and
- choosing the right indicators to monitor in natural ecosystems will incorporate climate change mitigation and adaptation in practice.

ITC-EC-2025-032

It was MOVED and SECONDED,

THAT the Islands Trust Conservancy Board indicate its strong support for a robust geographic information system, supported with long-term sustained funding and strategic direction by Islands Trust Council, to assist analysis of trends and development of indicators of ecosystem health, to support sound decision making in planning, conservation, and climate change mitigation and adaptation.

CARRIED

ITC-EC-2025-033

It was MOVED and SECONDED,

THAT the Islands Trust Conservancy Board request Executive Committee to express support for Trust Council to resource geographic information systems as articulated in resolution ITC-EC-2025-001.

CARRIED

5.2 Conservation Fund Informal Working Group - Discussion

Chair Gauvreau introduced the discussion, noting that the item is about establishing an informal working group with partners and First Nations to discuss co-development of a regional conservation fund supporting long term conservation, restoration and stewardship. Committee discussion included:

- Islands Trust Conservancy Board has capacity to support the working group;
- WSÁNEĆ Leadership Council staff may participate to explore what “co-create” means;
- explore synergies with Washington State Department of Ecology, and San Juan Islands acquisitions and conservation, which prioritizes relationships with Indigenous groups;
- the Salish Sea Ecosystem Initiative exists to share information across borders;
- these informal working group meetings will not need quorum, and exploratory meetings with anyone interested could be sought.

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Director Frater shared that the ITC Board received correspondence from Minister Kahlon, prior to his portfolio change, confirming that the submission deadline of the Board's Five-Year Plan has been extended to December 2027 in order to co-develop it further with First Nations.

Trustee Smith drew the Board's attention to an International Union for Conservation of Nature publication, recognizing territories and areas conserved by Indigenous Peoples and local communities overlap with protected areas.

6. NEXT MEETING

Director Frater inquired about points of discussion for the next liaison meeting between ITC Board and Executive Committee. She noted that the ITC Board meets again in late August, and recommendations that an additional ITC Board-Executive Committee joint session date could be brought to that meeting. Senior Indigenous Relations Advisor Elliott indicated that he will follow up with Cowichan Tribes regarding the co-governance presentation, and options for rescheduling hosting their co-governance information session.

The next liaison meeting date is scheduled to be in-person on July 28, 2026 at the Victoria office.

7. ADJOURNMENT

By general consent, the meeting adjourned at 2:53 p.m.

Lisa Gauvreau, Chair

Certified Correct:

Rob Kroeker, Administrative Assistant/Recorder

Minutes are not official until adopted at a subsequent meeting.



Follow Up Action Report

Trust Conservancy Board

01-Oct-2024

Progress	Activity	Responsibility	Dates	Status
62%	1 Staff to review policies related to the acquisition of lands and covenants, to review topics including firewood, priority of mortgages, minimum size, and landholder support, this fiscal term. May 20, 2025 Update: Staff are working with contractor C. Stewart to review and update securement policies this fiscal. Aiming for Oct. 3rd meeting. October 3, 2025 Update: Good progress has been made on these policies. With the 26/27 budget request and Ruby Alton Management Plan on the October 3rd meeting agenda, staff will be presenting the RFD for securement-related policies at the November meeting. Nov 18, 2025 Update: The Nature Reserve Risk Management Policy and the Nature Reserve Management Policy will be presented by staff and contractor at the January 2026 meeting. Covenant and securement-related policies are being reviewed and updated. Staff hope to present them to the Board at the January and March 2026 meetings. January 20, 2026 Update: Presentation of draft policies for the January meeting has been deferred to the March meeting, as the contractor has exhausted the contract amount. Policy review and revision work has required almost 200 contract hours to date - for four policies updates and one new policy. Staff have received approval to extend the contract amount to complete two of the policies in progress. The securement policies may be deferred until next fiscal, pending budget approval for contract support.	Kathryn Martell Wendy Tyrrell	Target: 17-Mar-2026	In Progress

Follow Up Action Report

Trust Conservancy Board

19-Nov-2024

Progress	Activity	Responsibility	Dates	Status
52%	1 Staff to move forward with the conservation proposal submitted by Tara Martin, to place a NAPTEP covenant on approximately 1 ha of Salt Spring Island, PID: 000-363-740, Lot A, Section 39, South Salt Spring Island, Cowichan District, Plan 35768, subject to review of First Nations responses and to Ministerial approval, to protect woodlands and herbaceous habitats, maturing dry Douglas-fir forest, and connectivity with adjacent protected areas. May 20, 2025 Update: Application for tax exemption reviewed and approved by Trust Council. Referrals went out to Nations, extending comment period to accommodate capacity for Nations to respond. October 3, 2025 Update: In July, referral response reminders were sent to three Nations who had requested an extension. The application was sent for Ministerial approval, they have deferred response, due to a recent appointment of a new Minister. NAPTEP application fee sponsorship request will be reviewed by TC at December's meeting. Nov 18, 2025 Update: The Minister has approved the application. (see Public Covenants Report for details). Please see the Public Covenants Report for details. January 20, 2026 Update: This item is reported on in the Public Covenants Report, therefore, this item will be archived as of January 20, 2026.	Kathryn Martell	Target: 31-Oct-2025	In Progress

Follow Up Action Report

Trust Conservancy Board

27-May-2025

Progress	Activity	Responsibility	Dates	Status
0%	1 Staff to add the following topic to a future meeting agenda: If an internal whistleblower policy exists, and if not, should they consider the establishment of a process for staff, elected officials, and Board members to report concerns. October 3, 2025 Update: BC enacted a Whistleblower Law in 2019, but it does not apply to the Islands Trust. Nov 18, 2025 Update: Staff to research whistleblower policies and bring to the Board for consideration next fiscal. January 20, 2026: No new updates.	Clare Frater Wendy Tyrrell	Target: 07-Oct-2025	In Progress
0%	2 Staff to add the following topic to a future meeting agenda: A discussion on the use and potential harm of artificial intelligence (AI). Nov 18, 2025: Scheduled for the May 2026 Board meeting.	Wendy Tyrrell	Target: 31-May-2026	In Progress
0%	3 ITC Board members to explore Board Leadership Center training opportunities through KPMG including online resources available for common terms of reference, good practices, and trend information. Nov 18, 2025 Update: Staff will work with Chair Gauvreau to provide a BRF at the March 2026 meeting on options for training opportunities through KPMG. January 20, 2026: No new updates.	Clare Frater Lisa Gauvreau Wendy Tyrrell	Target: 31-May-2026	In Progress

Follow Up Action Report

Trust Conservancy Board

27-May-2025

Progress	Activity	Responsibility	Dates	Status
50%	4 Staff to review if the Victoria Foundation is the most suitable institution to manage the ITC's endowment fund. October 3, 2025 Update: A/Manager Tyrrell, Director Frater and Director Mobbs met with a representative from the Municipal Finance Authority of BC (MFABC), and we have determined that this financial institution will best suit the needs of the Conservancy for managing ITC's funds. Moving the Ruby Alton Endowment Fund from the Victoria Foundation has not yet been determined. Nov 18, 2025 Update: Staff will present fund investment options at the January 2026 meeting, as well as a Fund Investment and Management Policy. January 20, 2026 Update: Staff are consulting with a financial advisor regarding all of ITC Boards' Funds. This item will be archived as of January 20, 2026.	Julia Mobbs Mike Richards Wendy Tyrrell	Target: 31-Dec-2025	In Progress
0%	5 Staff to cooperate with Tsartlip First Nation and Tseycum First Nation, via the W_SÁNEC Leadership Council (WLC), to develop an agreement for Islands Trust Conservancy Board consideration. October 3, 2025 Update: Staff have not received a legal opinion to confirm whether ITC Board can enter into agreements with Indigenous Governing Bodies. Trust Council is currently working in cooperation with WLC to co-develop an agreement. Nov 18, 2025: Staff have received legal opinion and will provide a verbal update at the November IC-Meeting. January 20, 2026 Update: Staff will be engaging with W_SÁNEC Leadership Council (WLC) during the Five-year Plan process to discuss an cooperation agreement.	Clare Frater Wendy Tyrrell	Target: 31-Mar-2026	In Progress

Follow Up Action Report

Trust Conservancy Board

27-May-2025

Progress	Activity	Responsibility	Dates	Status
93%	6 Staff to proceed with negotiations for a Well Access Agreement with the Ministry of Water, Lands and Resource Stewardship (WLRS) and the two covenant holders Gabriola Land & Trails Trust and Nanaimo & Area Land Trust for maintenance and data collection of the Provincial Groundwater Observation Well 197, in S'ul-hween X'pey (Elder Cedar) Nature Reserve. October 3, 2025 Update: Staff are close to wrapping up the final well access agreement. It has been reviewed by legal counsel, and suggested edits are being presented to WLRS for approval. The covenant holders have agreed to the access agreement in principle. The final agreement will be sent to the covenant holders and the Minister of Housing and Municipal Affairs for approval. Nov 18, 2025 Update: The Well Access Agreement with WLRS was sent to MIABC (Municipal Insurance Agency of BC) for review, as recommended by legal counsel. The final agreement will be sent to the covenant holders, to First Nations for referral, and the Minister of Housing and Municipal Affairs for approval. January 20, 2026 Update: No new updates.	Nuala Murphy	Target: 30-Sep-2025	In Progress



Follow Up Action Report

Trust Conservancy Board

22-Jul-2025

Progress	Activity	Responsibility	Dates	Status
100%	1 Trustee Smith will seek opportunities at the upcoming World Conservation Congress October 9-15 in Dubai, UAE to speak and promote the ITC October 3, 2025 Update: No update provided Nov 18, 2025: Trustee Smith will provide a briefing of the World Conservation Congress at the January Board meeting, during Updates for Information. January 20, 2026 Update: Trustee Smith will provide a briefing of the World Conservation Congress at the January Board meeting, during Updates for Information.	Wendy Tyrrell	Target: 03-Oct-2025	Completed

Follow Up Action Report

Trust Conservancy Board

03-Oct-2025

Progress	Activity	Responsibility	Dates	Status
100%	1 Recommend that Trust Council add an additional budget guideline for 2027/28 that considers the Conservancy's Regional Conservation Plan and the need for increases to accommodate protected area management planning and operation costs of newly acquired protected areas to ensure the Islands Trust Conservancy is adequately resourced. Nov 18, 2025 Update: This has been presented to FPC in the 2026/27 Budget Request RFD. January 20, 2026 Update: Item archived as of January 20, 2026.	Clare Frater Lisa Gauvreau Wendy Tyrrell	Target: 18-Nov-2025	Completed
100%	2 Endorse the ?ENE?ITEL Community of Practice (CCP) Terms of Reference; Chair or Authorized Signatory to sign on behalf of the Islands Trust Conservancy Manager. Nov 18, 2025 Update: Due to BCGEU strike, staff will work with Chair Gauvreau to sign the ?ENE?ITEL TOR on behalf of the Islands Trust Conservancy. January 20, 2026 Update: In progress.	Lisa Gauvreau	Target: 31-Dec-2025	Completed

Follow Up Action Report

Trust Conservancy Board

18-Nov-2025

Progress	Activity	Responsibility	Dates	Status
100%	1 Staff to schedule the meeting dates of May 12, 2026, September 29, 2026, November 24, 2026, and January 19, 2027 as electronic meetings, and list the Victoria office board room as the public meeting location. Staff to schedule two in-person meetings dates on July 28, 2026 and March 23, 2027. January 20, 2026 Update: Staff have prepared schedule and will email to Board members the week of January 19, 2026. This item will be archived as of January 20, 2026.	Jill Allan Wendy Tyrrell	Target: 24-Dec-2025	Completed
0%	2 Staff to prepare written primer about EcoGift program for the ITC Board. January 20, 2026 Update: Staff will provide a brief primer and links to further resources, upload it to WebDAV and notify Board members when it is available.	Kathryn Martell	Target: 17-Mar-2026	In Progress
25%	3 Staff make preparations to provide a \$10,000 grant to the British Columbia Conservation Foundation from the Opportunity Fund to support seed collection in Garry Oak ecosystems, with a focus on rare and culturally significant plant species to contribute to the BC Seedbank Network. January 20, 2026 Update: In progress.	Jill Allan Mike Richards Wendy Tyrrell	Target: 20-Jan-2026	In Progress
25%	4 Staff invest 1 million dollars of the Opportunity Fund in a high yield fund. January 20, 2026 Update: Staff are in consulting with a financial advisor regarding appropriate investment options.	Mike Richards Wendy Tyrrell	Target: 20-Jan-2026	In Progress

Follow Up Action Report

Trust Conservancy Board

18-Nov-2025

Progress	Activity	Responsibility	Dates	Status
5%	5 Islands Trust Conservancy Board will seek input from Indigenous Governing Bodies and conservation partners on the purpose, structure, and priorities of donation-supported funds as part of the Five-Year Plan engagement process . January 20, 2026 Update: Engagement is in progress. Letters sent to First Nations in the Trust Area on January 16, 2026.	Clare Frater Jill Marrack Wendy Tyrrell	Target: 15-Dec-2027	In Progress
50%	6 Staff to allocate \$2,200 from our existing securement budget towards the cost of an Ecological Gifts Program land appraisal for a Natural Area Protection Tax Exemption Program covenant on Gabriola Island. January 20, 2026 Update: In progress.	Kathryn Martell Mike Richards Wendy Tyrrell	Target: 20-Jan-2026	In Progress
100%	7 Staff to archive the recommended FUAL items as per discussion at the November 18, 2025 ITC Board Meeting. January 20, 2026 Update: Items have been archived, as requested.	Wendy Tyrrell	Target: 20-Jan-2026	Completed
0%	8 Staff to review ITC's fund guidelines and provide updated draft guidelines to the Board.	Mike Richards Wendy Tyrrell	Target: 18-May-2026	In Progress

04-Dec-2025

Progress	Activity	Responsibility	Dates	Status
100%	1 Trust Council Direction: 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. January 20, 2026 Update: Staff have provided a briefing to the Board for the January 20, 2026 meeting.	Clare Frater Wendy Tyrrell	Target: 20-Jan-2026	Completed



REQUEST FOR DECISION

To: Islands Trust Conservancy
Board

For the Meeting of: January 20, 2026

From: Staff

Date Prepared: January 15, 2026

SUBJECT: *Conservation Agreement between Islands Trust Conservancy and Environment and Climate Change Canada*

RECOMMENDATIONS:

That the Islands Trust Conservancy Board request staff to finalize a Conservation Agreement between Islands Trust Conservancy and Environment and Climate Change Canada and to obtain the Chair or Authorized Signatory to sign on behalf of the Islands Trust Conservancy Board.

That the Islands Trust Conservancy Board request staff to pursue opportunities for funding from Environment and Climate Change Canada for the continued operation of the ITC Species at Risk Program, beyond March 2026.

1 PURPOSE:

To seek approval of the Islands Trust Conservancy Board for finalization of a proposed Conservation Agreement between Islands Trust Conservancy (ITC) and Environment and Climate Change Canada (ECCC), a collaborative framework that enables ITC to continue to implement conservation measures with respect to species at risk and their critical habitat at ITC Protected Areas, and to seek direction to pursue continued funding from ECCC.

2 BACKGROUND:

Canada's [Species at Risk Act](#) (SARA) requires cooperation from all levels of government in the conservation and recovery of species at risk in Canada, and can enable funding to support voluntary conservation measures through mechanisms such as i) grants and ii) Conservation Agreements. Please see Appendix 1 for answers to frequently asked questions.

- i. The [Canada Nature Fund](#) invested \$155 million over five years to help protect terrestrial and aquatic species. The ITC Species at Risk Program has been funded by Priority Places Program Grant #GCXE21C086 since 2020 and this funding program is scheduled to end on March 31, 2026. Please see Appendix 2 for a summary of results from 2020 – 2025.
- ii. Section 11 (s.11) of the *Species at Risk Act* provides for the establishment of Conservation Agreements, between ECCC and any government, organization, or person in Canada to benefit species at risk. Section 13 (s.13) of the *Species at Risk Act* provides funding to implement conservation measures agreed to in a Conservation Agreement.

Species at Risk Act – s.11

1. A competent minister may, after consultation with every other competent minister, and with the Canadian Endangered Species Conservation Council or any of its members if he or she considers it appropriate to do so, enter into a conservation agreement with any government in Canada, organization or person to benefit a species at risk or enhance its survival in the wild.

2. The agreement must provide for the taking of conservation measures and any other measures consistent with the purposes of this Act, and may include measures with respect to:
 - a. monitoring the status of the species;
 - b. developing and implementing education and public awareness programs;
 - c. developing and implementing recovery strategies, action plans and management plans;
 - d. protecting the species' habitat, including its critical habitat; or
 - e. undertaking research projects in support of recovery efforts for the species.

Species at Risk Act – s.13

1. A competent minister may enter into an agreement with any government in Canada, organization or person to provide for the payment of contributions towards the costs of programs and measures for the conservation of wildlife species, including programs and measures under an agreement entered into under subsection 11(1) or 12(1).
2. The agreement must specify:
 - a. the contribution towards the cost of the program or measure that is payable by any party and the time or times at which any amounts under the agreement will be paid;
 - b. the authority or person who will be responsible for operating and maintaining the program or measure or any part of it;
 - c. the proportions of any revenue from the program or measure that is payable to the parties; and
 - d. the terms and conditions governing the operation and maintenance of the program or measure.

In 2019, ECCC and ITC began considering a Conservation Agreement for implementation of conservation measures at ITC Protected Areas. Consultation among ITC AND ECCC staff, and legal review of the non-binding term sheet by both parties, led to the proposed Conservation Agreement. If approved by the ITC Board, the proposed Agreement will need final review by legal counsel. Please see Appendix 3 for the proposed Conservation Agreement.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL:

Finalization of the Conservation Agreement, and discussions about future funding, are expected to take an additional 20 hours of the Species at Risk Program Coordinator's time and requires approximately ten hours of the Manager's time, with some time also required from the Director, Trust Area Services and the Chief Administrative Officer for review and approval. Should funding become available, additional staff time will be required to negotiate a new contribution agreement.

Communications planning and implementation on an approved Conservation Agreement and development of communications materials are expected to take up to fifteen hours of the Communications Specialist's and Manager's time.

This priority project, if complete by March 31, 2026, is expected to fit into existing work programs. It is possible that the ITC Manager may have to delay other projects in order to support finalizing the Conservation Agreement.

FINANCIAL:

The proposed Conservation Agreement between ITC and ECCC enables funding through s.13 of the *Species at Risk Act*, which provides an opportunity to continue species at risk recovery efforts within ITC Protected Areas, a priority objective of the Conservancy mandate.

Funding through s.13 depends on federal budget allocation, and the proposed Conservation Agreement does not require ITC to implement conservation measures that are beyond its current priorities, capacity, or without financial contributions from ECCC.

A contribution agreement under s.13 would require ITC to provide in-kind and cash contributions to supporting species at risk. During the operation of the ITC Species at Risk Program, Islands Trust has matched ECCC cash contributions at a ratio of 1.7:1. The majority of ITC contributions have been in-kind from core budget including administrative overhead, staff salary, and Protected Areas Management operations.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS:

Staff will finalize the agreement with legal counsel and ECCC staff and seek required signatures. Staff will also initiate conversations about future funding opportunities with ECCC. If the Conservation Agreement is approved, ITC staff will post the agreement to the website and collaborate with ECCC staff on the public communications that would be required.

FIRST NATIONS RELATIONS:

As the proposed Conservation Agreement will not alter the powers and duties established under any federal or provincial legislation or create obligations, staff will not refer to Indigenous Governing Bodies. Any conservation measures implemented via ECCC funding would be delivered in a manner that respects the ITC's Reconciliation Declaration and encourages collaboration between ITC and Indigenous Governing Bodies in the Islands Trust Area.

CLIMATE CHANGE:

No immediate implications, however, any conservation measures implemented by ITC that may result from the proposed Conservation Agreement for the recovery of species at risk, will address some of the impacts of climate change on biodiversity by restoring native ecosystems, enhancing habitat for species at risk, and raising awareness of the unique stewardship responsibility of trustees and Islands Trust Area residents.

OTHER: None.

4 RELEVANT POLICIES:

ITC Relationships with External Groups Policy (3.3.3)

5 ATTACHMENT(S):

1. Appendix 1 – FAQs re: Proposed Conservation Agreement between ECCC and ITC
2. Appendix 2 – ITC Species at Risk Program, Summary of Results, 2020 – 2025
3. Appendix 3 – Proposed Conservation Agreement between ECCC and ITC

RESPONSE OPTIONS

Recommendation:

That the Islands Trust Conservancy Board request staff to finalize a Conservation Agreement between Islands Trust Conservancy and Environment and Climate Change Canada and to obtain the Chair or Authorized Signatory to sign on behalf of the Islands Trust Conservancy Board.

That the Islands Trust Conservancy Board request staff to pursue opportunities for funding from Environment and Climate Change Canada for the continued operation of the ITC Species at Risk Program, beyond March 2026.

Alternatives:

I

That the Islands Trust Conservancy Board request that staff provide additional information regarding the proposed Conservation Agreement between Islands Trust Conservancy and Environment and Climate Change Canada, including:

- a) Xxxx
- b) Xxxx

(A delay in the approval of the proposed Conservation Agreement may delay or otherwise negatively impact the potential for funding from ECCC to continue the operation of the ITC Species at Risk Program beyond March 2026, and, due to the planned conclusion of the ITC Species at Risk Program Coordinator position, result in lack of staff capacity to undertake the work).

That the Islands Trust Conservancy Board request that staff return the final proposed Conservation Agreement between Islands Trust Conservancy and Environment and Climate Change Canada to the Islands Trust Conservancy Board for approval.

II

That the Islands Trust Conservancy Board direct staff to cease work on the proposed Conservation Agreement between Islands Trust Conservancy and Environment and Climate Change Canada.

(Directing staff to cease work on the proposed Conservation Agreement will mean that the ITC Species at Risk Program is highly likely to not be funded by ECCC beyond March 2026.)

Prepared By: *Erica Wheeler, Islands Trust Conservancy Species at Risk Program Coordinator*

Reviewed By / Date: Wendy Tyrrell, Manager, Islands Trust Conservancy, January 14, 2026
Clare Frater, Director, Trust Area Services, January 11, 2026

Appendix 1 – Frequently Asked Questions re: Proposed Conservation Agreement between Islands Trust Conservancy and Environment and Climate Change Canada

Islands Trust Conservancy (ITC) is considering a Conservation Agreement with Environment and Climate Change Canada (ECCC) under section 11 (s.11) of the [Species at Risk Act](#) of Canada (SARA). A Conservation Agreement would formalize ITC's commitment to actively manage nature reserves and conservation covenants for the recovery of species at risk, and open the door for future funding from ECCC to continue the work of the ITC Species at Risk Program.

This list of answers to frequently asked questions is intended to provide information to ITC Board Members to support their decision on the proposed Conservation Agreement between ITC and ECCC, and to inform future communications to the public and partners.

Answers to Frequently Asked Questions

1. What are the purposes of the *Species at Risk Act* (SARA)?

- i. The purposes of the [Species at Risk Act](#) are to prevent wildlife species in Canada from disappearing, to provide for the recovery of wildlife species that are extirpated (no longer exist in the wild in Canada), endangered, or threatened as a result of human activity, and to manage species of special concern to prevent them from becoming endangered or threatened; and
- ii. A series of measures applicable across Canada provides the means to accomplish these goals. Some of these measures establish how governments, organizations, and individuals in Canada work together, while others implement a species assessment process to ensure the protection and recovery of species. Some measures provide for sanctions for offences under SARA.

2. Is it a priority for ITC to manage Protected Areas for the conservation and recovery of species and ecosystems at risk?

- i. Yes. Biodiversity priorities identified in ITC's Regional Conservation Plan 2018-2027 include protection for species and ecosystems at risk, defined as "...those identified by the BC Conservation Data Centre, COSEWIC and Schedule 1 of the federal Species at Risk Act"; and
- ii. Part 1 (4)(5) of the *Islands Trust Act* states 'The Islands Trust Conservancy is intended to administer the trust fund and to manage the real and personal property assets of the trust fund'. Known occurrences of species at risk and critical habitat at ITC Protected Areas are 'assets' of the trust fund.

3. What is a Conservation Agreement under SARA?

- i. Section 11 of the [Species at Risk Act](#) authorizes a competent minister to enter into a conservation agreement to benefit a species at risk or enhance its survival in the wild; and
- ii. The conservation agreement must provide for the taking of conservation measures consistent with the purposes of the Act, and may include measures with respect to protecting the species' habitat, including its critical habitat.

4. Aren't there already laws and regulations in place to protect species and ecosystems at risk in the Islands Trust Area?

- i. The Province of British Columbia has no dedicated, stand-alone legislation to protect species and ecosystems at risk. Voluntary measures by local governments, organizations and individuals are critical in jurisdictions where a high percentage of land is privately held, such as in the Islands Trust Area;
- ii. The Canada [*Species at Risk Act*](#) provides maximum protection for species and ecosystems at risk on federal lands across Canada, including the Islands Trust Area, and for aquatic species and migratory birds listed under the *Migratory Birds Convention Act* (MBCA), wherever they occur; and
- iii. The following Provincial and Federal Acts protect some species at risk in some places, but there are gaps in this framework that leave species at risk vulnerable, especially on private land:
 - a. [*BC Wildlife Act*](#)
 - b. [*BC Forest and Range Practices Act*](#)
 - c. [*BC Energy Resource Activities Act*](#)
 - d. [*BC Ecological Reserves Act*](#)
 - e. [*BC Park Act*](#)
 - f. [*BC Land Act*](#)
 - g. [*BC Mineral Tenures Act*](#)
 - h. [*Canadian Migratory Birds Convention Act*](#)
 - i. [*Canadian Fisheries Act*](#)

5. What are the benefits of ITC entering into the proposed Conservation Agreement with ECCC?

- i. Demonstrates to Canada that ITC is taking voluntary action to comply with the [*Species at Risk Act*](#);
- ii. Provides a path to funding from ECCC to support the continued work of the ITC Species at Risk Program under SARA s.13; and
- iii. Demonstrates leadership in conservation in BC and Canada, and sets a proactive example for other jurisdictions and conservancies.

6. What are the benefits to ECCC of entering into the proposed Conservation Agreement with ITC?

- i. Supports implementation of conservation measures on privately held land in the Islands Trust Area;
- ii. Highlights the collaboration with ITC as a model for other conservancies to follow with respect to the protection and recovery of species at risk and their critical habitat; and
- iii. Promotes the Natural Areas Protection Tax Exemption Program (NAPTEP) as an effective incentive model for conservation on privately held land.

7. What kinds of conservation measures would ITC be responsible for under the proposed Conservation Agreement?

- i. The proposed Conservation Agreement establishes a collaborative framework and would not alter the powers and duties established under any federal or provincial legislation or create new obligations. Conservation measures would be similar to those implemented since 2020 by the ITC Species at Risk Program, including:
 - a. Surveying and monitoring for the presence of species and ecosystems at risk and identification of their critical habitat;
 - b. Conducting educational outreach to environmental professionals, Islands Trust staff and trustees to promote the conservation and recovery of species and ecosystems at risk;
 - c. Enhancing habitat for species at risk by restoring critical habitat, erecting protective barriers, and installing artificial structures to support vulnerable life stages e.g. nesting boxes for birds, artificial cover objects for amphibians;
 - d. Identifying and securing new nature reserves and conservation covenants to protect species at risk and their critical habitat, adding to the protected areas network in the Islands Trust Area; and
 - e. Undertaking research in support of recovery efforts for species and ecosystems at risk in the Islands Trust Area.

8. How long would the proposed Conservation Agreement be in effect?

- i. The Conservation Agreement between ITC and ECCC would take effect on the Effective Date (date the last Party signs) and would remain in force until September 1, 2029, unless terminated earlier in accordance with the Agreement, or extended through mutual agreement; and
- ii. ITC may terminate this Agreement immediately upon three months' written notice to ECCC, and ECCC may terminate this Agreement immediately upon three months' written notice to ITC.

9. What are the repercussions if ITC does not meet the terms of the proposed Conservation Agreement?

- i. None. The proposed Conservation Agreement does not, and is not intended to, create legally-binding obligations between ECCC and ITC;
- ii. Funding in the form of a future Contribution Agreement from ECCC is independent of the proposed Conservation Agreement. Not meeting the terms of the proposed Conservation Agreement has no bearing on concurrent Contribution Agreements, and the reasons for not meeting those terms would only influence approval of future funding requests; and
- iii. If the terms of a future Contribution Agreement are not met, ITC may be required to return any funding provided by ECCC.

10. The Conservation Covenants that ITC holds on privately held land do not provide duties or rights for the implementation of conservation measures. How will the proposed Conservation Agreement affect these Protected Areas?

- i. The proposed Conservation Agreement does not create any new legal powers or duties on the part of either Party, nor does it alter the powers and duties established under any federal or provincial legislation; and
- ii. In the case of conservation covenants, written permission from the owners of privately held land would be required before conservation measures described in the Conservation Agreement could be implemented by ITC.

11. Does ITC have staff capacity and operational budget to effectively manage for species and ecosystems at risk under the proposed Conservation Agreement?

- i. ITC has dedicated staff and operational budget through March 31, 2026, funded by the ECCC Priority Places Program for Species at Risk;
- ii. The proposed Conservation Agreement recognizes that funding is required to continue to implement conservation measures for species and ecosystems at risk, and that ECCC may provide funding for ITC staff and operations under a separate agreement (s.13), when ECCC funding is available;
 - a. ITC would be required to provide matching funds (matching level to be determined) through the proposed Conservation Agreement, which would be met via in-kind use of core budget and, potentially, use of donated funds.
- iii. If there is no funding available from ECCC, there is no expectation that the terms of the Agreement will be met; and
- iv. The Agreement acknowledges that any funding to implement conservation measures is subject to the respective priorities, staffing and financial constraints and approval processes of both ITC and ECCC.

12. Would the proposed Conservation Agreement affect the rights of Indigenous Governing Bodies in the Islands Trust Area?

- i. No. Regardless of whether the agreement is approved, Islands Trust Conservancy intends to continue to engage Indigenous Governing Bodies in its work in a manner that meets or exceeds previous efforts, as per ITC's Reconciliation Declaration.

13. Will Indigenous Governing Bodies in the Islands Trust Area be consulted about the proposed Conservation Agreement between ITC and ECCC?

- i. No, as it does not create any new legal powers or duties on the part of either Party, nor does it alter the powers and duties established under any federal or provincial legislation;
- ii. ITC will engage and/or consult with Indigenous Governing Bodies regarding species and ecosystems at risk as part of the development of the 2028-2032 Five-year Plan; and
- iii. ECCC engages and/or consults directly with affected Indigenous Peoples regarding species and ecosystems at risk.

14. How would the proposed Conservation Agreement affect the broader work of Islands Trust?

- i. It does not directly affect the broader work of Islands Trust. However, Trust Council could consider entering into its own Conservation Agreement with ECCC; and
- ii. Decisions of local trust committees to protect the residences of species at risk (e.g. dens, nests, hibernacula), or their critical habitat, would demonstrate voluntary efforts to comply with the *Species at Risk Act*.

15. What are some examples of other Conservation Agreements in BC?

- i. [*Species at Risk Act* section 11 Conservation Agreement to Support the Recovery of the Southern Resident Killer Whale](#)
- ii. [*Species at Risk Act* \(SARA\) Section 11 Conservation Agreements for the Conservation of the Southern Mountain Caribou](#)

Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025

Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025 (Priority Places Program Grant #GCXE21C086)

Year 1 (2020-2021)

Project Progress	• The Islands Trust Conservation (ITC) Species at Risk Program was launched in 2020. • Work within the 2020/21 fiscal year began with increases to ITC internal capacity (staffing, administration and internal data systems) to provide a strong foundation for project success. • Conservation work focussed on land securement through nature reserve acquisition and conservation covenants and management of ITC Protected Areas, including restoration of wetlands, forests, coastal and prairie oak ecosystems, riparian habitats, species at risk surveys and habitat enhancements. • Outreach programs were in the planning stages, but ITC launched an initial outreach project to landholders with important forest ecosystems.
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Year 2 (2021-2022)

Strategy Number	Strategy Name	Summary of Strategy Results in Past Fiscal Year
1	Program start-up and administration	• Coordinated and delivered SAR Program. • Hired a SAR Program Coordinator and 2021 Summer Coop Student. • Hosted a survey and workshop introducing new ITC SAR program. • Updated Project Charter, created SAR Program Work Plan. • Entered into new partnerships with Capilano University and the Howe Sound Biosphere Society Initiative. • Conducted meetings with SAR biologists and completed contracts for SAR work on ITC Properties. • Developed program budget and management system and program tracking system for reporting. • Completed 2020-2021 ECCC annual report. • Through the SAR workshop and survey, identified a need for a Salish Sea SAR Working Group. • Secured contractors to facilitate early engagement.
2	Coordination and analysis of existing species at risk information for the Islands Trust Area	• Uploaded SAR data from Provincial and Federal partners to Islands Trust mapping application. • Surveyed 280 individuals in the Islands Trust Area to gauge interest in SAR data sharing - 98% polled would like to see more data sharing and see ITC as a hub for information sharing • Began to improve data management procedures for SAR data within the Islands Trust area.

Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025

3	Inventory, monitoring and management of Species at Risk on ITC properties	• Implemented surveys for SAR occurrences on 12 ITC Protected Areas, including bats, pollinators, Western Screech-Owl and Sharp-tailed Snake. • Eight Western Screech-Owl nest boxes were installed, and the maternity roost infrastructure for bats in the Denman Island Old School House (Islands Trust property) was improved. • 11,892 native plants were planted in sensitive habitats, including Yellow Montane Violet and Coastal Scouler's Catchfly in coastal and prairie oak & associated ecosystems and wetland habitats. • Invasive plant species removal in sensitive ecosystems and SAR habitat on 15 ITC Protected Areas. • American Bullfrogs were removed from Red-legged Frog habitat at Dragonfly Pond Covenant. • Two large exclosures were erected to eliminate browsing pressures on newly restored habitat. • Gates and barriers were erected to reduce human and animal trespass into wetlands and sensitive habitat.
4	Engagement and Outreach	• Engagement and outreach to over 280 land managers, SAR biologists, local conservancies, all levels of government in the Islands Trust Area. • Engagement and outreach to over 30 Nations, including First Nations' land managers, Chiefs (hereditary and elected), and traditional knowledge holders. • Conducted a survey to gauge interest in an Islands SAR working group for collaboration, data sharing and identifying species and ecosystems at risk priorities for the Islands Trust Area. • Coordinated and hosted a workshop titled 'Gathering for Species at Risk'. 68 attended. Presenters on SAR monitoring and restoration, Indigenous-led cultural restoration projects, and collaborative action in the Howe Sound Biosphere. Break out discussions on data sharing (issues and priorities), collaboration and forming a working group, what are the top priorities for a new group to approach. • Contracted a facilitator to assist staff in coordinating and hosting the online workshop. • Contracted an Indigenous firm to assist in facilitation and provide First Nations engagement opportunities and assist ITC staff in a) ensuring that the workshop was advertised and well received by First Nations that would be interested, b) ensuring the workshop was held in a safe and inclusive manner and c) to support First Nations attendees/presenters and d) provide moderator services during breakout sessions. • Distributed 123 letters to landholders on Gabriola Island, selected by mapping those parcels with or adjacent to sensitive land and/or SAR occurrences, in partnership with the Gabriola Land & Trails Trust as a key component to starting up their new Nature Stewards Program. • Conducted a webinar to Gabriola landholders on land stewardship options. Forty landholders attended. • Plans to hold a SAR field walk and talk in late summer 2022. • Promoted SAR related projects on social media, newsletters and website. • Published an ITC Impact Report, distributed widely through Facebook, Instagram and ITC's website. Report shows impact of new SAR Program for the Islands Trust and the region.

Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025

5	Land Securement	- Two conservation covenants were registered, protecting 49.2 ha of land on two islands and one lease was registered protecting 4.0 ha (Saturnina Island). - Actively worked on two nature reserve transfers, scheduled to close in 2022/2023, totaling 33.3 ha on Link Island and Salt Spring Island. - Sensitive ecosystems and SAR habitat protected, including three provincially Red-Listed and globally imperilled ecological communities, Common Nighthawk habitat, SARA listed species such as Western Grebe, Phantom Orchid, Little Brown Myotis, and Barn Swallow. - Actively worked on three additional covenant negotiations, for a total of 15 ha across three islands, which are scheduled to close in 2022/2023. - Conducted land survey, ecological baseline and appraisal on Moss Mountain NAPTEP Covenant. - Legal services for Link Island, Saturnina Island, Moss Mountain and Livingstone Covenant.
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Year 3 (2022-2023)

Strategy Number	Strategy Name	Summary of Strategy Results in Past Fiscal Year
1	Program start-up and administration	- Work Plan and budget were put into practice and projects were implemented. - Co-op student placement was successful, and her position was extended into the fall-winter semester. - Conducted a mid-program evaluation. - Began the process of assessing the various skills and knowledge that would be complimentary and beneficial for an advisory group for the ITC Protected Areas program. - Compiled a list of those skills and began the task of connecting names to those skills. Planned for the next step to draft a terms-of-reference for Board review.
2	Coordination and analysis of existing species and ecosystems at risk information for the Islands Trust Area	- Publicly available data layers were updated from relevant sources. - Data sharing conversations with ECCC, the Province of BC and others made progress. - Incorporating new SEAR data was delayed as the Islands Trust's internal database software program was being phased out (TAPIS Info), and there was no other platform. - ITC's SAR Program Coordinator worked with the Information Systems department to improve on the system for data maintenance, updates and management and made plans to incorporate this into the new system when it is on-boarded. - Staff planned to utilize new data for analysis and modelling to implement preliminary analyses during the ITC Regional Conservation Plan update.

Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025

3	Inventory, monitoring and management of species and ecosystems at risk on ITC properties	• Completed compliance monitoring of 112 ITC Protected Areas (33 Nature Reserves & 79 covenants). • Invasive species management was conducted on 30 Protected Areas (12 islands), targeting 14 high priority invasive plants, and monitoring and eradication of American Bullfrog in three wetlands. • Habitat restoration and enhancement projects occurred on nine ITC Protected Areas. • Species at Risk surveys & monitoring events were conducted on 17 ITC Protected Areas, for 14 priority SAR species. • Management Plans were completed for two properties incorporating species and ecosystems at risk surveys and monitoring data. • ITC partnered with and supported nine island conservancies.
4	Engagement and Outreach	• A focus this year was on public outreach. • ITC Communications Specialist launched a new species at risk webpage on ITC's website which has successfully increasing viewership and significantly raising the profile of the SAR Program. • The SAR Program webpage provides a platform to post webinars and workshops that we have hosted, in addition to highlighting species and ecosystems at risk in our region. • There was a significant increase in ITC's social media presence, and analytics showed that sharing information on species and ecosystems at risk is popular and well received online. • Began a SAR Program Speaker Series which was completed in 2023/24 fiscal and a species and ecosystems at risk Walk & Talk event on Gabriola Island. • Held a full-day workshop for Islands Trust planners and bylaw staff on species at risk and online data resources. • Distributed three news releases, and attended one radio interview on species and ecosystems at risk in our region. • Developed internal communications documents including a Key Messages document for consistency and accuracy, and a SAR Program Engagement Plan. • Launched a citizen science project on iNaturalist for 80+ conservation covenant landowners and covenant holders. • Completed a draft of it's ITC Five-year Plan, a requirement under the Islands Trust Act. The draft ITC Plan set out proposed policy for land acquisition and management. In the fall of 2022, ITC referred the Plan to 37 First Nations and First Nations' agencies. Staff incorporated feedback from four First Nations into the Plan prior to sending it to the Minister of Municipal Affairs for approval. Other Nations requested further engagement and ITC planned to increase engagement in the next two fiscal years. (The Minister subsequently did not approve the plan and directed the Conservancy Board to undertake further engagement with First Nations).

Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025

5	Land Securement	- Two properties were protected: 1) Link Island Nature Reserve was a donation with a life interest of the entire island 21.45 ha. 2) Livingstone NAPTEP/EcoGift Covenant on Lasqueti Island 11.347 ha. - Contributed to four conservation & securement projects in our region through the Islands Trust Conservancy's Opportunity Fund. - Contributed to two Pender Island private landowner covenant negotiation processes through the Islands Trust Conservancy's Morrison-Waxler Biodiversity Protection Legacy Fund.
6	SARA Section 11 Agreement	- Discussions between Islands Trust Conservancy and Environment and Climate Change Canada were renewed. - ITC staff and the Director of Trust Area Service met to discuss a conservation agreement in detail. ECCC and ITC/Islands Trust staff met Oct 31, 2022 to discuss a term sheet for the section 11 Agreement.

Year 4 (2023-2024)

Strategy Number	Strategy Name	Summary of Strategy Results in Past Fiscal Year
1	Program start-up and administration	- Administration of the ITC SAR Program continued to make progress during the 2023/24 fiscal year, including program coordination, delivery and quarterly and annual reporting. - Progress on some key aspects was delayed due to a Q3 vacancy in the coordinator position, reduced capacity in key administration, mapping and information systems resources, and ongoing transition to new mapping and data system. - Formation of a Protected Areas Advisory Group to guide species at risk management on ITC Protected Areas was delayed and a review of the feasibility of this group was planned for FY 2024/25. - Determining roles of the ITC team and developing organizational procedures continued. - In Q4, Trust Council approved a new Team Lead position to lead the Protected Areas Management (and potentially the SAR Program) which will increase capacity for administration and strategic planning. - Trust Council also approved a new position to coordinate the Islands Trust's GIS department, which will increase capacity for SAR mapping.

Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025

2	Coordination and analysis of existing species and ecosystems at risk information for the Islands Trust Area	• ITC engaged an auxiliary data and GIS technician to increase capacity for SAR data management, especially collation of external data and updates to the mapping system. • External spatial data from ECCC, Conservation Data Centre, BC Catalogue and DFO was collated and prepared for importation. • Development of a new database system was still not in place, and a main focus was assessment of current data ecosystem and future needs so that clear progress can be made in this area.
3	Inventory, monitoring and management of species and ecosystems at risk on ITC properties	• Completion of an overarching Species and Ecosystems at Risk Strategy was delayed due to reduced capacity in 2023, and re-evaluation of the ITC Regional Conservation Plan in 2024, in light of need for further conversations with First Nations. • Preliminary ranking and prioritization of ITC Protected Areas was completed based on the occurrence of species and ecosystems at risk. This exercise was intended to guide the development of a strategic plan during 2024 and 2025 and incorporation of priorities into the Property Management Strategy. • Monitoring of 113 ITC Protected Areas was completed (34 Nature Reserves and 79 Covenants). • Habitat management activities focused on the removal of invasive plants (18 species) and invasive animals (1 species) at 30 Protected Areas across 12 islands. • Draft management plans were prepared for Link Island Nature Reserve and Saturnina Island Nature Reserve. These draft plans will be revisited in consultation with First Nations. • Species at risk surveys, monitoring and research were conducted at 16 Protected Areas across seven islands for six high priority species at risk. • Plans were made to update management plans to include species and ecosystems at risk priorities through engagement with First Nations.
4	Engagement and Outreach	• The ITC Species at Risk Program increased presence on social media and web platforms as a result of weekly focused posts and launch of the SAR Program website. • The SAR Speaker Series wrapped up in Q4, and feedback was excellent. • Delivered online presentation to Island Trust trustees and planners. • A draft SAR data sharing agreement for conservation covenant holders was revised.

Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025

5	Land Securement	- Three protected areas securement projects were finalized: 1) Larmour I Nature Reserve on Salt Spring Island (3.45 hectares), 2) Brooks Point Covenant on Salt Spring Island (1.17 hectares), and 3) an addition to Nighthawk Hill Covenant on North Pender Island (0.969 hectares). - Five protected areas were under negotiation during the 2023/24 fiscal year: 1) Larmour II Nature Reserve on Salt Spring Island (hectares TBD), 2) Larmour Covenant on Salt Spring Island (hectares TBD), 3) Knapp Island-Matsuri Covenant, North Pender Local Trust Area, (hectares TBD), Doris McHardy Covenant, North Pender Island (hectares TBD), and Koontz Covenant, Gabriola Island (hectares TBD).
6	SARA Section 11 Agreement	Discussions between Islands Trust Conservancy and Environment and Climate Change Canada proceeded to drafting a term sheet for a Section 11 Agreement.

Year 5 (2024-2025)

Strategy Number	Strategy Name	Summary of strategy results in past fiscal year
1	Program start-up and administration	- Continued implementation of the ITC SAR Program work plan. - Coordinated an online presentation to Trustees. - SAR Program Coordinator participated in the hiring panel for the Islands Trust Biologist (Priority Places Grant GCXE25C005). - ITC staff collaborated with Islands Trust Biologist on species at risk projects to ensure better communication and information sharing with the Planning Services department.

Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025

2	Coordination and analysis of existing species and ecosystems at risk information for the Islands Trust Area	• Element Occurrences and Critical Habitat maps were downloaded from provincial and federal databases, then uploaded to the Islands Trust spatial database. These data provide current information to Islands Trust and Islands Trust Conservancy staff to inform conservation and land use planning. • ITC staff encouraged IS staff to explore whether these public SAR data can be displayed on a planned new mapping interface for the information of Trust Area residents and other users. • New data and information sharing agreement distributed to ITC covenant holders, which may result in information about SAR on private land can now be shared with the Province and be made public. This is important in a region that has over 65% of the land base privately held. Raising awareness and sharing information about the occurrence of species and ecosystems at risk on private land is critical to effective conservation and recovery in the Islands Trust Area. • A needs assessment for protected areas data management was conducted by an external consultant with expertise in conservation areas management and geographic information systems. A conclusion is that a key requirement is ease of sharing data within and beyond the land conservancy sector. The needs assessment included interviews with ITC staff, Islands Trust Information Systems and GIS staff, and data management staff at regional, national and international land conservancies. Recommendations from the consultant will inform future steps towards better data management.
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Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025

3	Inventory, monitoring and management of species and ecosystems at risk on ITC properties	- Species at risk biologists conducted research surveys and monitoring at 13 ITC Protected Areas. Using standardized surveying and monitoring methods, biologists documented new records of Northern Goshawk, Western Screech-Owl (one mating pair and fledglings, one territorial male), Western Toad, Sharp-tailed Snake, Northern Red-legged Frog, Peregrine Falcon, and Little Brown Myotis at ITC Protected Areas. - Other actions to support the recovery of species at risk at ITC Protected Areas included monitoring the demographic health of a declining population of Scouler's Catchfly (<i>Silene scouleri</i> ssp. <i>scouleri</i>) a Schedule 1, SARA Endangered vascular plant. Monitoring results are showing continued decline of both naturally occurring and nursery grown plants four years after augmentation. - Invasive plant species management focused on 32 ITC Protected Areas. Over 180 hectares were treated this fiscal year (7.6 ha new). This included projects where the intensity of treatment per square metre was very high and other projects where the intensity per hectare was very low. Most projects were focused on smaller areas with high density populations. Excluding management of low-density populations, 9.8 hectares were treated for high density populations. - Habitat enhancement activities focused on creating species-structures such as artificial cover objects (ACOs) to improve the chance of detecting cryptic species such as Sharp-tailed Snake, and nest boxes, which provide alternate nest sites for species such as Western Screech-Owl, when naturally-occurring nesting cavities are marginal. - During the 24/25 fiscal year, 94 pairs of ACOs were monitored and maintained, and three new ACO pairs were installed. Forty-three owl nest boxes were monitored and maintained, and 14 new ones were installed. A number of projects included monitoring habitat restoration implemented previously, including survival of trees, shrubs, and herbaceous plants, and replacement when necessary. - A 45m split-rail fence was installed at Sharp-tailed Snake ITC covenant on North Pender Island to protect a potential but unconfirmed Sharp-tailed Snake hibernaculum from inadvertent disturbance by residents and their vehicles. Six visitor management signs were installed at one ITC Protected Area. Debris removal on a small scale was part of monitoring and management activities at all 113 ITC Protected Areas. Four Nature Reserves had significant amounts of debris removed as part of contracted activities this fiscal year. At one location, a barge was required to remove debris.
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Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025

4	Engagement and Outreach	• Work to develop relationships between Islands Trust and the 30 First Nations in the Trust Area, proceeded with conversations about protocol agreements led by the Director of Trust Area Services. • Work to engage about land securement and management of ITC Protected Areas proceeded, led by the A/Manager of ITC. This included a letter to the Minister requesting that the deadline for ITC's next Five-year Plan be extended to allow for proper engagement and drafting of letters to invite First Nations to participate in co-development of the Plan. The primary goal is to build trust and initiate discussions with each Nation to learn how they would like to work with ITC on land conservation, management planning, and stewardship projects. • At the request of the Lyackson First Nation, co-planning and coordination for archaeological surveys of Link Island Nature Reserve and Saturnina Island Nature Reserve started, including co-development of project scope and timing, and execution of a service contract to the consulting firm. Developed a plan for site visits and surveys to take place during 25/26 fiscal year. • Outreach to landowners reached 1,142 individuals across the Trust Area and included: four quarterly print issues of the Heron (850 individuals), one annual newsletter (850 individuals), one annual report (850 individuals), one impact report (850 individuals), and five emails to covenant holders (92 individuals). • ITC hosted community events to celebrate the establishment of two new ITC Protected Areas, one on North Pender Island, and one on Galiano Island. A total of 24 people attended these events, where there were opportunities for community members to discuss protected area securement and the importance of protecting species and ecosystems at risk with ITC staff and Board members. • SAR Program coordinator coordinated an online webinar for trustees entitled 'Species at Risk Act in the Islands Trust Area: What Trustees Need to Know'. Presenters included species at risk experts from ECCC, BC Ministry of Water, Land Resource Stewardship and the Director of Islands Trust Planning Services. Eleven of 26 Trustees attended this evening presentation, and feedback was positive. This presentation has also been circulated within the Islands Trust Planning Department for information. • Islands Trust Conservancy supported the Galiano Conservancy Association on a two-day gathering of local and regional conservancies titled 'Salish Sea Conservation Forum'. This was an opportunity to share information about challenges, opportunities and common goals among 50 conservation practitioners, including those related to species at risk. Three ITC staff and two ITC Board Members participated in the event. • Marketing and communications reached 3,850 individuals in the Trust Area and beyond, raising public awareness about conservation and species at risk. These included: 30 biweekly social media posts (2,200 individuals), four quarterly online issues of the Heron, two blogs, one YouTube video post, and updates to the ITC Species at Risk website. • Communications about species at risk were shared with Trustees, ITC Board Members, IT senior leadership, residents of the Trust Area, and other elected officials through publication of the ITC Annual Report and Impact Report, and through a presentation at Trust Council meetings by the ITC Board Chair (50 individuals).
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Appendix 2 – Islands Trust Conservancy Species at Risk Program, Summary of Results, 2020 – 2025

5	Land Securement	• Communication was maintained with 26 landowners, who were interested in learning about protecting the ecological values of their land, and/or donating land to ITC as a new Protected Area. These included 14 landowners making direct inquiries, seven inquiries by realtors, estate planners and conservation partners, on behalf of landowners, and five referrals from Islands Trust Planning Department as part of a development permit application. • Applications and negotiations for three new Nature Reserves were underway, including two parcels on Salt Spring Island and one on North Pender Island. Work included land appraisals, legal advice, and land surveys. • Applications and negotiations for four NAPTEP Covenants also took place. Two covenants were registered including one 2.68 ha parcel and one 2.45 ha parcel. Work included land appraisals, legal advice, and land surveys.
6	SARA Section 11 Agreement	• Communication with ECCC staff regarding the draft Term Sheet continued. • Collaboration between the Islands Trust Biologist and ITC on a list of frequently asked questions and answers about Conservation Agreements (s.11) began. This document will be a resource for consultation and engagement with ITC Board members, staff, and senior management as the Conservation Agreement moves to the next phase.

CONSERVATION AGREEMENT

BETWEEN:

HIS MAJESTY THE KING IN RIGHT OF CANADA,
as represented by the Minister of the Environment
(“**Environment and Climate Change Canada**” or “**ECCC**”)

And

Islands Trust Conservancy,
a corporation under the *Islands Trust Act*, [RSBC 1996] Chapter 239
(“**Islands Trust Conservancy**” or “**ITC**”)

WHEREAS

1. ECCC and ITC wish to cooperate in the conservation of Species at Risk and their habitats;
2. Canada has legislative responsibility for migratory birds protected by the *Migratory Birds Convention Act* (1994), and wildlife species located on federal lands and wildlife species listed on Schedule 1 of the *Species at Risk Act*, including the development of Recovery Strategies and Action Plans, the protection of listed wildlife species including the individuals, their residences and Critical Habitat on non-federal land in certain circumstances;
3. The *Federal Policy on Wetland Conservation* (1991) promotes the conservation of Canada's wetlands to sustain their ecological and socio-economic functions, now and in the future;
4. The *Canadian Biodiversity Strategy* (1995) and the Kunming-Montreal Global Biodiversity Framework (2022) challenge Canadians to conserve biological diversity and achieve sustainable development by 2050;
5. Section 11 of the *Species at Risk Act* provides the competent ministers with the authority to enter into conservation agreements with any other government of Canada, organization or person to benefit a species at risk or enhance its survival in the wild, and recognizing that such agreements may cover a wide range of actions and

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REVIEWED/EDITED by ITC & ECCC DECEMBER 11 2025
REVIEWED/EDITED by ITC JANUARY 15, 2026

activities that must provide for the taking of conservation measures and any other measures consistent with the purposes of the *Species at Risk Act*;

6. Islands Trust Conservancy is governed by the Government of British Columbia's *Islands Trust Act*, and its objective 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.";
7. The January 30, 2018 ITC Regional Conservation Plan 2018-2027 identifies ITC as playing an important role in preserving and protecting the unique and fragile ecosystems in the Islands Trust Area, and states an intention for ITC to work with the Government of Canada to continue conservation for species at risk;
8. The Islands Trust Council, which funds the administrative operations of the Islands Trust Conservancy, has adopted a Policy Statement which contains policy 3.1.1 which states: *Trust Council holds that:*
 - *proactive land use planning is essential for the protection of Trust Area ecosystems,*
 - *protection must be given to the natural processes, habitats¹ and species² of the Trust Area, including those of the old forests, Coastal Douglas-fir forests, Coastal Western Hemlock, Garry Oak/Arbutus forests, wetlands³, open coastal grasslands, the vegetation of dry rocky areas, lakes, streams, estuaries, tidal flats, salt water marshes, drift sectors⁴, lagoons, and kelp and eel grass beds, and*
 - *planning must account for the cumulative effects of existing and proposed development to avoid detrimental effects on watersheds, groundwater supplies and Trust Area species and habitats.*
9. ECCC and ITC have considered Indigenous peoples' perspectives and interests in the development of this Agreement and are committed to engaging with and, where appropriate, consulting with directly affected Indigenous Peoples in relation to conservation and recovery of species at risk;
10. This Agreement was entered into pursuant to section 11 of the *Species at Risk Act* to benefit species at risk in the Province of British Columbia.

¹ Islands Trust Council uses the following definition: Habitat - the place or situation in which a human, animal or plant lives

² Islands Trust Council uses the following definition: Trust Area Species - species native to the Trust Area, dependent on the Trust Area for all or part of their life cycle, or using the Trust Area seasonally or for migratory purposes.

³ Islands Trust Council uses the following definition: Wetland - land that has the water table at, near, or above the land's surface or which is saturated for a long enough period to promote aquatic processes

⁴ Islands Trust Council uses the following definition: Drift Sector - an integrated and independently operating beach system or erosion-transportation-accretion operating along the coastline

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11. ECCC and ITC recognize that the protection of the habitat of species at risk is key to their conservation and recovery; and
12. ECCC and ITC recognize that integration and coordination of federal and provincial initiatives will contribute to the success and productivity of the Parties' collaborative efforts.

NOW THEREFORE, the Parties commit to the following:

1.0 DEFINITION AND ANNEXES

In this Agreement, unless the context requires otherwise:

“Agreement” means this Conservation Agreement entered into between ECCC and ITC and includes the recitals and all the Annexes attached hereto.

“Action Plan” has the meaning assigned to it in subsection 2(1) of the *Species at Risk Act*, and includes a draft document that outlines those projects or activities required to meet the goals and objectives outlined in a SARA Recovery Strategy, including information on the species habitat and Critical Habitat, protection measures, and an evaluation of the socioeconomic costs and benefits.

“Blue-listed Species and Ecological Communities” means native species or ecological communities that are assessed as special concern in British Columbia and have been assigned by the British Columbia Conservation Data Centre to its blue list.

“Conservation Covenant” is a covenant registered under section 219 of the BC Land Title Act by a private landowner to permanently protect specified natural and/or cultural features of their land, while retaining ownership and use.

“Conservation Measures” means activities to acquire, preserve, create, enhance, restore, or manage habitat and critical habitat for endangered or threatened wildlife species, as described in section 5.2 of this Agreement.

“Critical Habitat” has the meaning assigned to it in subsection 2(1) of the *Species at Risk Act*, which is “the habitat that is necessary for the survival or recovery of a listed wildlife species and that is identified as the species’ critical habitat in the recovery strategy or in an action plan for the species”.

“Ecological Community” means a group of plants, animals and other organisms that interact together in a particular unique habitat, as defined by biological and non-biological features, as defined by the British Columbia Conservation Data Centre.

“Effective Date” means the date on which the last party to sign this Agreement signed it.

“Islands Trust Area” means the area defined by Schedule A of the *Islands Trust Act*.

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“Islands Trust Act” means the *Islands Trust Act*, [RSBC 1996] CHAPTER 239, as amended from time to time.

“Management Plan” means a planning document that sets goals and objectives for maintaining sustainable population levels of one or more species that are particularly sensitive to environmental factors, but which are not in danger of becoming extinct (i.e., special concern species listed under the *Species at Risk Act*).

“Migratory Bird Convention Act, 1994” means the *Migratory Bird Convention Act*, S.C. 1994, c. 22, as amended from time to time.

“Parties” means ECCC and ITC and **“Party”** means anyone of them.

“Recovery Strategy” has the meaning assigned to it in subsection 2(1) of the *Species at Risk Act* and includes a draft document that identifies what needs to be done to arrest or reverse the decline of a species listed as threatened or endangered under Schedule 1 of the SARA, sets goals and objectives, and identifies the main areas of activities to be undertaken.

“Red-listed Species and Ecological Communities” means native species or ecological communities that are at greatest risk of being lost, are assessed as extirpated, endangered, or threatened in British Columbia and have been assigned by the British Columbia Conservation Data Centre to its red list.

“Species at Risk Act” or **“SARA”** means the *Species at Risk Act*, S.C. 2002, c. 29, as amended from time to time.

“Sensitive Ecosystems” means ecosystems that are ecologically sensitive and/or rare in the landscape, have significant biodiversity values, provide habitat features required by threatened and endangered wildlife, and were included in a sensitive ecosystems inventory following guidance in the 2006 or later Standard for Mapping Ecosystems at Risk in British Columbia published by the British Columbia Ministry of Environment.

“Species at Risk” means a species listed as extirpated, endangered, threatened, or special concern under Schedule 1 of *Species at Risk Act*.

“Subject Properties” means conservation covenants, leases, and fee simple lands administered by ITC, as set out in Annex 1 and which may be amended from time to time.

2.0 INTERPRETATION

- 2.1 This Agreement, including any Annexes incorporated into this Agreement, does not create any new legal powers or duties on the part of either Party, nor does it alter the powers and duties established under any federal or provincial legislation.

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- 2.2 Neither Party relinquishes any jurisdiction, right, power, privilege, prerogative, or immunity by virtue of this Agreement.
- 2.3 This Agreement, including any Annexes incorporated into this Agreement, does not obligate either Party to enact any statute or other law, nor does it obligate any statutory decision maker to issue or refuse to issue any license, permit or other authorization. This Agreement is not intended to fetter the authority of the Parliament of Canada, the Legislative Assembly of British Columbia, the Islands Trust Conservancy Board, the Islands Trust Council, or any statutory decision maker.
- 2.4 This Agreement does not and is not intended to create legally-binding obligations between ECCC and ITC. Nothing in this Agreement is to be construed as creating any legal, financial, or contractual relations between the Parties enforceable by a court of competent jurisdiction.

3.0 PURPOSE

The purpose of this Agreement is to provide a collaborative framework between ECCC and ITC that enables the implementation of Conservation Measures on Subject Properties, with respect to Species at Risk and their Critical Habitat.

4.0 TERM

- 4.1 This Agreement takes effect on the Effective Date and will remain in force until September 1, 2029, unless terminated earlier in accordance with this Agreement.
- 4.2 The term of this Agreement may be extended with the mutual written consent of both Parties prior to the expiration of this Agreement. Notification of extension must be provided by either Party, in writing, three (3) months prior to the expiry of this Agreement.

5.0 RESPONSIBILITIES

- 5.1 ECCC will:
- i) inform ITC if the Minister of the Environment receives information that requires the forming of an opinion pursuant to subsections 34(3), 61(4) or 80(2) of SARA with respect to a species and critical habitat that is located within the Islands Trust Area; and
 - ii) inform ITC of any progress reports posted in accordance with section 63 of SARA whenever those reports include unprotected portions of Critical Habitat within the Islands Trust Area.
- 5.2 Islands Trust Conservancy will:

- i) take appropriate Conservation Measures on Subject Properties, in alignment with current ITC Regional Conservation Plan objectives. Conservation Measures may include, but are not limited to:
 - a) monitoring federally listed Species at Risk as well as provincially listed Blue-listed and Red-listed Species and Ecological Communities on the Subject Properties via conducting site visits to Subject Properties, to inventory and confirm Species at Risk and Critical Habitat attribute occurrence, to map Critical Habitat and Sensitive Ecosystems, and manage all data and information in a standardized and accessible format;
 - b) maintaining the ITC Species at Risk Program webpage; highlighting Species at Risk in social media posts; conducting outreach to Islands Trust residents, environmental professionals, and Islands Trust trustees;
 - c) implementing elements of Recovery Strategies, Action Plans, and Management Plans for Species at Risk on Subject Properties. Based on best management practices, ITC will mitigate identified threats to Species at Risk on Subject Properties where those threats are high priority recovery or management actions, and where actions are feasible with measurable outcomes;
 - d) protecting habitat, including Critical Habitat, throughout the Islands Trust Area by fee-simple acquisition of Nature Reserves (s.41 and 43 *Islands Trust Act*), or acquisition of a partial interest in land via conservation covenants held on private lands, including where Part 7.1 Natural Area Protection Tax Exemptions or NAPTEP (s.49.1 to 49.8 *Islands Trust Act*) is applied to those Subject Properties; and
 - e) undertaking research in support of recovery efforts for species and ecosystems at risk in the Islands Trust Area.

6.0 INFORMATION SHARING

- 6.1 During and after this Agreement, each Party may provide the other Party, at no charge, data and information relevant to the implementation of this Agreement, at the discretion of and on any terms specified by each Party where applicable. This could include:
 - a) information on the conservation and recovery of Species at Risk on Subject Properties, including habitat protection, restoration and other recovery measures; and

- b) information pertaining to Species at Risk habitat, draft Critical Habitat, and Critical Habitat on Subject Properties.

7.0 COLLABORATION WITH INDIGENOUS PEOPLE

- 7.1 The Parties acknowledge section 35 of the Constitution Act, 1982 which recognizes and affirms existing Aboriginal and treaty rights.
- 7.2 The Parties acknowledge the [*10 Principles respecting the Government of Canada's relationship with Indigenous Peoples*](#), the [*10 Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples*](#), and the ITC's [*Reconciliation Declaration*](#), and will strive to implement this agreement in the spirit embodied by those documents.
- 7.3 The Parties will engage and/or consult with directly affected Indigenous Peoples regarding Species at Risk recovery.

8.0 FINANCIAL CONSIDERATIONS

- 8.1 Subject to sections 8.2 to 8.5 of this Agreement, ECCC and ITC may contribute funding, including for the specific Conservation Measures as identified in Section 5.2 for which ITC is responsible.
- 8.2 Each Party's commitment to fund or implement any Conservation Measures in this Agreement is subject to an appropriation being available for that measure during the applicable fiscal year of the Party.
- 8.3 The Parties acknowledge that any funding to implement this Agreement is subject to their respective priorities, budgetary constraints and approval processes.
- 8.4 The Parties further acknowledge that neither Party is providing assurances to the other Party that it will obtain funding, or any required approvals or mandates that may be required to implement any Conservation Measures.
- 8.5 Recognizing that Conservation Measures require staffing/personnel and financial capacity, ECCC will explore opportunities for funding to ITC. In the event ECCC provides financial support to ITC, the terms and conditions of the financial support will be set out in separate binding agreements.

9.0 NOTICES

- 9.1 All notices, requests, demands and other communications under this Agreement shall be in writing and shall be deemed to have been given:
 - a) on the day of delivery when delivered by hand; or

b) If sent by email, shall be delivered in electronic format to the following email addresses, which shall be deemed to have been delivered when the email is sent, provided that a delivery failure notice has not been received by the sender; or

c) on the fifth (5th) Business Day after posting, if sent during normal postal conditions, by registered or certified mail to the Party for which it is intended, and addressed as follows:

(i) to Environment and Climate Change Canada at:

Attention: Darcy Henderson
E-mail: darcy.henderson@ec.gc.ca
Mailing address:
Pacific Wildlife Research Centre
5421 Robertson Road, Delta, BC, V4K 3N2

(ii) to Islands Trust Conservancy at:

Attention: Wendy Tyrrell
E-mail: wtyrrell@islandstrust.bc.ca
Tel.: 250-405-5191
Mailing address:
200-1627 Fort Street, Victoria, BC, V8R 1H8

9.2 A Party may change any such address by giving 5 (five) Business Days prior written notice of such change to the other Party in the manner prescribed above.

9.3 ECCC and ITC shall provide to each other a list of 24-hour Emergency contact personnel and phone numbers available at all times and shall ensure that the aforementioned list is always up to date.

10.0 MONITORING AND REPORTING

10.1 ITC will prepare annual reports for ECCC respecting the Conservation Measures outlined in article 5.2, through the contribution agreement reporting requirements due on April 30th following the end of each fiscal year for which a contribution agreement is in place.

11.0 TERMINATION

11.1 A Party may terminate this Agreement immediately upon three (3) months written notice to the other Party.

12.0 AMENDMENT

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- 12.1 This Agreement may be amended at any time with the consent of ECCC and ITC. To be valid, any amendment to this Agreement shall be in writing and signed by all the Parties, while this Agreement is in force.

13.0 DISPUTE RESOLUTION

- 13.1 In the event of a dispute arising from the interpretation or operation of this MOU, it will be referred to the departmental representatives mentioned in section 8.0, who will use their best efforts to resolve the matter amicably and as practically possible. If such negotiation fails, the Parties may refer the matter to the signatories for resolution.

14.0 COUNTERPARTS

- 14.1 This Agreement may be signed in several counterparts and each counterpart shall constitute an original document; these counterparts taken together shall constitute one and the same Agreement. The Parties agree that executed counterparts may be transmitted by electronic mail and that such counterparts shall be treated as originally executed instruments. Each Party undertakes to provide the others with a copy of the original Agreement bearing actual original signatures within a reasonable period of time following execution of this Agreement.

15.0 SIGNATURES

IN WITNESS WHEREOF the Parties duly authorized representatives have executed this MOU:

**HIS MAJESTY THE KING IN RIGHT OF
CANADA**, as represented by the
Minister of the Environment

By: _____

Title: Director, Pacific Region, Canadian
Wildlife Service

Signature: _____

ISLANDS TRUST CONSERVANCY

By: _____

Title: _____

Signature: _____

Signed this ____ day of ____, 2024

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Signed this _____ day of _____, 2024

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Annex 1
Subject Properties (last updated XXXX)

(Add Subject Properties)

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REQUEST FOR DECISION

To: Islands Trust Conservancy
Board

For the Meeting of: January 20, 2026

From: Staff

Date Prepared: January 7, 2026

SUBJECT: Islands Trust Conservancy 2028-2032 Plan Project Charter

RECOMMENDATION(S):

That the Islands Trust Conservancy Board approve the Islands Trust Conservancy 2028-2032 Five-year Plan Project Charter dated January 2026.

1 PURPOSE:

To seek approval from the Islands Trust Conservancy Board for a project charter to guide implementation of the project to develop the Conservancy 2028-2032 Plan by the legislated deadline of mid-December 2027.

This Project Charter will guide fulfillment of the legislated requirement for the Islands Trust Conservancy to prepare a Five-Year Plan and the Minister's direction in 2024 for additional engagement with First Nations. Should Trust Council not provide the requested \$110,000 for the project for \$2026/27 the project charter may need to be revised.

2 BACKGROUND:

The Islands Trust Conservancy is required every five years to prepare a five-year plan respecting, (a) policies on acquisition, management and disposal of property of the trust fund, (b) policies on investment of money of the trust fund, (c) goals for major acquisitions of property by the trust fund, and (d) other matters as required by the minister.

In December 2022, the Islands Trust Conservancy submitted an Interim Three-year Plan (2022-2025). This Plan was returned by the Minister to the Islands Trust Conservancy, directing that rather than approving an interim plan, the necessary time ought to be taken to engage further with First Nations.

The Islands Trust Conservancy, once a new auxiliary Senior Policy Advisor was hired and oriented to the project, commenced work on drafting the next five-year plan in late 2025. An approved updated project charter will provide certainty regarding Board direction for the project.

The attached 2028-2032 Plan Project Charter is modelled on a new draft project charter template still in development.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL:

This legislatively-required project will be a priority project for the Islands Trust Conservancy Manager, auxiliary Trust Area Services Senior Policy Advisor, Senior Indigenous Relations Advisor and Director of Trust Area Services through 2027, and other work may need to be displaced.

Internally, drafting the Five-year plan will facilitate greater cross-collaboration between Islands Trust units, and streamlining of processes should result. Recognizing this opportunity and establishing a cross-collaborative team will ensure greater alignment in Trust Area-wide activities, (e.g. a consolidated approach to engaging with First Nations). Engagement with First Nations through this project will introduce a collaborative approach to the management of Islands Trust Conservancy Protected Areas which will provide long-term benefits.

FINANCIAL:

The proposed project budget for 2025/26 to 2027/28 is \$162,000. This includes \$100,000 to grant to First Nations to support their participation.

POLICY:

Will result in a 2028-2032 Five-year Plan draft for Ministerial approval and, depending on the input of First Nations, may result in recommendations for changes to Islands Trust Conservancy policies.

IMPLEMENTATION/COMMUNICATIONS:

The development of the 2028-2032 Plan has been broken down into three phases.

The first phase (preparation, process set up and information exchange) will end in the Spring of 2026.

The second phase, drafting and review the 2028-2032 Plan, will be the longest stage, spanning the 2026/2027 fiscal year. Funding is required to ensure First Nations are able to provide their guidance and advice as the draft plan is written.

In the last phase, the draft will be presented to the Conservancy Board for approval prior to submission to the Minister, and circulation of the approved plan to all interested parties.

As progress is made on the project, updates will be provided to Trust Council and the public.

FIRST NATIONS:

First Nations will be engaged collaboratively throughout the process with a referral letter sent in January and the first virtual information session scheduled for 19 February 2026. It is hoped that this project will lead to strengthened, positive relationships with Indigenous Governing Bodies throughout the Islands Trust Area.

CLIMATE CHANGE: None.

OTHER: None.

4 RELEVANT POLICY(S): Islands Trust Act

5 ATTACHMENT(S):
Draft Islands Trust Conservancy 2028-2032 Five-year Plan Project Charter

RESPONSE OPTIONS

Recommendation(s):

That the Islands Trust Conservancy Board approve the Islands Trust Conservancy 2028-2032 Five-year Plan Project Charter dated January 2026.

Alternatives:

1. That the Islands Trust Conservancy Board approve the Islands Trust Conservancy 2028-2032 Plan Project Charter dated January 2026, as amended.
 -
 2. That the Islands Trust Conservancy Board request staff to revise the Islands Trust Conservancy 2028-2032 Plan Project Charter dated January 2026, and return to the Board at the next meeting.
-

Prepared By: Jill Marrack, Senior Policy Analyst/ January 8, 2026

Reviewed By / Date: Wendy Tyrrell, Manager Islands Trust Conservancy/ January 15, 2026
Clare Frater, Director Trust Area Services/ January 15, 2026



Islands Trust Conservancy 2028-2032 Five-year Plan – Project Charter

Purpose

To develop a 2028-2032 Islands Trust Conservancy Five-year Plan that advances a network of protected areas in the Salish Sea cooperatively with regional First Nations.

Background

On December 15, 2022, the Islands Trust Conservancy submitted an interim Three-Year Plan (2023-2025) to the Minister of Municipal Affairs, the Honourable Anne Kang. The ITC Chair at the time, explained, “given the lack of time available for extended meaningful engagement on the Islands Trust Conservancy Plan due to the statutory deadline to submit a new Plan, the Islands Trust Conservancy Board has chosen to proceed with a Three-Year Interim Plan instead of a Five-Year Plan.”

In response, the Minister replied on January 29, 2024, that “rather than approve the interim three-year plan” she requested that the Conservancy focus taking the time necessary to engage with First Nations to develop a new five-year plan.

Based on the requirement under the Islands Trust Act to submit a plan at least every five years, Ministerial direction, and the commitments of the Board, there is a need to undertake development of the 2028-2032 Plan through cooperative engagement with First Nations. The goal is to have the 2028-2032 Plan ready for submission to the Minister by late 2027. Based off previous input from First Nations the project design is designed to be implemented in three phases:

- **Phase One**-Preparation Phase, Process Set Up and Information Exchange (Early 2026);
- **Phase Two**-Engagement Phase, Draft and Review the Five-Year Plan (mid 2026-mid 2027);
- **Phase Three**-Post Engagement, Submission and Approval (late 2027-2028).

For staff reference: EDM link to associated business case provided to Trust Council (*Optional*)

Deliverables

- Submission of the Islands Trust Conservancy Five-year Plan by December 14, 2027, in accordance with the Islands Trust Act.

In scope

- Outreach to and meetings with First Nations to engage them in Five-year Plan development prior to completion of the draft
- Referral of draft to partners and Trust bodies
- High-level review (philosophy of the Conservancy and approaches to preservation and protection in the Trust Area)
- Use of a logic model to identify path to plan completion

Islands Trust Conservancy 2028-2032 Five-year Plan – Project Charter

	• Identification of a specific activities to advance the logic model outputs
Out of scope	• Public engagement/consultation • Engagement of partners and trustees in development of the plan • Fundraising for the 2028-2032 Plan • Significant research or mapping • Development of significant communications materials
IAP2 level for public engagement IAP2 Engagement Graphic	☐ Inform ☐ Consult ☐ Involve ☐ Collaborate ☒ Not applicable

Project Team (Anticipatory)		
Staff title	Project Role	Estimated hours
Trust Area Services Director	Project Support	180
Manager Islands Trust Conservancy	Project Manager	400
Senior Policy Advisor	Project Lead Build logic model. Co-ordinate phases of plan preparation. Prepare briefing materials and correspondence for Conservancy Manager and TAS Director. Liaise with First Nations and provincial government staff as required, maintain project workplan.	600
Senior Indigenous Relations Advisor	Project Engagement and Support Contribute to and review presentation material for phase 1, 2, and 3. Contribute to the development of a First Nations land conservancy engagement model. Attend meetings between First Nations and the Project Manager.	250

Islands Trust Conservancy 2028-2032 Five-year Plan – Project Charter

Project Team (Anticipatory)		
Staff title	Project Role	Estimated hours
Protected Areas Management Team Lead	Policy development re protected management.	60
Property Management Specialist	Assistance in drafting any required policy changes regarding management of properties and access for cultural practices. Collaboration with First Nations regarding access for cultural purposes. Identification of Conservancy properties that could support First Nations' land use for cultural purposes.	100
Ecosystem Protection Specialist	Assistance in drafting any required policy changes regarding acquisition/disposition.	60
ITC Communications	Project Support	50
ITC Administrative Assistant	Project Support Assist with correspondence to First Nations. Track communications with First Nations. Build concordance tables. Maintain situational awareness of changes to First Nations collaborative agreements.	300
Support Departments	Supporting Activity	Estimated hours
Director of Planning Services	Advisor to policy develop	40
Finance	Processing of honoraria and capacity funding agreements	60

Engagement with Indigenous Governing Bodies	
Indigenous Governing Bodies	Type of Engagement
All First Nations in the Trust Area	Letter to all Trust Area First Nations Virtual Information session February 2026 Subject to feedback from First Nations: - In-person/virtual meetings 2026-27 - Site visits with First Nations - Cooperative management of Nature Reserves



Islands Trust Conservancy 2028-2032 Five-year Plan – Project Charter

Special Requirements	
Requirement	Rationale
n/a	

Tentative Schedule		
Key Milestone	Start	Finish
Hire auxiliary Senior Policy Advisor, adjust staff work programs, and orient project team	Q2 of FY25/26	Q3 of FY25/26
Invitation for cooperative engagement sent to First Nations	Q3 of FY25/26	Q3 of FY25/26
Phase One Completion (process design development with First Nations)	Q4 of FY25/26	Q4 of FY25/26
Phase Two Completion (draft plan production with First Nations)	Q1 of FY26/27	Q2 of FY26/27
Referrals and partner engagement	Q2 of FY26/27	Q3 of FY26/27
Revisions and meetings with First Nations to review revisions, as required	Q3 of FY26/27	Q3 of FY26/27
Phase Three (Plan Submission to Minister and Sharing of Ministerial Feedback)	By December 14, 2027	Once Ministerial approval/feedback received
Provision of approved plan to all interested parties	TBA	
New Cooperative Relationship Islands Trust Conservancy/First Nations Implemented	Q4 of FY27/28	Ongoing
Development of any new policies/procedures/agreements resulting from the approved plan	TBA	



Islands Trust Conservancy 2028-2032 Five-year Plan – Project Charter

Budget			
	2025/26	2026/27	2027/28
Annual Budget Requirement	\$20,000	\$110,000	\$32,000
Total Project Budget	\$162,000		
Funding Source (taxes, special tax requisition, grant, surplus fund, reserve fund)	Capacity Funding \$10,000 taxes, \$10,000 from First Nations engagement grant)	Capacity Funding (\$100,000) Associated Costs (\$10,000) \$93,000 from taxes \$17,000 First Nations engagement grant*	Capacity Funding (\$10,000) Legal Advice (\$12,000) Meeting Costs (\$8,000) Graphic Design (\$2,000) \$32,000 from taxes*
GL Account Code:	73001-210-8062	73001-210-8062	73001-210-8062

* Subject to approval from Trust Council

Project Charter Approval	
Approved by¹:	
Approved by:	Endorsement: Islands Trust Conservancy Board
	Resolution #:
Date:	Date

Change Register			
No ²	Date	Resolution	Description/Rationale

¹ Authority for approval of project charters is set out in the signing authority matrix in [Trust Council's Procurement Policy: Regional Planning Managers/Director of Legislative and Information Services – up to \\$5,000; Directors of Financial and Employee Services, Planning Services and Trust Area Services – up to \\$10,000, CAO –\\$10,000+.](#)

² Project managers must ensure that all affected departments are aware of changes to the project.



REQUEST FOR DECISION

To: Islands Trust Conservancy
Board

For the Meeting of: January 20, 2026

From: Staff

Date Prepared: January 7, 2026

SUBJECT:
Islands Trust Conservancy Five Year Plan Logic Model

RECOMMENDATION(S):

That the Islands Trust Conservancy Board approve the use of the 2028-2032 Five-year Plan Logic Model to facilitate dialogue with First Nations during the drafting of the Islands Trust Conservancy Five-year Plan.

- 1 PURPOSE:** To seek Islands Trust Conservancy Board approval for use of a logic model to guide the Islands Trust Conservancy in drafting the 2028-2032 Five-year Plan that is consistent with the *Islands Trust Act*, the Islands Trust Conservancy's Reconciliation Declaration and aligns with the Declaration of Indigenous Peoples Act (DRIPA) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
- 2 BACKGROUND:** Under the *Islands Trust Act*, at least every five years, the Islands Trust Conservancy (ITC) is required to prepare a Five-year plan respecting, (a) policies on acquisition, management and disposal of property of the trust fund, (b) policies on investment of money of the trust fund, (c) goals for major acquisitions of property by the trust fund, and (d) other matters as required by the Minister of Housing and Municipal Affairs. In 2022, ITC submitted an Interim Three-year Plan. Rather than approving the plan, the Minister returned it to ITC with a request that greater engagement with First Nations be undertaken.

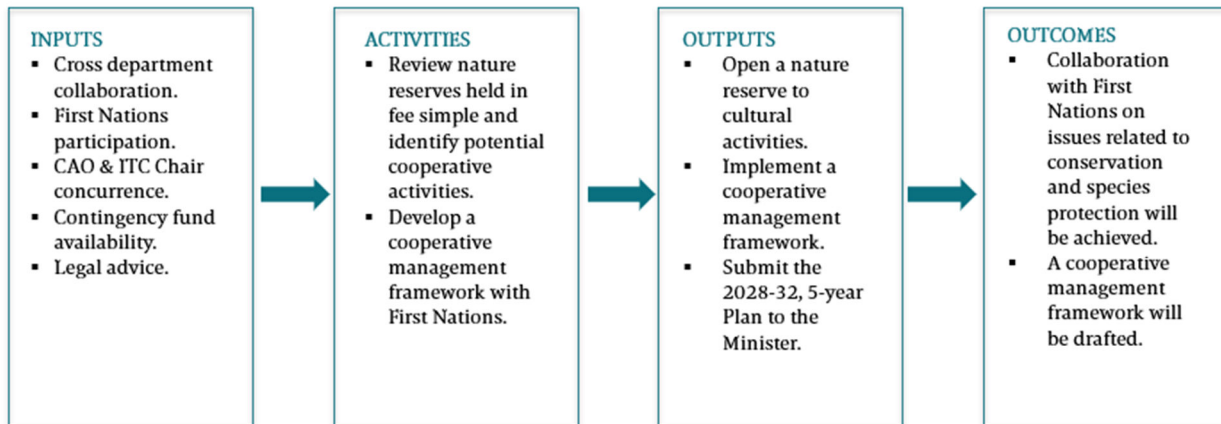
To better understand how to advance the 2028-2032 Five-year Plan, a logic model was developed. Logic models are often used to measure project performance. They can also be used to identify activities that will advance desired outcomes. Simply put, the proposed logic model is a systems view of the steps required to achieve the intent. In this case, the purpose is to improve relationships and collaboration between First Nations and ITC, respecting the principles of UNDRIP and DRIPA.

The 2028-2032 Five-year Plan Logic Model is displayed graphically in Figure 1. The logic model can be interpreted in this way:

- If the inputs proposed in the project charter are received, then activities may be undertaken.
- If these activities are undertaken, then desired outputs will be achieved.
- And, if outputs are realized, then long-lasting outcomes for the Conservancy and First Nations will be delivered.

Figure 1: Islands Trust Conservancy 5-year Plan Logic Model

Building a Cooperative Approach



Rationale: To draft a 5 year plan that includes a cooperative management framework, enabling First Nations and Islands Trust Conservancy to work cooperatively to protect and steward the special places within the Islands Trust Area.

While the direction from the Minister regarding the need for greater collaboration with First Nations is welcome, there has not been a clear way forward. The logic model coalesces available information and demonstrates how a successful Five-year Plan may be developed in cooperation with First Nations.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

Internally, the use of the logic model identifies that cross collaboration will be essential to success. Representing graphically the linkages in the steps required to reach the desired outcomes will help to communicate the proposed plan development process to First Nations, conservation partners and external audiences. While it includes the idea of opening a nature reserve to cultural activities, this work can be accommodated withing the existing workload of the property management team.

FINANCIAL:

There is no financial cost associated with the use of the recommended logic model.

POLICY: None

IMPLEMENTATION/COMMUNICATIONS:

If the use of the logic model is approved, it will help guide the discussions which will be undertaken with First Nations to develop the 2028-2032 Five-year Plan. Should feedback from First Nations indicate that there needs to be changes to the logic model, staff will provide background information and recommendations to the Board.

FIRST NATIONS RELATIONS:

Collaboration with First Nations is central to the premise of the logic model. A letter of invitation to engage was sent to First Nations January 15, 2026 and their feedback is being sought on the proposed project approach . An ITC-hosted virtual information session

scheduled for February 19, 2026 to review the proposed three phase approach which will be used to draft the Five-year Plan.

OTHER: None

4 RELEVANT POLICY(S): None

5 ATTACHMENT(S): None

RESPONSE OPTIONS

Recommendation:

That the Islands Trust Conservancy Board approve the use of the 2028-2032 Five-year Plan Logic Model to facilitate dialogue with First Nations during the drafting of the Islands Trust Conservancy Five-year Plan.

Alternative:

That the Islands Trust Conservancy Board approve the use of the 2028-2032 Five-year Plan Logic Model to facilitate dialogue with First Nations during the drafting of the Islands Trust Conservancy Five-year Plan with the following amendments:

1.

That the Islands Trust Conservancy Board request staff to investigate changes to the proposed 2028-2032 Five-year Plan Logic Model to facilitate 2028-2032 Five-year Plan discussions with First Nations and return to the Board at the next scheduled Board meeting.

Prepared By: Jill Marrack, Senior Policy Advisor/8 Jan 2026

Reviewed By/Date: Joe Elliott, Senior Indigenous Relations Advisor/ Jan 15, 2026
Jemma Green, Team Lead, Protected Area Management/ Jan 14, 2026
Wendy Tyrrell, Manager, Islands Trust Conservancy/ Jan 14, 2026
Clare Frater, Director Trust Area Services/ Jan 15, 2026



REQUEST FOR DECISION

To: Islands Trust Conservancy
Board

For the Meeting of: January 20, 2026

From: Staff

Date Prepared: January 8, 2026

SUBJECT: Islands Trust Conservancy NAPTEP Covenant Monitoring Report 2025

RECOMMENDATION(S): That the Islands Trust Conservancy Board accept the *Islands Trust Conservancy NAPTEP Covenant Monitoring Report 2025* including its recommendations.

- 1 PURPOSE:** To review the *Islands Trust Conservancy Natural Area Protection Tax Exemption Program (NAPTEP) Covenant Monitoring Report* for 2025.
- 2 BACKGROUND:** Islands Trust Conservancy (ITC) NAPTEP covenants are monitored annually to ensure compliance with the Natural Area Protection Tax Exemption Program, assess the overall ecological health of the sites, identify any new management issues that should be addressed by the covenant holder(s) or landholder(s), and identify and respond to any violations of the terms of the covenant agreement. The Islands Trust Conservancy NAPTEP Covenant Monitoring Report 2025 provides the monitoring results for all 29 Islands Trust Conservancy NAPTEP covenants.

The summary of results for each NAPTEP covenant includes a statement of good standing or noncompliance; a brief description of any violations (breach or trespass), if any; a summary of management concerns; and an account of any stewardship activities that occurred during the monitoring visit. Management recommendations for responding to compliance and ecological concerns are provided as applicable.

Twenty-seven of 29 NAPTEP covenants were found to be in compliance with the Program; there were two new violations detected or confirmed in 2025: Richardson and Little D'Arcy NAPTEP covenants. Long-standing trespass issues involving neighbours and/or the public persist in McRae, Polden, and My Whim NAPTEP covenants. With the exception of McRae, the ecological impacts of these violations are currently minor, and in all cases trespass damage did not intensify in 2025. Meanwhile, trespass concerns have lessened significantly in Frog Haven NAPTEP Covenant. In all cases, the Covenant Management Specialist will continue to work with the landholders and covenant co-holders to discourage trespass.

New and ongoing management concerns summarized in this report will be assessed, prioritized, and addressed as the property management budget permits. In almost all NAPTEP covenants, invasive species are either a major or minor ecological concern. Other less common concerns relate to beach debris, wildfire risk, and the need for forest understorey or wetland restoration or enhancement. A covenant agreement under NAPTEP authorizes ITC to “protect, preserve, and conserve” as well as to “maintain, enhance, rehabilitate, and restore” the land and amenities, and this is reflected in the recommendations provided in this report.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: The annual monitoring report helps set priorities for NAPTEP covenant management and landholder stewardship, and identifies the actions needed to resolve compliance and ecological concerns.

This report also illustrates current and future organizational capacity challenges. At present, there is one full-time permanent staff-person responsible for not only coordinating and monitoring all 82 NAPTEP and non-NAPTEP covenants annually, but also: being the direct contact for covenant landholders and co-holders; planning, coordinating and implementing management activities, including contractor procurement and/or personally implementing invasive species removal, habitat restoration, and habitat enhancement; undertaking outreach to neighbouring landholders to reduce potential for trespass and promote conservation measures; interpreting covenant agreements and identifying required amendments, among many other tasks. The Covenant Management & Outreach Specialist must try to resolve enforcement issues and address as many management priorities as possible between monitoring seasons, when most other work must pause. Consequently, many of the recommendations provided in the report are carried over from year to year and conservation covenant areas do not receive the stewardship attention they require to maintain healthy functioning ecological condition. These capacity concerns will only increase as more covenants are registered.

Towards strategically addressing capacity issues across the team, in March 2025 Trust Council approved the creation of a new position--Team Lead, Protected Area Management. This position is still in the process of being integrated into the ITC team and its ongoing projects, but once fully fledged, it is expected to support both the Manager and Protected Area Management (PAM) staff (Property Management Specialist, Covenant Management & Outreach Specialist) by: providing strategic oversight; policy and program development; process and systems improvement; leading PAM hiring processes and providing PAM team supervision, among other responsibilities.

More immediate relief for the Covenant Management & Outreach Specialist is proposed for the 2026-27 budget, in the form of a compliance monitoring contractor. It is conservatively estimated that the Covenant Management & Outreach Specialist devoted approximately 330 hours to monitoring visits and related travel, and an additional one hour per covenant (average) on coordinating the monitoring visit with landholders and covenant co-holders, for a total of 412 hours--equivalent to almost three months of full-time work. Adding to this is the fact that fieldwork is not condensed into a three-month period but rather spread out over the spring and summer due to logistical factors, other work demands, and work-life balance (e.g. summer vacations), regularly preoccupying staff and interrupting, slowing, or effectively preventing progress on other projects for half of the year. Offloading routine compliance monitoring of lower-complexity covenants to a contractor will enable the Covenant Management & Outreach Specialist to focus more time on addressing the backlog of land management needs.

FINANCIAL: The Protected Areas Management budget is allocated each year depending on available funds and the work that is most needed, balanced between all ITC protected areas.

POLICY: None

IMPLEMENTATION/COMMUNICATIONS: Staff will continue to address the recommendations in the report as part of the Covenant Management & Outreach Specialist's regular work plan. Management actions to address the compliance and ecological concerns identified in this report will be summarized in ITC's Quarterly Reports.

FIRST NATIONS: Where ITC staff undertake any restoration work, they will check the Remote Access to Archaeological Data (RAAD) provincial database as per guiding principles of the Archaeological Branch, for archaeological sites prior to soil disturbance. ITC will also request that landholders have known archaeological sites assessed prior to disturbing soil for restoration, trail building or other activities. More generally, covenant monitoring reports can be used to help identify local or regional land stewardship issues that may be of mutual interest when working with First Nations. Staff will follow the draft *Islands Trust Cultural Protocol for Chance Finds and Ancestral Remains* as required and will request that landholders and other conservation partners do the same when working in covenant areas.

CLIMATE CHANGE: This report provides staff with the most current information on the state of the land, which helps to contextualize information about climate change, allows for site-specific predictions of changes to the land, and supports development of mitigation and adaptation strategies.

OTHER: None

4 RELEVANT POLICY(S): RELEVANT POLICY(S):

[ITC Policy 2.4 Conservation Covenants](#)

[ITC Policy 2.5 Natural Area Protection Tax Exemption Covenants](#)

[ITC Policy 2.8 Covenant Enforcement](#)

5 ATTACHMENT(S):

1) Islands Trust Conservancy NAPTEP Covenant Monitoring Report 2025

RESPONSE OPTIONS

Recommendation(s): That the Islands Trust Conservancy Board accept the *Islands Trust Conservancy NAPTEP Covenant Monitoring Report 2025*.

Alternatives: That the Islands Trust Conservancy Board accept the *Islands Trust Conservancy NAPTEP Covenant Monitoring Report 2025* as amended.

Prepared By: Jemma Green, Team Lead, Protected Area Management

Reviewed By / Date: Wendy Tyrrell, Manager / January 15, 2026

Islands Trust Conservancy NAPTEP Covenant Monitoring Report 2025



A Gartersnake (*Thamnophis* sp.) rests in the moss at Oscar's Landing NAPTEP Covenant, North Pender Island

Prepared by:
Jemma Green, Team Lead, Protected Area Management
Islands Trust Conservancy
January 7, 2026

Executive Summary

Islands Trust Conservancy (ITC) is responsible for annually monitoring the Natural Area Protection Tax Exemption Program (NAPTEP) covenants on which it holds an interest. This ensures that the natural values on which the covenant is based continue to be protected and that any breaches of the covenant agreement are remedied as soon as possible. Annual compliance monitoring involves contacting the landholder and the covenant co-holder to advise of and coordinate the monitoring visit; walking the land along established monitoring routes, including accessible property boundaries and any trails; completing a site monitoring form that takes into account the standard land use restrictions under a conservation covenant; taking repeat photos at established photopoint monitoring stations; documenting ecological observations and any compliance or trespass concerns; and providing a final report with management recommendations, which can be followed up on by ITC staff, covenant co-holders, and landholders as resources permit.

This report contains a summary of monitoring survey outcomes for all 29 NAPTEP covenants in 2025. This marked the first year of monitoring for ITC's newest NAPTEP covenants, the Yarrow Koontz NAPTEP Covenant on Gabriola, and the Skye Larmour NAPTEP Covenant on Salt Spring Island, which were both registered in October 2024. A new feature for this year's monitoring reporting is a summary of statistics for invasive species and species at risk, found in Appendix 1.

Monitoring was completed by Islands Trust Conservancy staff between April and July, with the exception of Owl's Call NAPTEP Covenant, which was monitored by a third-party contractor in November.¹ Twenty-seven of 29 NAPTEP covenants were found to be in compliance with the Program. There were two violations detected or confirmed in 2025: a major violation in Little D'Arcy NAPTEP Covenant and a minor violation in Richardson NAPTEP Covenant.

In addition, long-standing trespass issues involving neighbours and/or the public persisted in McRae, Polden, and My Whim NAPTEP covenants. With the exception of McRae, the ecological impacts of these violations are currently minor, and in all cases trespass damage did not intensify in 2025. Meanwhile, trespass concerns have lessened significantly in Frog Haven NAPTEP Covenant. In all cases, the Covenant Management Specialist will continue to work with the landholders and covenant co-holders to discourage trespass. The ITC Board's *Breach Investigation and Enforcement Procedure* defines a major breach as one that has caused permanent or extensive damage, *or that is ongoing*. A minor breach is defined as one that has resulted in minor or limited damage, or has not resulted in significant permanent damage or alteration of the covenant area.

During annual monitoring visits, ITC staff contributed to the ecological stewardship of NAPTEP covenant lands whenever possible. Invasive species removal and litter collection were carried out opportunistically and as time permitted, and all wildlife and at-risk species observations were documented. Staff also removed two 140-L bags of Styrofoam and two tires from beaches on Little

¹Owl's Call NAPTEP Covenant on Salt Spring Island is monitored each year by a registered professional biologist contracted by the landholder, in compliance with the annual monitoring requirements of that covenant. Further explanation is provided on page 18.

D’Arcy Island and one bag of Styrofoam and plastic from the coastline at Wallace Point NAPTEP Covenant. Many species at risk were observed or heard, and these are summarized in Appendix 1.

New and ongoing compliance and ecological concerns identified in this report will be assessed, prioritized, and addressed as capacity and budgets permit.

Gabriola Island

Bachmann NAPTEP Covenant was monitored on May 26, 2025 by Islands Trust Conservancy staff Jemma Green and Carlie Aston, a landholder, and Rob Brockley of Gabriola Land & Trails Trust (GaLTT; the covenant co-holder), accompanied by ITC Board member Susan Yates. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

Invasive species are an ongoing management concern for this covenant, which is surrounded on two sides by busy roads. Infestations of Himalayan blackberry, Scotch broom, English ivy, tansy ragwort, and thistles encroach into the covenant area from bordering road allowances or the neighbouring lot. Spurge-laurel is also present but infestations are currently minor and under control. English holly is more extensive than originally thought, with new patches of small shrubs discovered during this monitoring visit. The landholder is managing spurge-laurel and broom, but would appreciate help managing more challenging invasives like holly and blackberry.

Several trees fell last winter, including one on which was mounted an outdated “Islands Trust Fund” covenant sign.

Recommendation: (1) Support the landholders to manage invasive species—particularly Himalayan blackberry and English holly—and replant treated areas with suitable native species, budget permitting. (2) Replace fallen covenant sign along Wharf Road.

McRae NAPTEP Covenant was monitored on May 26, 2025 by Jemma Green and Carlie Aston, the president of the Gabriola Historical and Museum Society (the landholder), and ITC Board member Susan Yates. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program; however, trespass damage by the public is an ongoing concern.

To help address damage to the covenant area from vehicle parking beyond the shoulder along South Road, in 2023 ITC provided five signs to be placed at 50-m intervals along South Road. Since the 2024 monitoring visit, the landholder installed concrete curbs and rock cairns supporting two of the covenant signs, to deter dangerous-goods truck drivers from using the edge of the covenant area as a pullout while waiting for their ferry (Fig. 1). Unfortunately, due to a miscommunication with the museum’s contractor, the curbs and cairns were placed along the line of encroachment rather than the lot line; while this may prevent further encroachment, it does not deter parking within the covenant. Movement of these barriers to the lot line was discussed with the new president of the museum.

Use of unauthorized trails through the fragile, shallow-soil ecosystem in the “mossy meadow” continues, despite interpretive signage that displays the authorized trail route and explains the

sensitive nature of the covenant area. The monitors brainstormed several options for indicating the closure of unauthorized trails for restoration without the use of physical barriers, which trail users would just go around.

The monitors continue to find dog droppings and litter in the vicinity of the trail, indicating a need for ongoing outreach about respectful use of this protected area.

Of secondary management concern are low-density infestations of spurge-laurel and English holly in forested areas and thistles in clearings.

An alder leaning over the authorized trail was identified as a hazard to be addressed by the landholder or their management group.



Figure 1. Encroachment damage at McRae NAPTEP Covenant, and the curbs recently installed to deter it. The sign on the rock cairn in the background indicates the approximate property boundary, to which the curbs should be moved in line.

Recommendations: (1) Work with the landholder to implement unauthorized trail closures in the mossy meadow, using markers and signage instead of physical barriers. (2) Request that the landholder shift curbs and rock cairns/signs up to the lot line along South Road. (3) Request that the landholder add signage about dogs being leashed and picked up after. (4) Encourage the landholder

to work with their management partner to address the identified hazard tree over the trail and monitor and control invasive species.

Yarrow Koontz NAPTEP Covenant was monitored on May 26, 2025 by Jemma Green and Carlie Aston, Rob Brockley of GaLTT (the covenant co-holder), and ITC Board member Susan Yates. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

The monitors noted the prevalence of old, rusty wire fencing (which pre-dates the covenant, and current owner, by many years) - some of it buried, some of it entangled in vegetation or wrapped around trees--throughout one quarter of the covenant area.

Recommendations: (1) Work opportunistically during monitoring visits to free trees from old wire fencing and safely dispose of wire. (2) Discuss covenant signage options with the landholder.

Galiano Island

Barrineau NAPTEP Covenant was monitored on July 30, 2025 by Jemma Green and Carlie Aston. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

Invasive species are a management concern for this covenant. Cutleaf blackberry is beginning to encroach into the covenant area from the residential area, spurge-laurel is encroaching from the road allowance, and thistle and foxglove are prevalent along the driveway that runs the length of the covenant area. A small number of isolated patches of English holly are also present, and the monitors were unable to mechanically extract even the smallest trees. Fortunately, the Scotch broom that was cleared from the septic field area in 2023 has not regrown.

Recommendation: Opportunistically control invasive species manually during annual monitoring visits, and invite the landholder to assist with invasive species management. Since the English holly cannot be extracted manually or mechanically, attempt to control by girdling.

Westbourne NAPTEP Covenant was monitored on July 31, 2025 by Jemma Green and Carlie Aston. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program. However, this covenant has become a concern for monitors' safety due to the presence of a hostile tenant.

Invasive English holly is common throughout the covenant area but is now under control thanks to ongoing management by Galiano Conservancy Association (GCA; the covenant co-holder) with support from ITC.

Other management issues of note include an old dump site with fence posts and other debris along the southwest boundary, and unauthorized long-term public parking of boat trailers along the covenant boundaries with Southwind and Montague roads. The landholder has not expressed an interest in addressing leaning and hanging trees, which have been noted in previous reports but which pose no threat to road or path users.

Recommendations: (1) Continue working with GCA to manage English holly. (2) Propose a coordinated effort with the landholder and covenant co-holder to clean up the old dump site. (3) Inform the landholder of the boat trailer issue; advise that vehicles left for more than 72 hours can be considered abandoned and towed at the discretion of the Ministry of Transportation and Transit (MOTT); and suggest that the parties work together to request that MOTT install “No overnight parking” signs along the roads around the covenant to discourage long-term parking and allow for the RCMP to issue tickets. (4) Advise the landholder of the hostile tenant and implement additional safety precautions for monitors.

Hornby Island

Myra Powers NAPTEP Covenant was monitored on May 28, 2025 by Jemma Green and Carlie Aston, along with Joanne Wyvill of Conservancy Hornby Island and the landholder. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

The covenant area is carefully stewarded by the landholder and only minor incidences of invasive species, including one English holly tree, were identified.

The landholder pointed out multiple trees downed by winter windstorms, and observed that increased canopy openings are allowing more light into forest and this, combined with increasingly dry conditions, is changing vegetation patterns in the understory.

Recommendations: Attempt mechanical removal of the holly tree.

Lasqueti Island

Livingstone Forest NAPTEP Covenant was monitored on May 29, 2025 by Jemma Green and Carlie Aston with the landholder. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

Invasive species are a management concern; these include: American bullfrogs, English holly and English hawthorn trees, cutleaf blackberry, bull thistle, and a spatially discrete infestation of Cherry laurel. Yellow flag-iris was not detected in the covenant area but remains a threat as it is present elsewhere on the property.

Recommendation: (1) Having established that the landholder is interested in working with ITC to manage invasive species, extend stay on Lasqueti by one day each year to allow time for this activity, budget and schedule permitting, until infestations are under control. (2) Seek advice from a specialist about managing American bullfrogs. (3) Provide the landholder with suggestions for controlling yellow flag-iris (which is outside the covenant area).

Little D’Arcy Island

Little D’Arcy NAPTEP Covenant was monitored on May 7, 2025 by Jemma Green and ITC’s Ecosystem Protection Specialist, Kathryn Martell. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program, conditional on Islands Trust Conservancy’s

acceptance that there is a disagreement between the location of the trails as shown in the baseline report and the actual trail network.

In 2024, the landholders restored the island's overgrown trail network by following pre-existing trails with an ATV and clearing overgrowth. Restoring trails is an owner's reserved right under the covenant agreement, provided the surface material and location remain the same and the width does not exceed six feet. This year, ITC staff ground-truthed the digitized trail map provided by the landholders (Fig. 2, left) with the aim of comparing the current trail network with the map in the covenant baseline report. While it was clear that the locations of some trails deviate from the baseline report map (Fig. 2, right), Islands Trust's GIS team was asked to georeference the baseline report map and overlay it against the current trail network (as confirmed during the monitoring visit), to quantitatively analyze the differences; however, they were unable to do so because the shape of the island in the baseline report differs from the actual shape of the island in Islands Trust's geographic information systems (Fig. 3). This case has revealed that the trail network map in the baseline report, which ITC is expected to reference for compliance monitoring, is spatially inaccurate.

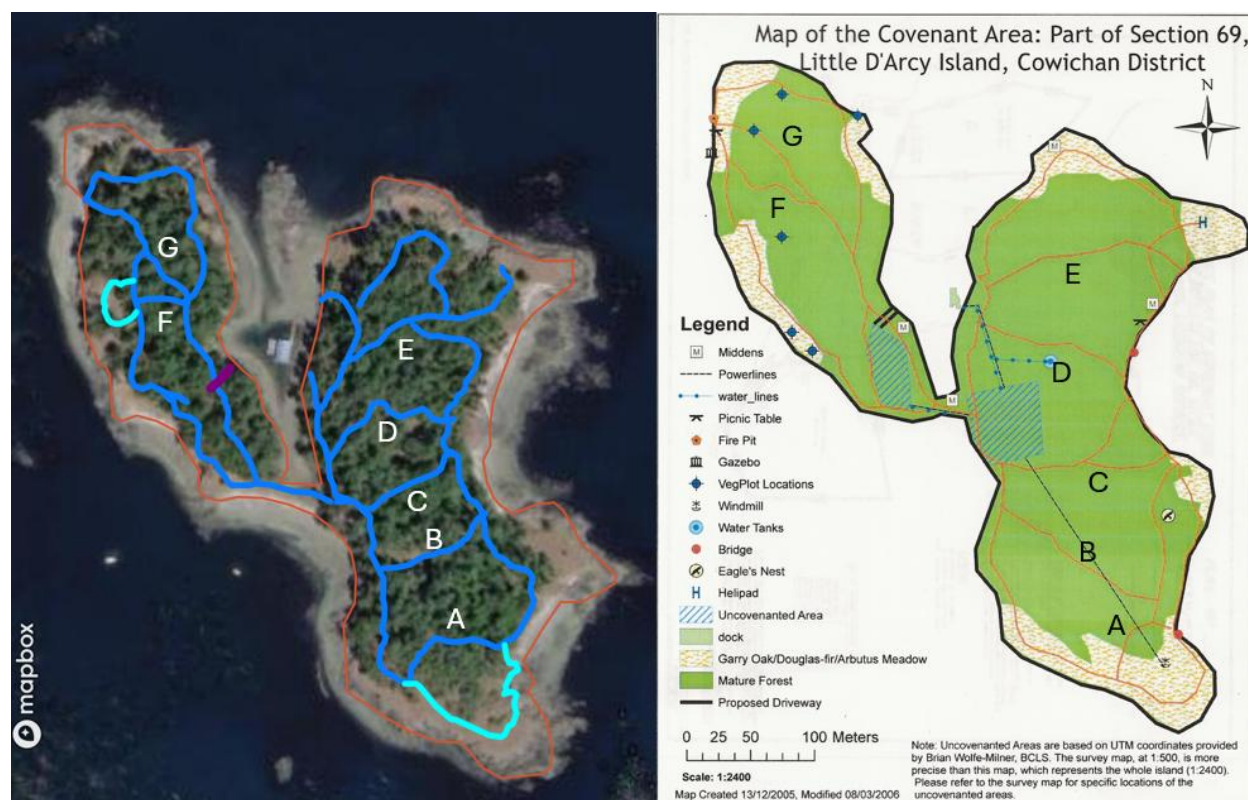


Figure 2. Comparison of Little D'Arcy NAPTEP Covenant trail network as it is depicted in the covenant's baseline report (right) and in reality (left; map provided by the landholder and confirmed to be accurate by ITC staff). Light blue lines on map on left indicate narrow footpaths and darker blue lines indicate ~6-ft-wide trails.

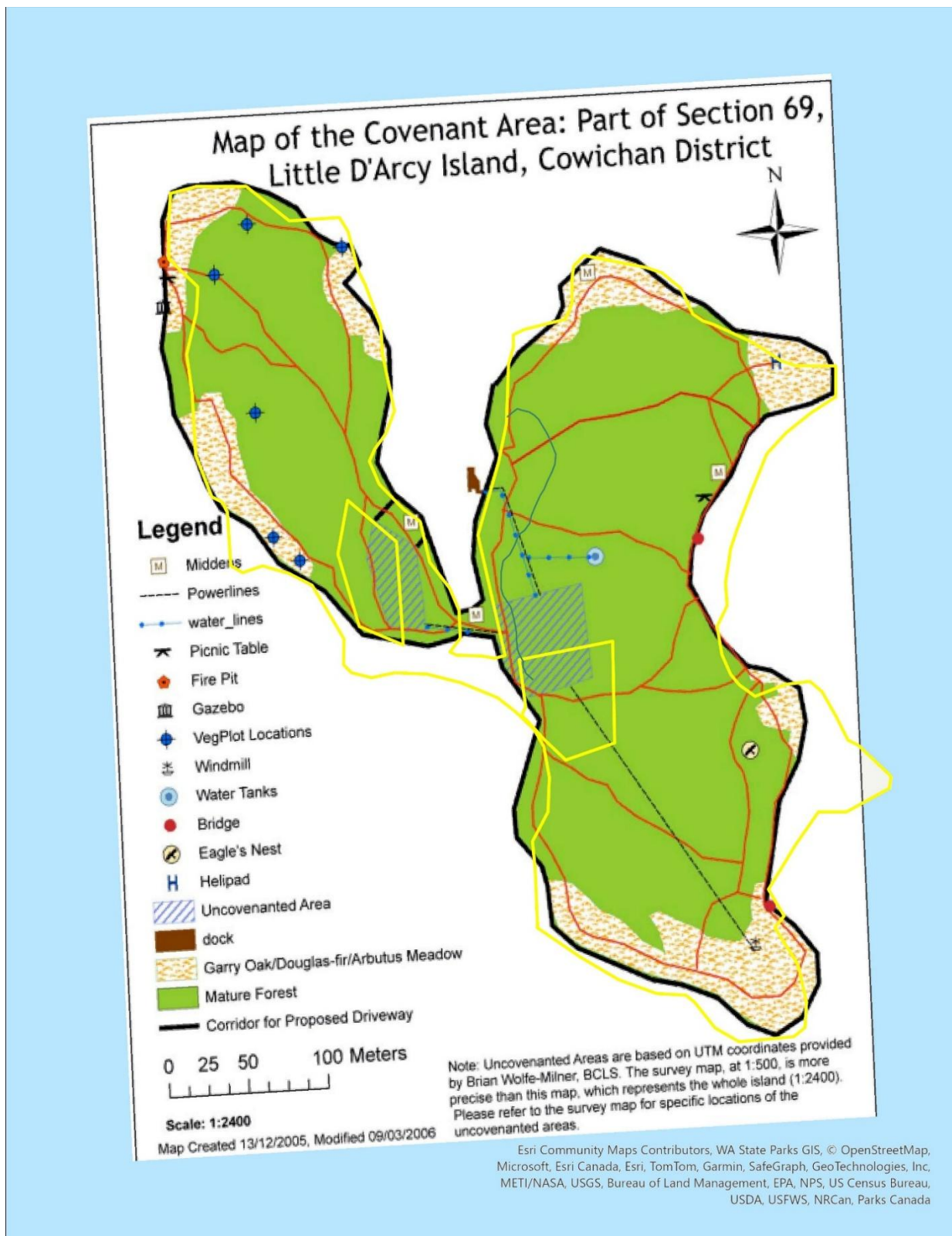


Figure 3. Comparison between the shape of Little D'Arcy Island as depicted in the covenant baseline report and the shape of the island in Islands Trust's geographic information systems (yellow outline), which are obtained from ParcelMap BC. Produced by Islands Trust.

In addition to annual monitoring and ground-truthing trails, species at risk populations were reconfirmed as well as newly observed during this visit. At ITC's invitation, provincial government botanists Carrina Maslovat (Ministry of Water, Land and Resource Stewardship) and Jenifer Penny (Conservation Data Centre) joined this year's expedition to Little D'Arcy Island in order to revisit a rare population of purple sanicle (*Sanicula bipinnatifida*; provincially Red-listed and federally Threatened) that had not been confirmed since 2013. After considerable searching, they found two small plants and neither looked like they were going to flower this year (the 2013 observation was of five plants and one was in bud). Fortunately, sanicles are not palatable to deer, the nearby walking trail does not intersect these plants, and the landholders have been reminded of the plants' continued presence and the need for extra caution. The coordinates of the purple sanicle plants were recorded and the location flagged for ongoing monitoring. Excitingly, while the botanists were searching for purple sanicle they discovered a previously undocumented, sizeable population of coastal Scouler's catchfly (*Silene scouleri* ssp. *Scouleri*; provincially Red-listed, federally Endangered), an even more rare plant, growing in the same area. They marked all catchfly plants with flags and pins, and put small cages around two clumps of plants in hopes of increasing chances of at least some of them flowering in August (deer do eat catchfly).

There are a number of ongoing management concerns for this covenant. The first is deterioration of the fine netting that once fenced the boundaries of the excluded areas and protected the gardens and wildflowers from deer. In most areas, this netting has slackened or dropped to the ground completely, becoming overgrown with vegetation and posing a threat of entanglement to the island's wildlife and even people. The landholders have already removed some of the netting, and have committed to removing the rest over time.

A second concern has been Canada thistle invading coastal areas, however the major infestations on the tombolo and southeast beach have been brought under control by recent work parties led at different times by the landholder and Islands Trust Conservancy. During this monitoring visit, there was very little thistle to be seen anywhere—just a few in known treatment locations, and some growing on the trails, probably spread around by the ATV when they were restored. There is also a small number of isolated patches of Scotch broom, which will be the next focus now that thistle is being controlled.

A third ongoing concern is the considerable amount of Styrofoam, plastic and other ocean debris accumulates on the beaches around the island every year. As in previous years, the monitors collected any debris that could be carried out, amounting to two bags of Styrofoam and two tires.

Finally, the monitors noted that the footbridges along the trail network have reached a state of disrepair such that they are no longer safe to use. The covenant agreement does not oblige the landholders to have these fixtures repaired or replaced, but fortunately they can be easily walked around.

Recommendations: (1) Establish a current, high-accuracy trail network map for reference by all parties and formalize this modification of the baseline report (appended to the registered covenant

agreement) by registering a covenant amendment. (2) Continue to work with the landholders on invasive species control and (3) continue beach cleanup work parties. (4) Assist the landholder with netting removal, time and resources permitting. (5) Ensure that future covenant monitors are advised against using the footbridges until they have been replaced.

North Pender Island

Garry Oaks NAPTEP Covenant was monitored on May 22, 2025 by Jemma Green and Carlie Aston, after a brief meeting with the landholder. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

The primary management concern for this covenant, which is used by Common Sharp-tailed Snakes (*Contia tenuis* pop. 1), is the persistent Scotch broom seedbank and the dense infestation of mature Scotch broom on the neighbouring property--a source for seed dispersal. Scotch broom was diligently managed within the covenant by a late landholder but risks re-establishing. A friend of the landholder had spent 10 hours in the covenant area removing broom just prior to the monitoring visit, and a five-person restoration crew from Habitat Acquisition Trust was contracted by ITC to remove invasives during this monitoring visit. In addition to broom removal, several new infestations of English ivy were detected and removed, and an English hawthorn tree was manually extracted.

Recommendations: (1) Continue to monitor for invasive species and, if needed, coordinate staff work parties with Pender Island Conservancy (covenant co-holder). Care should be taken when undertaking work in this covenant due to sensitive species-at-risk habitat. (2) Consider options for outreach to the neighbour to encourage Scotch broom management on their property.

King Lot A NAPTEP Covenant was monitored on April 8, 2025 by Jemma Green with Sara Labadie of Pender Island Conservancy Association (PICA; the covenant co-holder). The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

Invasive species like daffodil, spurge-laurel, foxglove, and Scotch broom are present but there are no significant infestations at this time and all invasives are currently being managed by the landholder's contractor. However, significant patches of Himalayan and cutleaf blackberry and Scotch broom are present on neighbouring lots, and present a constant risk of invasion for this red-listed Douglas-fir/Arbutus woodland.

A pile of old, rusty wire fencing was uncovered near the covenant boundary during this monitoring visit.

Recommendations: (1) Continue to monitor for invasive species encroachment from neighbouring lots and support landholder's control efforts as needed. (2) Remove and safely discard of wire fencing.

King Lot 16 NAPTEP Covenant was monitored on April 9, 2025 by Jemma Green with Sara Labadie of PICA (the covenant co-holder). The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

Scotch broom is the primary management concern in this red-listed Douglas-fir/Arbutus woodland. In recent years the covenant holders have worked to greatly reduce the number of mature Scotch broom, but new plants are growing from the seedbank. Of secondary management concern is Himalayan blackberry encroachment from the road allowance, and small patches of daffodil, spurge-laurel, foxglove, and periwinkle. All invasives are currently being managed by the landholder's contractor.

Recommendations: Continue to monitor for invasive species encroachment from neighbouring lots and support the landholder's control efforts as needed.

Nighthawk Hill NAPTEP Covenant was monitored by Jemma Green on April 7, 2025 after a meeting with the landholders. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

During the meeting with the landholders, opportunities for ecosystem stewardship in the recently-expanded covenant area were discussed. A neighbouring lot has been cleared for development, increasing exposure of the wet forest ecosystem along the southeast boundary of the covenant area. To reestablish shade, tree planting was proposed for this area. Vegetation enhancement to naturalize the margins of the dug pond was also discussed.

Recommendations: Develop restoration and enhancement plans for the southeast boundary and dug pond, respectively, and implement as resources permit.

Oscar's Landing (King Lot 12) NAPTEP Covenant was monitored on April 9, 2025 by Jemma Green and Sara Labadie of PICA (the covenant co-holder). The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

In previous years, yard waste dumping by neighbours has been a concern, but the sign installed in 2023 along the property boundary, in front of the dump pile, continues to be effective: the original dump pile has not been added to and a new one has been made by the neighbours on their own property. The monitors did not have enough time to visit a second, well-established dump pile along the same property line, which is difficult to access except from the neighbour's property.

New invasive species were detected on the coastal bluffs, including a large patch of bur chervil and several clumps of daffodils, which the landholder's contractor will remove and monitor.

Recommendations: (1) Monitor efficacy of control efforts for new invasive species infestations and support as needed. (2) Allow time to monitor the second dump pile in 2026.

Steil's Woods NAPTEP Covenant was monitored on May 21, 2025 by Jemma Green and Carlie Aston. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

The primary management concern for this covenant is fire risk from an extraordinarily large volume of fine and ladder fuels (e.g., twigs and small branches, leaning trees), likely due to a combination of factors, including decades of fire suppression, windfall from recent severe storms, tree dieback due to climate change, and the more normal, background impacts of pests, disease, and competition for light. The landholders have been notified of this concern, but a walk on the land to discuss potential stewardship options has yet to happen. Nevertheless, the monitors observed several new piles of small woody debris, indicating the landholders have started to manage fine fuels.

Another serious management concern is the worsening infestation of invasive species released following the decommissioning of the dam by the Capital Regional District (CRD) in 2019, specifically reed canary grass in the exposed pond margins and burdock in the spillway. (Burdock poses a lethal threat to bats and other wildlife, who can get stuck on the plant's Velcro-like burs.) CRD contractors completed a restoration plan in early 2023, with implementation to begin in fall 2023, however the work is reportedly stalled due to lack of funding.

Invasive spurge-laurel is also common along the southern portion of the covenant area, and the monitors spent some time on manual removal this visit.

Another ongoing management concern is the near-complete absence of understory vegetation in the forested areas of this covenant.

Recommendations: (1) Remind the landholders that they are encouraged consult with Pender Island Fire Rescue for expert advice on wildfire risk mitigation. Once the land is assessed by a qualified professional, work together with the landholders and PICA to develop a plan that both addresses recommendations and enhances ecosystem health. (2) Continue to encourage and support the Capital Regional District in following their Gardom Pond Dam Decommissioning Environmental Management Plan by controlling reed canary grass and burdock and revegetating with native species. (3) Resources permitting, in tandem with wildfire risk management, work with the landholders and PICA to restore the forest understory by planting shade-tolerant native trees, shrubs, and herbs in deer exclosures. (4) Work with the landholders to continue manual control of spurge-laurel.

Wallace Point NAPTEP Covenant was monitored on May 23, 2025 by Jemma Green and Carlie Aston. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

Invasive species are the primary management concern for this covenant, including Scotch broom, rose campion, and bull thistle in the rocky, shallow-soil areas on Wallace Point, and patches of Aaron's beard/St John's wort on the covenant boundary. This year, Habitat Acquisition Trust's Restoration Crew was contracted to join the monitors on site and spend the day cutting Scotch broom, pulling bull thistle, and digging up and smothering Aaron's beard/St John's wort (Figure 4).

A secondary management concern is marine debris (e.g., Styrofoam, rope, plastics) that continues to accumulate on the shoreline of Wallace Point (Figure 5).



Figure 4. HAT crew with ITC staff at Wallace Point NAPTEP Covenant.



Figure 5. An example of the plastic and Styrofoam debris along the shoreline of Wallace Point NAPTEP Covenant, North Pender.

The monitors observed low wildflower diversity in meadow areas (which are frequented by deer) and noted the potential for habitat enhancement, resources permitting. They also noted abundant Canada Goose droppings above Wallace Point's rocky coastline. Intensive use by Canada Geese can damage sensitive native vegetation.

Recommendations: Continue to support the landholder with (1) ongoing invasive species management and (2) shoreline cleanups. (3) Request to report this site to the Capital Regional District for potential inclusion in their Goose Management program.

Woodpecker Forest NAPTEP Covenant was monitored on April 8, 2025 by Jemma Green and Erin O'Brien of PICA (covenant co-holder) accompanied by a landholder. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

Various terrestrial and aquatic invasive species are present in low densities (Mediterranean spurge and crocosmia around the old house site/dug pond; English holly and spurge-laurel; reed canary grass and cutleaf blackberry around wetland). Fortunately, the covenant area is carefully stewarded by the landholders and no management interventions are required by the covenant holders at this time.

Woodwinds NAPTEP Covenant was monitored on April 8, 2025 by Jemma Green with Erin O'Brien of PICA (covenant co-holder) after meeting with the landholders. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

The landholders shared that they were advised to remove several dead trees from under the power line that crosses over the driveway (within the covenant area). Together the landholders and monitors identified a group of three small dead cedars below the driveway and one dead arbutus above the driveway that should come down to protect people and property. It was agreed that the cedars should be used, along with pre-existing woody debris piles (see previous reports), to build assembled nurse logs around the septic field in the covenant area, and that the arbutus could be bucked and left in contact with the ground.

An ongoing management concern for this site is the abundance of invasive species, including an isolated patch of periwinkle next to the septic field, spurge-laurel in forested areas, Himalayan blackberry spreading from around the house/exclusion area, and Scotch broom on the rocky slope along the west boundary—an infestation that extends from the neighbour's property. Noted for the first time this year were daffodils, growing on the rocky slope above the driveway.

Recommendations: (1) Continue to support the landholders with invasive species removal management, prioritizing Scotch broom, daffodil, spurge-laurel, and Himalayan blackberry. (2) Encourage the neighbour to control Scotch broom, especially near the covenant boundary. (3) Having confirmed that the landholders are supportive, work with PICA to convert existing woody debris piles around the septic field into assembled nurse logs, using green wood chips and native plants (with soil) from PICA's nursery, as PICA staff have experience in this technique.

Salt Spring Island

Arthur Lineham NAPTEP Covenant was monitored on June 5, 2025 by Jemma Green and Carlie Aston. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

Minor infestations of foxglove, oxeye daisy, and thistles are present, which could be controlled opportunistically by the covenant holders, time permitting, during annual monitoring, if scheduled for the right time of year (May-June).

Frog Haven NAPTEP Covenant was monitored on June 3, 2025 by Jemma Green and Carlie Aston with Pierre Mineau of Salt Spring Island Conservancy (SSIC; covenant co-holder) and the landholders. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

The landholders remain concerned about pond shrinkage and habitat loss (Figure 6). The covenant's baseline report contemplates the potential for wetland enhancement and the landholders are interested but recognize that this would be an ecologically complex and expensive endeavor requiring significant planning and fundraising.



Figure 6. Native hardhack encroachment (background) and Eurasian water violet (foreground) are thought to be causing shrinkage and changing habitat conditions, respectively, in the wildlife pond in Frog Haven NAPTEP Covenant.

A related management concern is the dense infestation of exotic water violet (*Hottonia palustris*) in the pond, which appears to be negatively impacting habitat quality by reducing open water and light penetration. In September 2021, the landholders and covenant holders trialled two removal methods to inform further management of this plant. While the treatment areas remained partly or completely clear through the 2022 growing season, water violet had begun to re-establish in 2023, and in 2024 it was re-established in shallow-water margins where it had been dug out, but the deeper, open-water areas where it had been pulled remained mostly clear. This year, open water treatment areas were also returning to pre-treatment density. After discussion, it was decided that before water violet control is undertaken again, it would be beneficial to understand its impacts on water quality, as there is concern for decomposition of high volume of biomass contributing to low dissolved oxygen (DO), with impacts on native amphibian larva and other aquatic life. It was agreed that a qualified professional (QEP) should establish a baseline profile of DO over the course of a year, and that the landholders would use a handheld probe to monitor DO more frequently over the same period; the purpose would be to compare their readings with those of the QEP to be sure the DIY method/equipment is reliable for monitoring going forward.

Another management concern, ongoing since 2009, has been a trespass issue (driveway encroachment, trash dumping, storage of items) with neighbours to the east. In March of this year ITC had this boundary professionally resurveyed to confirm the current extent of the trespass/damage so that the landholders could approach their neighbour with all the facts to begin resolving this issue. The surveyor's markings in the ground had such an effect that the neighbour has removed almost all of their items without needing to being approached. The landholders would prefer to allow this area to naturally revegetate for the time being.

Recommendations: (1) Contract a QEP to monitor and report on DO over the course of one year. (2) support the landholders to take their own readings of DO to compare data. (3) Continue to explore long-term solutions for mitigating the loss of aquatic habitat in the covenant area, including research into wetland restoration grants. (4) Monitor for any resumption of encroachment activities by neighbour and any need to intervene in natural revegetation of trespass area.

Leader NAPTEP Covenant was monitored on June 2, 2025 by Jemma Green and Carlie Aston. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

The primary management concern for this site is invasive species, including mature English holly below the driveway, widespread Scotch broom on the coastal bluffs, and Canada thistle and lemon balm spreading outside of the formers landholder's abandoned garden bed. The landholders regularly work on Scotch broom management. Since reporting the garden weeds encroachment issue to the landholders last year, efforts have been made to bring them under control by mowing. Two patches of invasive bur chervil were discovered during this year's monitoring visit, and the monitors spent time removing them.

Recommendations: (1) Collaborate with the landholders and covenant co-holder to develop an English holly management strategy, resources permitting. (2) Encourage the landholders to continue

managing Scotch broom, as well as thistle and lemon balm encroachment by mowing in late spring or early summer before the plants flower.

Moss Mountain NAPTEP Covenant was monitored on June 23, 2025 by Jemma Green and Carlie Aston. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

Due to the large size, difficult terrain, and remoteness of this property, not all areas can be monitored in one visit. This year, the monitors focussed on the eastern half of the covenant area accessed by trails through Burgoyne Bay Provincial Park, in part so that an ITC covenant sign could be installed where a trail from Mill Farm Regional Park approaches the northeast covenant boundary.

The only management concern noted for the area visited is invasive species, particularly isolated holly trees and numerous patches of foxglove (Figure 7). Invasive St. John's Wort was previously noted in other areas in 2024. The monitors pulled one holly tree and many foxglove.



Figure 7. Example of foxglove invasion of rocky outcrops in Moss Mountain NAPTEP Covenant, Salt Spring Island.

Recommendation: Support the landholder with invasive species management, time and resources permitting.

My Whim NAPTEP Covenant was monitored on June 5, 2025 by Jemma Green and Carlie Aston. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

The primary management concern for this covenant area is the high abundance and diversity of invasive species, such as yellow flag-iris, reed canary grass, and Himalayan and cutleaf evergreen blackberry on the pond margins, which may impede access by the red-listed Western Painted Turtle; Scotch broom throughout; common groundsel; and Himalayan blackberry, spurge-laurel and Scotch broom encroachment from the boundary shared with North End Road.

A potential concern is organics/yard waste dumping by a neighbour right up to the covenant area boundary at one corner. This area is being monitored, but so far there has been no encroachment. Another trespass concern has been the use of authorized and unauthorized trails as shortcuts by the public. Signs were installed at trail entrances in 2023, which remain in place; but it appears that light use of trails continues.

Recommendations: (1) Seek permission from the landholders to resume invasive species management, which was previously contracted by ITC in 2017, 2019, and 2020 under the former landholders. (2) Install a covenant boundary sign where the neighbour's waste is being dumped.

Old Divide NAPTEP Covenant was monitored on April 23, 2025 by Jemma Green with the landholder. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

The covenant area is carefully stewarded by the landholder and no management concerns were identified.

Owl's Call NAPTEP Covenant was monitored on November 7, 2025 by the landholder's contractor, Kathleen Reimer, RPBio, and two colleagues. Based on Ms. Reimer report of "no changes in the covenant area, the covenant is considered to be in compliance with the Natural Area Protection Tax Exemption Program. No recommendations were provided.

It is unusual to have monitoring completed by a third-party monitor paid for by the landholder; however, this covenant is one of the first completed when NAPTEP was launched in 2004/05. At that time, landholders were required to commission and pay for annual monitoring. In 2006, a review of NAPTEP recommended that the requirement for landholders to commission and pay for monitoring be removed. This recommendation was adopted in 2007 and NAPTEP landholders were invited to modify their agreements to reflect that monitoring be done by ITC. The landholder declined, and so Owl's Call NAPTEP Covenant is the last remaining NAPTEP covenant monitored by the landholder.

Polden NAPTEP Covenant was monitored on June 3, 2025 by Jemma Green and Carlie Aston with Pierre Mineau of SSIC (the covenant co-holder) and the landholder. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

Invasive species concerns include persistent Scotch broom infestations in ridgetop clearings and English holly infestations in the forest at the south end, both of which are becoming a challenge for the landholder to manage. Scotch broom will be a perpetual problem as there are many plants on the cliff that are inaccessible, and the landholder is so defeated by holly in the lower forest that he would consider careful application of herbicide to finally eradicate it, if the covenant holders would agree to a waiver. The monitors spent time removing holly trees in this area using a weed wrench (Figure 8), but much remains. Invasive English ivy was discovered on a tree in the lower forest, and was removed but the area should be monitored closely in future visits in case any plants were missed. Burdock was noted growing just inside the exclusion zone and the landholder was advised to remove it due to the threat posed to bats and other wildlife.



Figure 8. ITC's Conservation Technician, Carlie Aston with an extracted English holly at Polden NAPTEP Covenant.

Another ongoing management concern is trespass by neighbours using unauthorized trails through the south end of the property.

Recommendation: Support the landholder with invasive species management, as resources permit.

Richardson NAPTEP Covenant was monitored on June 2, 2025 by Jemma Green and Carlie Aston, following a brief meeting with the late landholder's family member. A minor violation of the covenant agreement was noted and the family will be notified of actions required to bring the covenant into compliance with the Natural Area Protection Tax Exemption Program.

The minor violation observed was that hay, disturbed soil, and horse droppings were spilling over into covenant area from the residential area. The covenant does not allow foreign materials to be deposited on the covenant area.

The monitors assessed the understory vegetation along the north boundary of the covenant area where that neighbour installed a fence along the property line in 2024, after the annual monitoring visit had occurred. No impacts requiring remediation were noted.

Ongoing invasive species concerns for this covenant include a large Himalayan blackberry infestation at the southeast corner and extending to the dug pond; a thistle infestation encroaching out of the residential area; scattered English holly; Scotch broom at the north and south ends; patches of shiny geranium along King Road and at the south end of the covenant area; burdock along King Road; and bamboo and yucca planted at the driveway entrance near the covenant boundary. The monitors pulled invasive species opportunistically during their survey but much remains. The late landholder had been managing broom, and their family members now residing at the house may have an interest in continuing this work.

Recommendation: (1) Advise the current residents that they will be required to clean up the foreign materials that have spilled over into the covenant area and take measures to prevent this from happening again. (2) Encourage the current residents to continue managing invasive species, and assist as resources permit.

Skye Larmour NAPTEP Covenant was monitored for the first time on June 3, 2025 by Jemma Green and Carlie Aston with Pierre Mineau of SSIC (the covenant co-holder) after an orientation from the landholder.

Invasive species are present but uncommon near the covenant boundary with the residential area; these include: gorse, Scotch broom, English holly, and foxglove.

Recommendation: Work with the landholder to manage invasive species, resources permitting.

Walter Bay NAPTEP Covenant was monitored on June 5, 2025 by Jemma Green and Carlie Aston after a meeting with the landholder. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

Ongoing invasive species concerns include English holly throughout, dense English ivy above the shore and along the riparian area, thistles and English hawthorn in the field area, and scattered mature spurge-laurel. During this visit, the monitors attempted to mechanically extract multiple holly and hawthorn trees but they were firmly rooted and it was not possible. Ivy and other invasive species in riparian and coastal areas cannot be treated until an archeological survey is completed for the midden.

A professional land survey commissioned by ITC was completed earlier in the year to re-establish the exclusion area boundaries in support of compliance monitoring.

Recommendations: (1) Having obtained landholder consent, commission an archeological survey before proceeding with invasive species control in riparian and coastal areas; (2) continue to manage English holly, English hawthorn, and other invasive species in inland areas, resources permitting.

Wennanec NAPTEP Covenant was monitored on June 2, 2025 by Jemma Green and Carlie Aston with the landholders. The covenant was found to be in compliance with the Natural Area Protection Tax Exemption Program.

The landholders have undertaken various stewardship projects in the covenant area in recent years, including establishing plots to monitor forest change, caging young cedars to increase tree recruitment, and fencing off a large rocky outcrop from deer to allow regeneration of the herbaceous plant community. They are also managing invasive species.

Invasive species concerns include English holly scattered throughout the forest and persistent infestations of gorse, Scotch broom, foxglove and thistles in the northeast corner of the covenant area. The monitors opportunistically removed gorse and Scotch broom during their survey.

Recommendation: Continue to support the landholders with gorse, Scotch broom and English holly management, and encourage them to work with their neighbours to do the same on neighbouring properties.

Appendix 1 - Monitoring Statistics

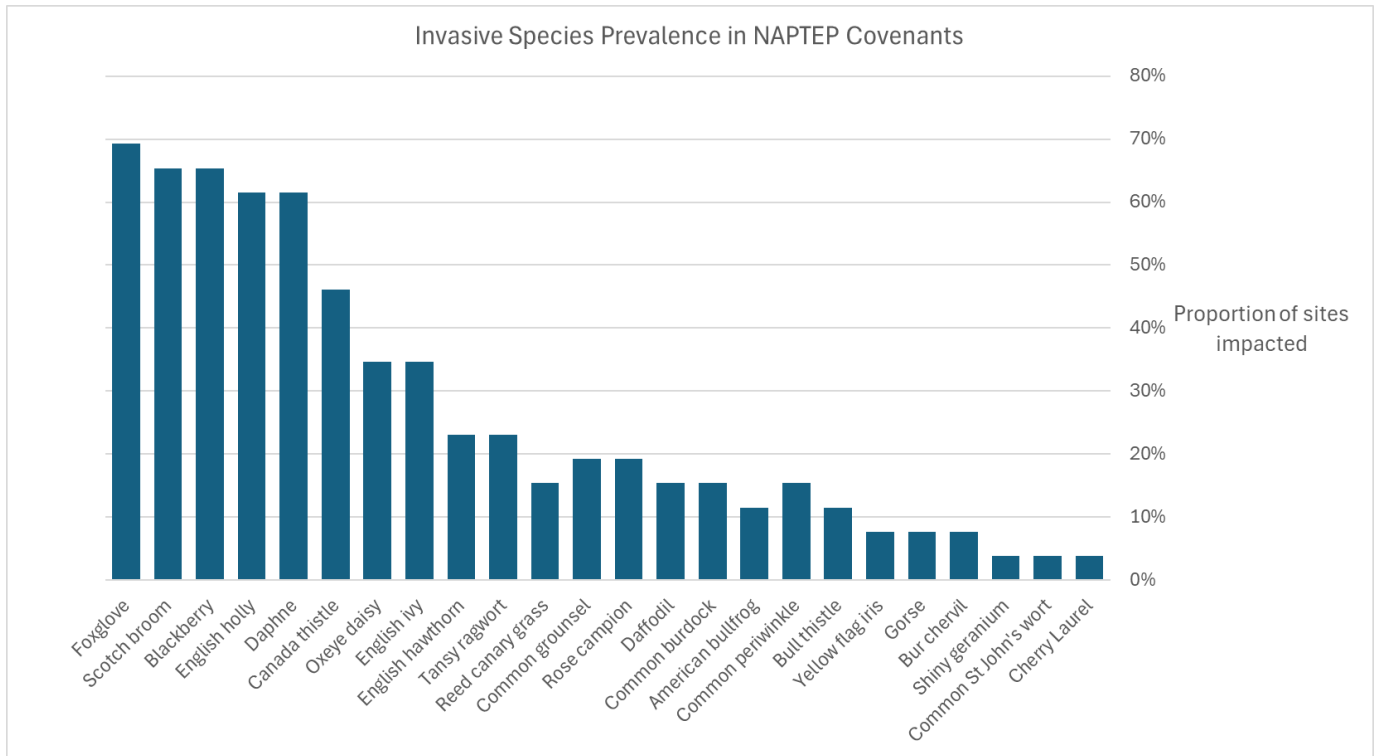


Figure 9. The prevalence of invasive species across NAPTEP Covenants. Species were included if present, regardless of infestation intensity.

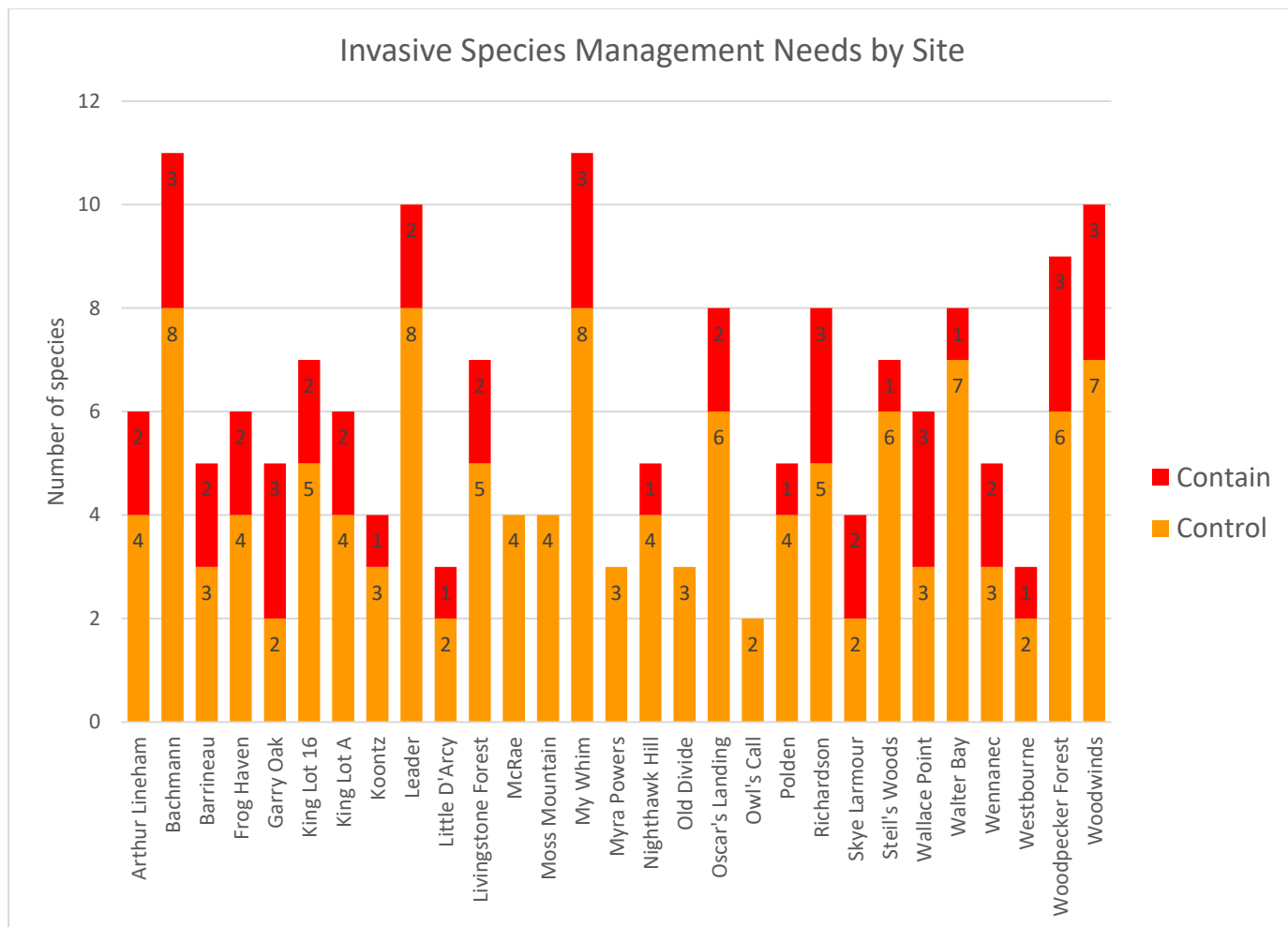


Figure 10. Red category indicates species that have been designated by the province, regional governments, and/or regional invasive species councils as established species that are not currently widespread, requiring containment of existing infestations and prevention of spread to un-infested areas. Orange category indicates species that are established, common, and widespread throughout the region, for which control in high value/conservation areas is needed.

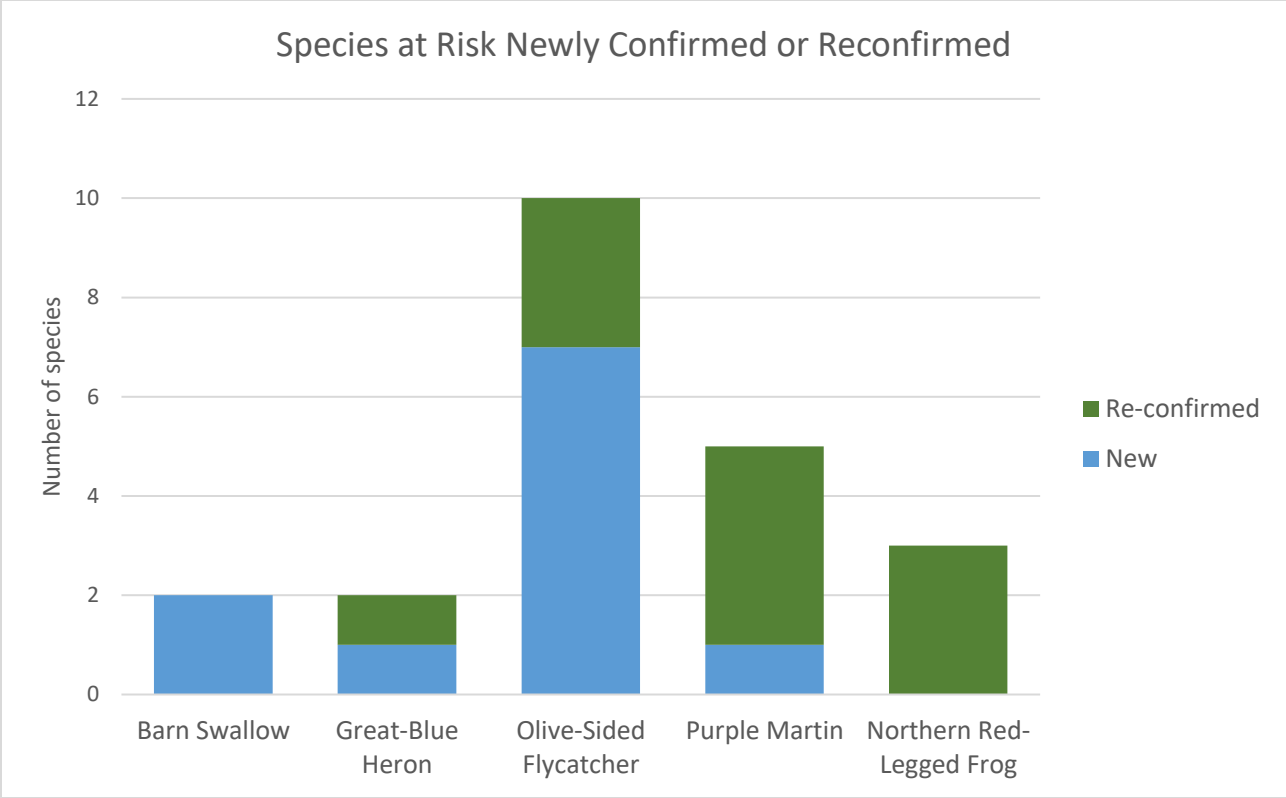


Figure 11. Species at risk observations in NAPTEP covenants, including 11 new discoveries.



BRIEFING

To: Islands Trust Conservancy Board **For the Meeting of:** January 20, 2026

From: Staff **Date Prepared:** January 12, 2026

SUBJECT: Trust Council motion re Islands Trust Conservancy Board proposed 2026/27 budget request

PURPOSE: To convey a resolution from Trust Council to Islands Trust Conservancy Board regarding the Islands Trust Conservancy's proposed 2026/27 budget.

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 (Table 1), as appropriate, and 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.

The [Islands Trust Operational Review Report](#) recommendations were adopted by Trust Council which may results in budget increases.

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.

See Table 1 (p4) for details on the proposed 2026/27 Conservancy budget.

Items of note:

- **Protected Area Management Operations budget:** Reflects new program delivery model as a cost savings measure. The new model includes contract delivery of most protected area compliance monitoring, which reduces costs and will support Protected Area Management staff with work on active management priorities, addressing violations, and improving management planning and outreach objectives. The budget assumes species at risk surveying and monitoring will be limited and that the Species at Risk Coordinator and Conservation Technician (co-op) positions will not be filled in 2026/27.
- **Protected Area Management Planning budget:** Reflects additional costs for conducting archeological assessments, engagement with First Nations about all new properties acquired, and costs associated with developing new, and updating existing, management plans.
- **Travel:** Reduced due to new program delivery model for Protected Area Management compliance monitoring.
- **Five-year Plan Development budget:** Includes \$100,000 in capacity funding for First Nations, and \$10,000 for costs associated with engagement such as site rentals, food, accommodations, travel, and honoraria.
- **Land Securement budget:** Reflects anticipated costs for the initiation, progression, and/or completion of three to five new land securement projects in 2026/27.
- **Staffing requests:**
 - New staff position: Permanent ITC Indigenous Relations Advisor (0.5)
 - Extension of temporary position: one-month extension for current Species at Risk Program Coordinator to complete Environment and Climate Change Canada Priority Places Final Report, due at the end of April 2026

- **Project:** Protected Area Data Management Software (GIS) Project
- **Reduced external funding:** Contribution agreement with Environment and Climate Change Canada (ECCC) ends March 31, 2026. There is no additional funding from ECCC for 2026/27 fiscal budget year (ECCC grant in 2025/26 was \$220,000).

ATTACHMENT(S):

1. Table 2. 2026-27 Budget Request Increase Summary
2. 2026-27 ITC Business Cases

FOLLOW-UP: Staff will follow-up as directed. Staff and the ITC representative to the Financial Planning Committee will convey the Board decision to Financial Planning Committee at its January 21, 2026 meeting and to Trust Council at its March 10-12, 2026 meeting.

Prepared By: Wendy Tyrrell, Manager, Islands Trust Conservancy

Reviewed By / Date: Clare Frater, Director, Trust Area Services / January 14, 2026

Table 1. Islands Trust Conservancy 2026/27 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	58,984		58,984	Yes * 2	58,984	100.0%
54500-210	Communications	4,500		5,500	10,000	8,000		8,000		(2,000)	-20.0%
56100-210	Professional Services**	6,000		13,000	19,000	10,000		10,000		(9,000)	-47.4%
56500-210	Contracted Temporary Staffing	15,000			15,000	15,000		15,000		-	0.0%
61100-210	Board Honoraria	7,000			7,000	7,000		7,000		-	0.0%
61200-210	Board Meeting Expense	2,850			2,850	4,500		4,500		1,650	57.9%
61210-210	Board Training and Conferences	500			500	1,500		1,500		1,000	200.0%
	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	1,385,260		1,385,260		131,265	10.5%
	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 previously 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.

Table 2. 2026/27 Budget Request Increases Summary

July 22 nd Budget Proposal from Staff	October 3 rd Updated Budget Proposal with Board modifications	Details
Increase to Property Management operations and compliance monitoring. (Now split into two budgets) 1. Protected Areas Management Operations 2. Protected Areas Management Planning	\$16,500 Increase in Protected Areas Management Operations budget \$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. 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. 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: Protected Areas Management Operations 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) 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. 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) 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.

2026/27 Budget Request Increases Summary Table

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. 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: Land Securement 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) \$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) 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 <i>Protected Areas Management Operations</i> budget request. 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. 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) 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) 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 <i>Protected Areas Management Database System</i>, 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 and management priorities, and support data-driven decision-making. Expected Outcomes: • Enhanced Protected Areas Management Program • Expanded reporting capacity and functionality • Improved efficiency and productivity • Strengthened conservation planning and management of protected areas • 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: <i>(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.)</i> 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 <i>proactive planning and intentionality of reconciliation initiatives</i> 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: <i>(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.)</i> Conservancy staff are not properly supported to undertake engagement with First Nations on the Five-year Plan and many of the regular duties of the Islands Trust Conservancy. With 30 First Nations with a range of interests across the 115 protected areas, the Islands Trust Conservancy does not have sufficient capacity to meaningfully engage in a manner that reflects the spirit of the UN Declaration on the Rights of Indigenous People. Despite Reconciliation being a high-priority of the Islands Trust Conservancy Board and staff for a number of years, the Conservancy has not had the capacity or expertise to develop a Reconciliation Action Plan, and has struggled to meaningfully involve Indigenous Governing Bodies in land securement, protected area management planning and operations, and, crucially, for the past three years has not been able to initiate engagement, as directed by the Minister, on the development of its Five-year Plan, which has a statutory deadline for submission to the Minister of December 2027. The Conservancy has also found it challenging for individual staff to coordinate with Planning Services' and Trust Area Services' engagement efforts. Without a staff person dedicated to develop, guide and manage the Conservancy's relationships with Indigenous Governing Bodies and track engagement and relationship-type agreements in the future, the Conservancy will continue to have critical capacity issues and will struggle to develop and sustain positive and meaningful relationships and meet the December 2027 Five-year Plan statutory deadline. The current Senior Indigenous Relations Advisor is already beyond capacity, tasked with assisting with engagement for the Conservancy in addition to currently assigned work of strategy/action plan	

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Option 1: Hire a Permanent 0.5 FTE -recommended option

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

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

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

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

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

Option 2: Hire a temporary (auxiliary) 0.5 FTE

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

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

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

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

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

Option 3: Hire a permanent 1.0 FTE

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

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

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

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

Option 4: Status Quo - No new staff resources

Benefits: No increase in costs

Risks:

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

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

Financial implications: None

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Pre-hiring activities:

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

Post-hiring activities:

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

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

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

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

ATTACHMENTS:

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

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

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

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

TITLE: INDIGENOUS RELATIONS ADVISOR

CLASSIFICATION: 24??

MINISTRY: ISLANDS TRUST,
MINISTRY OF MUNICIPAL AFFAIRS

WORK UNIT: ISLANDS TRUST
CONSERVANCY

SUPERVISOR TITLE: MANAGER, ISLANDS TRUST CONSERVANCY

SUPERVISOR POSITION #: 036526

PROGRAM

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

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

JOB OVERVIEW

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

KEY ACCOUNTABILITIES

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

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

SELECTION CRITERIA

Education and Experience Requirements

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

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

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

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

PROVISOS

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

Knowledge, Skills and Abilities

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

BEHAVIOURAL COMPETENCIES

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

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

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

INDIGENOUS COMPETENCIES

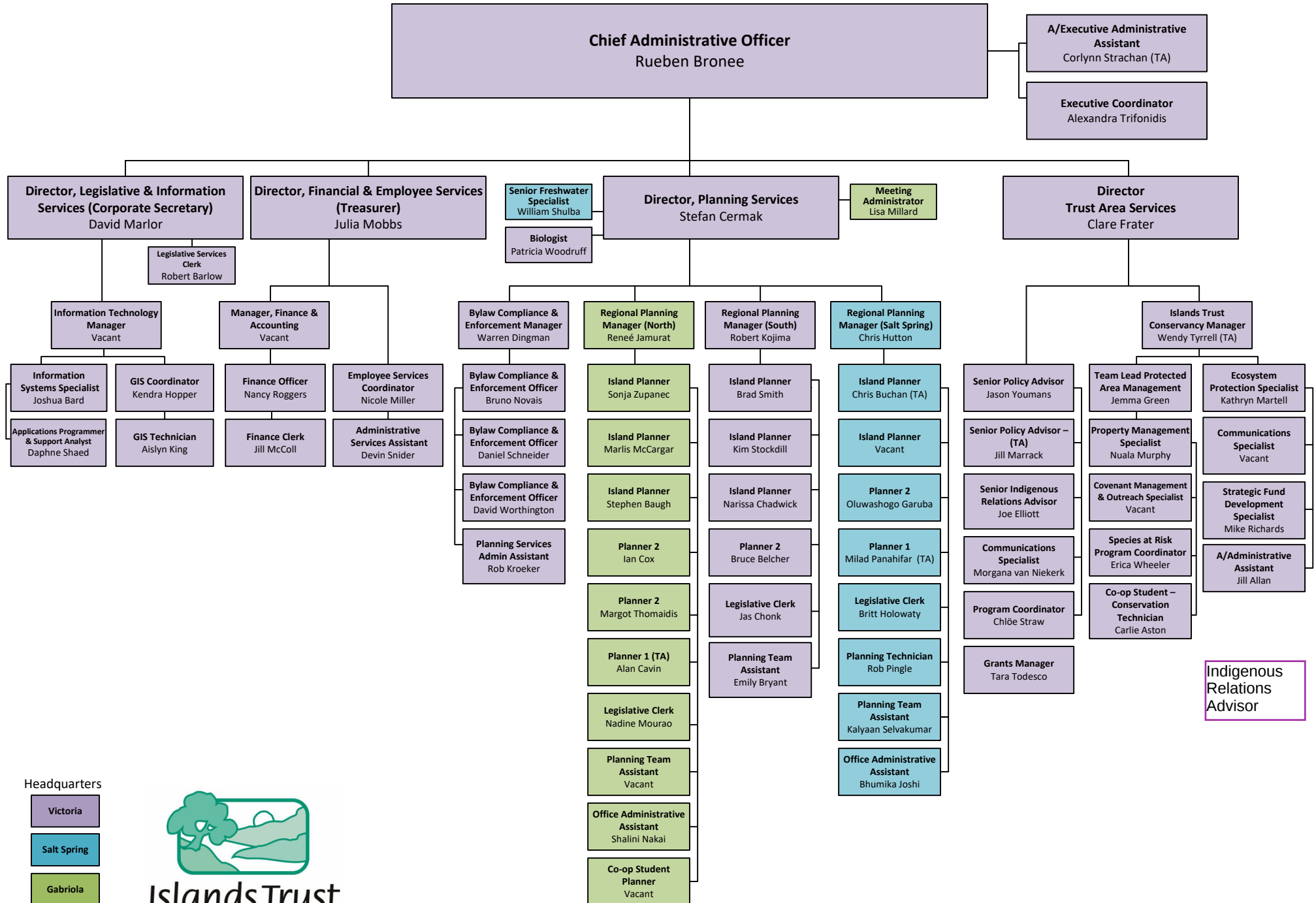
Cultural Agility is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety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

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

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

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

Islands Trust Staff Organization Chart





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: <i>(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.)</i> This request supports Goal 3 of the Islands Trust Conservancy Board's Regional Conservation Plan: <i>Continue to secure <u>and manage</u> Islands Trust Conservancy lands and conservation covenants to maximize ecological integrity</i> and Goal 4: <i>Continue to build internal and shared organizational strength and resilience to ensure long-term nature conservation in the Islands Trust Area.</i> 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: <i>(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.)</i> 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: <i>(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.)</i> 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: <i>(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)</i> 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: <i>(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option <u>must</u> be supported by a succinct and realistic presentation of the benefits, risks, financial implications, <u>resource requirements</u> and <u>other implications</u> 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.)</i>	

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

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

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

Financial implications: \$7,179

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

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

Benefits: No budget increase.

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

Financial implications: None.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Not applicable.

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

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

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

Pre-hiring activities:

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

Post-hiring activities:

- Conservancy Manager: Supervise Species at Risk Coordinator.

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

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

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

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

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



Islands Trust

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

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

TO BE COMPLETED BY INITIATOR

Requested by (Committee or Operational Unit):

Islands Trust Conservancy Board

Department:

Trust Area Services

Name of Request:

Protected Areas Management Operations and Planning

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

\$150,000 Protected Area Management Operations

\$54,000 Protected Area Management Planning

(\$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:

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:** Base budget

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.)

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).

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):

Islands Trust Conservancy Board

Department:

Trust Area Services

Name of Request:

Land Securement and Conservation Planning Increase

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

\$34,000 for Land Securement

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

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:** Operational budget

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.)

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

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

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

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

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

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

[Reconciliation Declaration](#) (2019) which includes that *The Islands Trust Conservancy will strive to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea. The Islands Trust Conservancy is committed to the protection and preservation of this place through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful.*

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

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

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

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

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

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

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

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

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

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

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

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

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

Benefits – None.

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

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

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

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

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

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

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

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

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

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

Risks – None

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

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

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

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

Critical success factors include:

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

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

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

Benefits of this option include:

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

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

Quantitative:

\$34,000 Land Securement

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

Qualitative:

Increasing the land securement budget will support:

- More informed decision making by the Islands Trust Conservancy Board

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Budget Funding Request Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by (<i>Committee or Operational Unit</i>): Islands Trust Conservancy Board	Budget Source (select all that apply): ☐ Specific Project Funding (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☒ Other – please describe: <u>Capacity funding grants to Indigenous Governing Bodies and associated meeting costs (e.g. venues, food, honoraria, project travel)</u>
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)	Funding Required for (date range): April 1, 2026- March 31, 2027
TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (<i>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.</i>) <u>ITC Reconciliation Declaration</u> <i>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.</i> <i>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.</i>	

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

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

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

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

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

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

No dedicated protected area management software

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

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

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

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

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

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

Enhanced Protected Area Management System

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

Expanded Reporting Capacity

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

Improved Efficiency and Productivity

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

Long-term Sustainability

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

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

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

Unavailability of Information Systems staff to assist with the project, either through vacancies or lack of capacity due to heavy workloads.		
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.
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ALTERNATIVES CONSIDERED:

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

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

Risks: As set out above.

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

Cost Summary

Software Licenses & Subscriptions – 2026/7 estimated	\$15,000
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Contracted data migration/training/documentation	\$15,000
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Total	Approx. \$30,000
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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?)*

Concerns and Mitigation Strategies

Change Resistance

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

Training and Support

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

Communication and Collaboration Strategies

Regular Progress Updates

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

Collaborative Decision-Making

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

Identification of Other Stakeholders

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

Information Systems Department

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

Finance Department

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

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

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

Reviewed by (name, title)/date:

BRIEFING

To: Islands Trust Conservancy Board **For the Meeting of:** January 20, 2026
From: ITC Manager Tyrrell **Date Prepared:** January 16, 2026
SUBJECT: Referral of Islands Trust Policy Statement

PURPOSE:

To provide the Islands Trust Conservancy Board with the draft Islands Trust Policy Statement referral from Trust Council

BACKGROUND:

The Islands Trust Council has referred proposed Bylaw No. 183 (cited as "Islands Trust Policy Statement Bylaw, 2025") to the Islands Trust Conservancy Board (ITC) 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 ITC Board and Local Trust Committees (see attached Briefing).

The October 3, 2025 Islands Trust Conservancy 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 Islands Trust Conservancy 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.

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 or reach out to Staff Youmans at jyoumans@islandstrust.bc.ca with specific questions.

ATTACHMENT(S):

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

FOLLOW-UP:

Staff will provide the Board's response to Trust Council.

Prepared By: Wendy Tyrrell, Manager, Islands Trust Conservancy

Reviewed By/Date: Clare Frater, Director, Trust Area Services/January 16, 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 BOKÉĆEN, Cowichan Tribes, K'ómoks, Lyackson, MÁLEXEL, Qualicum, scəwəθən, səliwətaʔ, SEMYOME, shíshálh, Skwxwú7mesh, Snaw-naw-as, Snuneymuxw, Songhees, Spune'luxutth', STÁUTW, Stz'uminus, ʔəʔəmen, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, WJOLÉLP, WSIKEM, Xeláltxw, Xwémalhkww, Xwsepsum, and xʷməθkʷəyəm First Nations. Islands Trust is committed to reconciliation and to working together to preserve and protect this ecologically, culturally, and spiritually significant region in the Salish Sea.



ISLANDS TRUST POLICY STATEMENT BYLAW REFERRAL FORM

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

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

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

PURPOSE OF BYLAW:

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

GENERAL LOCATION:

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

YOUR RESPONSE IS RESPECTFULLY REQUESTED:

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

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

OTHER INFORMATION:

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

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

(Signature)

Name: David Marlor

Title: Secretary, Islands Trust

This referral has been sent to the following agencies:

Federal Agencies

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

Regional Agencies

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

School District Boards

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

Improvement District Boards

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

Adjacent Local Trust Committees and Municipalities

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

Provincial Agencies

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

**BYLAW REFERRAL FORM
RESPONSE SUMMARY**

- ☐ Approval Recommended for Reasons Outlined Below
- ☐ Approval Recommended Subject to Conditions Outlined Below
- ☐ Interests Unaffected by Bylaw
- ☐ Approval Not Recommended Due to Reason Outlined Below

Islands Trust Area (Islands 2050)
(Island)

(Signature)

(Date)

TC 183
(Bylaw Number)

(Printed Name and Title)

(Agency)

ISLANDS TRUST COUNCIL

BYLAW NO. 183

A BYLAW TO ADOPT A POLICY STATEMENT FOR THE TRUST AREA

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

TITLE

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

APPLICATION

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

ORGANIZATION

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

SEVERABILITY

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

REPEAL

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

READINGS

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

READ A SECOND TIME THIS DAY OF ,2025

READ A THIRD TIME THIS DAY OF ,2025

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

RECONSIDERED AND FINALLY ADOPTED THIS DAY OF ,2025

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:

BOKÉĆEN (Pauquachin) First Nation

Da'naxda'xw/Awaetlala First Nation

K'ómoks (Comox) First Nation

Lhaq'temish (Lummi) Nation

MÁLEXEŁ (Malahat) First Nation

Mamalilikulla First Nation

Qualicum First Nation

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

scəwəθən (Tsawwassen) First Nation

səlilwətał (Tsleil-Waututh) First Nation

SEMYOME (Semiahmoo) First Nation

shíshálh (Sechelt) Nation

Skwxwú7mesh (Squamish) First Nation

Snaw-naw-as (Nanoose) First Nation

Snuneymuxw (Nanaimo) First Nation

Songhees First Nation

STÁUTW (Tsawout) First Nation

łəʔəmen (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

WJOLÉLP (Tsartlip) First Nation

WSIKEM (Tseycum) First Nation

Xwémalhkwa (Homalco) First Nation

Xwsepsum (Esquimalt) First Nation

xʷməθkʷəy̓əm (Musqueam) First Nation

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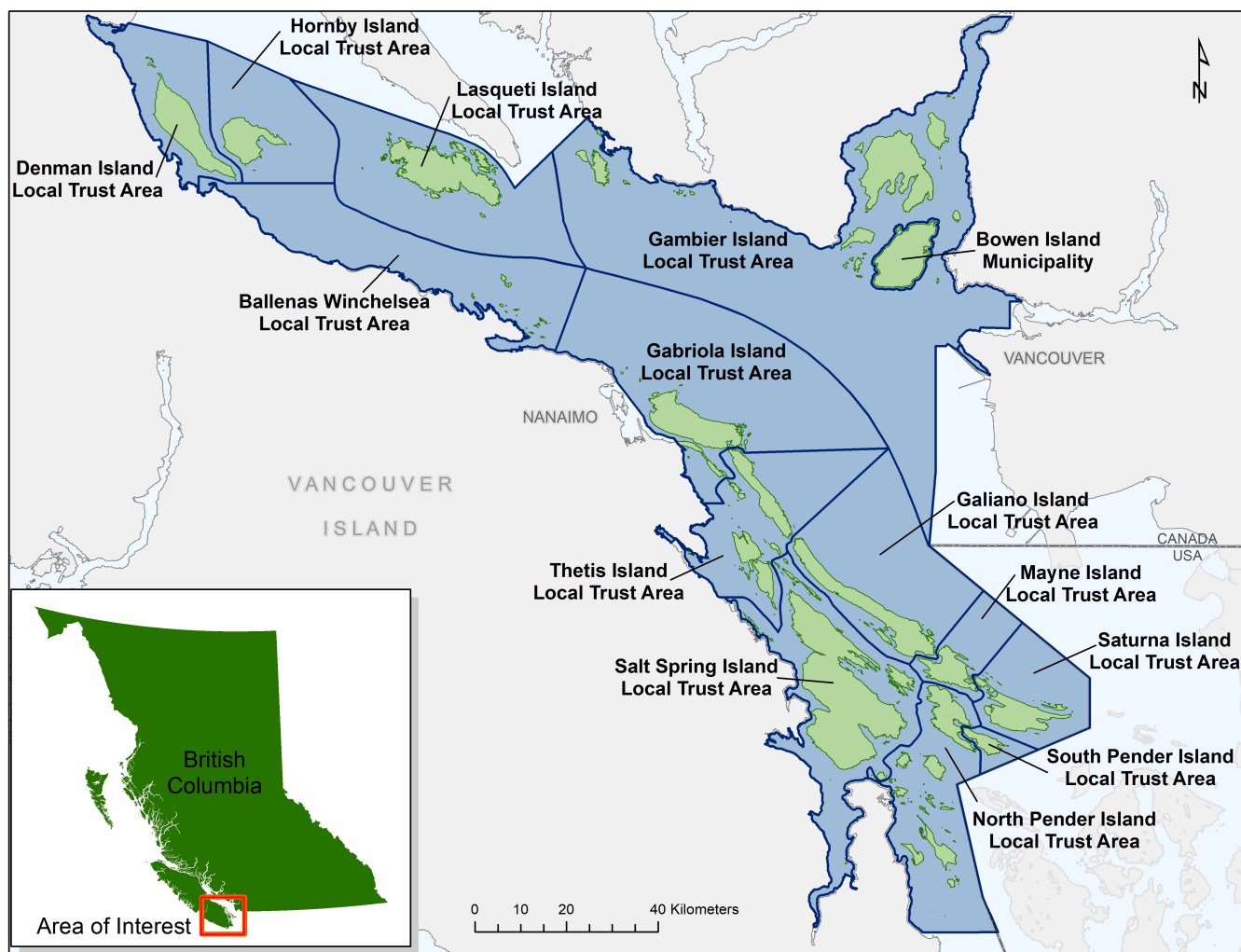
Part 1: The *Islands Trust Act*

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

1.1 — The Islands Trust Object

“**The object of the trust** is to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.” (Section 3, *Islands Trust Act*)

1.2 – Map of the Islands Trust Area



1.3 – Indigenous Inherent Rights Acknowledgment

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

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

1.4 – Purpose and Structure of the Policy Statement

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

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

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

Three Types of Policies in the Policy Statement:

Guiding Principles

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

Directive Policies

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

Advisory Policies

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

Part 2: Guiding Principles

2.1 – General Guiding Principles

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

Trust Council's Guiding Principles	
2.1.1	Acknowledge and Respect Indigenous Rights 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 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 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 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 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 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 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 <u>Truth and Reconciliation Commission</u> Be informed by the 10 principles established by the Truth and Reconciliation Commission of Canada (TRC).
2.2.2	Guidance from <u>United Nations Declaration on the Rights of Indigenous Peoples</u> Be informed by the articles established in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
2.2.3	Guidance from <u>Missing and Murdered Indigenous Women and Girls Calls for Justice</u> 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 <u>Indigenous Governing Bodies</u> 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 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 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 Develop strong relationships with Indigenous Governing Bodies and work toward building foundations for collaborative governance with Indigenous Governing Bodies, including through the development of shared decision-making agreements under the <i>Declaration on the Rights of Indigenous Peoples Act</i> .
2.3.4	Work Towards Strategic Inter-Agency Coordination 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 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 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

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

Advisory Policies – Reconciliation

Local trust committees and island municipalities should...

3.1.2 Engage with Indigenous Governing Bodies

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

3.1.3 Land Back

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

3.1.4 Information Sharing

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

3.1.5 Respect Indigenous Protocols for Information and Data Provided

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

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

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

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

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

3.2.1	Indigenous Cultural Heritage Sites 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 Identify and prioritize the preservation, protection, and restoration of critical habitat for species at risk.
3.3.8	Islets and Small Islands Identify and prioritize the preservation, protection, and restoration of islets and small islands.
3.3.9	Light Pollution 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 Through engagement with Indigenous Governing Bodies, support opportunities for Indigenous-led ecosystem management.
3.3.11	Indigenous Protected and Conserved Areas 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 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 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 Consider the aesthetic, environmental, and social impacts of development.
3.4.4	Community Facilities and Services 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 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 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 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 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 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 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 Identify suitable locations that could support increased density for the development of safe, secure, diverse, and attainable housing.
3.4.12	Housing Diversity 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 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 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 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 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 Through engagement with Indigenous Governing Bodies, support housing opportunities for Indigenous people in the Islands Trust Area.
3.4.18	Multi-Unit Residential 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 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 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 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 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 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 Regulate land use and development to reduce detrimental pollutants to air, land and water.
3.4.25	Disposal of Waste 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 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 Identify, preserve, protect, and support the restoration of natural heritage sites.
3.4.28	Location and Types of Recreational Facilities 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 Identify and support safe public access and routes to community marinas, boat launches, and docks.
3.4.30	Access to Anchorages Identify appropriate and safe small-craft anchorage public-access locations.
3.4.31	Trail Systems 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 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 Identify and support the acquisition and protection of public access and routes to publicly-owned lands.
3.4.34	Destination Gaming Facilities 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 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 Ensure that existing, anticipated, and seasonal water demand and water availability are considered.
3.5.3	Freshwater Self-Sufficiency Ensure that islands are self-sufficient in their supply of freshwater.
3.5.4	Saltwater Intrusion 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 Ensure that freshwater quality is maintained or remediated.
3.5.6	Freshwater Uses 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 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 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 Consider siting of roads and utility corridors to minimize the fragmentation of forest lands.
3.5.10	Forest Lands and Wildfire Risk Management 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 Identify and protect agricultural lands within the Agricultural Land Reserve for current and future use consistent with the <i>Agricultural Land Commission Act</i> and its regulations, while considering down-stream impacts, wildlife habitat, and adjacent properties.
3.5.12	Agriculture and Adjacent Properties Minimize any adverse impacts of land uses from properties adjacent to agricultural lands.
3.5.13	Agriculture and Road Systems Consider siting of roads and utility corridors to minimize fragmentation of agricultural lands.
3.5.14	Economic Viability of Farms 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 Preserve, protect, and encourage sustainable farming and the sustainability of farming.
3.5.16	Food Security and Food Sovereignty 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 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 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 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 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 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 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 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 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 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 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 or teams, requires specialized equipment or prescribed places, sites or fields, but excludes recreation that primarily involves the use of a power-driven conveyance.

Archaeological Sites

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

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

Biodiversity

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

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

Colonialism

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

Community Heritage Site

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

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 <i>Species at Risk Act</i> , critical habitat is the habitat that is necessary for the survival or recovery of listed extirpated, endangered, or threatened species, and that is identified as critical habitat in a recovery strategy or action plan. Extirpated species means a wildlife species that no longer exists in the wild in Canada, but exists elsewhere in the wild. Endangered species means a wildlife species that is facing imminent extirpation or extinction. Threatened species means a wildlife species that is likely to become an endangered species if nothing is done to reverse the factors leading to its extirpation or extinction. (Source: <i>Species at Risk Act</i>)
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 <i>Species at Risk Act</i>)
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.



Public Acquisitions Update For the Meeting of January 20, 2026

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



Public Acquisitions Update For the Meeting of January 20, 2026

Crystal Mountain (Galiano) 18.3 ha.	2021/05/25	ITC-2021-019: It was MOVED and SECONDED, that the Islands Trust Conservancy Board accept the updated approximate lot configuration proposed by the Crystal Mountain Society, subject to staff assessment that adjusted lot boundaries meet ITC conservation goals and policies, based upon a site visit and review of any necessary additional ecological information from the applicant. ITC-2021-020: It was MOVED and SECONDED, that the Islands Trust Conservancy Board accept the Crystal Mountain Society proposal to register a Statutory Right of Way across Lot A on the upper ridge, in favour of Islands Trust Conservancy, to provide legal access to the eastern part of Lot A via the legal easement across neighbouring Lots B and C. ITC-2021-021: It was MOVED and SECONDED, that the Islands Trust Conservancy Board express support for the Crystal Mountain Society proposal to alter the lot boundaries of Lot 9 and Lot 10, prior to land transfer to Islands Trust Conservancy, to remove the pagoda from the proposed nature reserve, subject to staff assessment that adjusted lot boundaries meet ITC conservation goals and policies, based upon a site visit and review of any necessary additional ecological information from the applicant ITC-2021-022: It was MOVED and SECONDED, that the Islands Trust Conservancy Board request that the Crystal Mountain Society update the Ecological Inventory report and other relevant documents to reflect the proposed boundary changes, prior to transfer of the land. ITC-2021-023: It was MOVED and SECONDED, that the Islands Trust Conservancy Board accept the Crystal Mountain Society proposal to register a Statutory Right of Way for emergency access on Lot A in favour of the Capital Regional District prior to subdivision, subject to Crystal Mountain Society's working with ITC staff to develop an appropriate agreement.
	2021/07/07	Staff site visit scheduled.
	2021/07/21	Follow-up staff visit to discuss lot boundary options.
	2022/02/09	Applicant and staff discuss coordinating a visit from a Cultural Knowledge Holder.
	2022/08/16	Meeting with applicant to discuss their meeting with Penelakut Elders and leadership.
	2022/11/24	Meeting with applicant's agent to discuss potential co-management relationship with Penelakut.
	2023/02/01	Applicant's agent provided update on process of fulfilling ITC Board's requirements; continuing discussion with staff about engagement with Penelakut Tribe and other Indigenous community members.
	2023/05/06	Penelakut Tribe has requested greater consultation around subdivision and bylaw. ITC work on hold.
	2025/07/22	ITC Board received, for information, letter sent to IT Planning Team that the CMS Rezoning Committee has dissolved and the CMS Board will be considering next steps with the ongoing rezoning application.
	2025/10/03	No updates.



Public Acquisitions Update For the Meeting of January 20, 2026

	2025/11/18	No updates.
	2026/01/26	No updates.
Current Total ITC Acquisitions:		34



PUBLIC COVENANTS UPDATE For the Meeting of January 20, 2026

NAPTEP COVENANTS		
<i>29 NAPTEP Covenants on title, 2 NAPTEP covenants in progress, Ecological Gifts applications in progress for 1 complete NAPTEP covenants</i>		
Property	Date	Notes
Martin NAPTEP Covenant (Salt Spring Is., ~1 ha)	2024/08/25	Application received.
	2024/10/28	Staff site visit.
	2024/10/29	Applicant submitted request for fee sponsorship. Staff will send to Executive Committee for review and approval at an upcoming meeting.
	2024/11/19	ITC-2024-061: It was MOVED and SECONDED that the Islands Trust Conservancy Board approve the conservation proposal submitted by Tara Martin, to place a NAPTEP covenant on approximately 1 ha of Salt Spring Island, PID: 000-363-740, Lot A, Section 39, South Salt Spring Island, Cowichan District, Plan 35768, subject to review of First Nations responses and to Ministerial approval, to protect woodlands and herbaceous habitats, maturing dry Douglas-fir forest, and connectivity with adjacent protected areas.
	2024/12/05	Staff is preparing application for referral to First Nations.
	2025/01/09	Referrals sent to affected First Nations, with input requested by 10 March.
	2025/02/14	Sent for information to Salt Spring Island Local Trust Committee. No comments received.
	2025/02/19	Site visit with landholder and STAUTW (Tsawout) to discuss the covenant project. Discussion ongoing.
	2025/03/10	Referral reminder sent to First Nations, and to offer referral window extension.
	2025/03/11	Application for tax exemption reviewed and approved by Trust Council. TC-2-25-035: It was MOVED by Trustee Gauvreau, and SECONDED by Trustee Peterson, that the Islands Trust Council request the Secretary to issue a Natural Area Protection Tax Exemption (NAPTEP) Certificate for the covenanted portion of the property described as PID: 000-363-740, Lot A, Section 39, South Salt Spring Island, Cowichan District, Plan 35768, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for Natural Area Protection Tax Exemption (NAPTEP).
	2025/04/15	Referral reminder sent to three First Nations who had requested referral window extension.
	2025/05/23	Staff discussed mortgage holder consent and priority agreement for the covenant, and sent follow-up information for applicant to use in discussions with mortgage holder.
	2025/05/27	No new updates.
	2025/06/09	Referral reminder sent to three First Nations who had requested referral window extension. Ongoing discussion with Tsawout First Nation about how to address their access and cultural stewardship concerns in the covenant draft.
	2025/07/17	Referral reminder sent to three First Nations who had requested referral window extension.
	2025/07/22	No new updates



PUBLIC COVENANTS UPDATE For the Meeting of January 20, 2026

Martin NAPTEP Covenant (cont'd)	2025/07/24	Application sent for Ministerial approval.
	2025/07/28	Applicant submitted application for Executive Committee sponsorship of NAPTEP application fees. Application will be reviewed by Trust Council at their December quarterly meeting.
	2025/07/31	Response from Ministry of Housing & Municipal Affairs that application is under review, and they are unable to provide a timeline for response due to recent appointment of new Minister.
	2025/10/03	Covenant approved by Minister.
	2025/11/18	Update: Landholder is arranging preliminary approval for Priority Agreement with mortgage holder, with ITC staff support. Ongoing. All work related to the negotiating and drafting of the covenant is on hold pending agreement from mortgage holder.
	2025/12/08	Application for fee sponsorship reviewed and approved by Trust Council. THAT Trust Council approve financial sponsorship of \$450 for Natural Area Protection Tax Exemption Program (NAPTEP) application PLNAP-20240358, Martin NAPTEP, Salt Spring Island. TC-2025-141: It was MOVED by Trustee Evans, and SECONDED by Trustee Yates, that Trust Council approve financial sponsorship of \$450 for Natural Area Protection Tax Exemption Program (NAPTEP) application PLNAP-20240358, Martin NAPTEP, Salt Spring Island.
	2026/01/20	No updates.
Doris McHardy NAPTEP Covenant (North Pender Is, ~1 ha)	2024/02/04	Application received.
	2024/02/14	Application sent for Ministerial approval.
	2024/03/19	ITC-2024-13: It was MOVED and SECONDED that the Islands Trust Conservancy Board approve the conservation proposal submitted by Sara Miles, Mike Timmins, and Vivian Mitchell, to place a NAPTEP covenant on approximately 0.6 ha of North Pender Island, PID: 005-837-651, Lot 6, Sections 18 and 22, Pender Island, Cowichan District, Plan 6294, subject to review of First Nations responses and to Ministerial approval, to protect woodlands and herbaceous habitats, maturing dry Douglas-fir forest, and adjacent protected areas.
	2024/04/18	Staff updated the Ministry of Municipal Affairs, who replied that they will wait for results of First Nations referral before reviewing the application.
	2024/04/29	Application referred to First Nations. Response window of 90 days ends on July 25 th , 2024.
	2024/07/08	Referral reminder sent to First Nations.
	2024/07/25	First Nations referral response window closes. Responses compiled and submitted to Minister's office for review and approval of the covenant application.
	2024/08/28	Covenant approved by the Minister. Application will be sent to Trust Council for tax exemption approval at December 2024 meeting, and for information to North Pender LTC.
	2024/10/28	Applicant submitted request for fee sponsorship.



PUBLIC COVENANTS UPDATE For the Meeting of January 20, 2026

Doris McHardy NAPTEP Covenant (cont'd)	2024/10/30	Applicant requested ITC support in arranging preliminary approval for Priority Agreement with mortgage holder. Ongoing. Any work negotiating and drafting covenant is on hold pending agreement from mortgage holder.
	2024/11/20	Executive Committee approved sponsorship of NAPTEP Application: <i>EC-2024-146: It was MOVED and SECONDED, that the Executive Committee approve financial sponsorship of \$450 for Natural Area Protection Tax Exemption Program (NAPTEP) application NP-NAP-2024.1 (Doris McHardy), North Pender Island.</i> Staff will process Ph 1 fee refund and Ph 2 fee waiver.
	2024/11/29	Referred for information to North Pender Island Local Trust Committee. No comments received.
	2024/12/04	Application for tax exemption reviewed and approved by Trust Council. TC-2024-111: It was MOVED by Trustee Elliott, and SECONDED by Trustee Morrison, that the Islands Trust Council requests the Secretary to issue a Natural Area Protection Tax Exemption Program Certificate for the covenanted portion of the property described as PID: 005-837-651, Lot 6, Sections 18 and 22, Pender Island, Cowichan District, Plan 6294, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.
	2025/01/10	Staff informed applicant of TC decision and next steps.
	2025/01/19	Staff provided the ITC Board with a summary of First Nations responses. Deferred to next meeting
	2025/03/18	Staff provided the ITC Board with a summary of First Nations responses.
	2025/05/27	No new updates.
	2025/06/09	Applicant informed staff that they will continue work on priority agreement in the autumn when negotiating mortgage renewal.
	2025/07/22	No new updates.
	2025/10/03	No updates.
	2025/11/18	No updates.
	2026/01/20	No updates.
Koontz NAPTEP Covenant Gabriola Island (~2.5 ha)	2023/02/08	Application received.
	2023/05/30	ITC-2023-017: It was MOVED and SECONDED, that the Islands Trust Conservancy Board approve the conservation proposal submitted by Yarrow Koontz, to place a NAPTEP covenant on approximately 2.5 ha of Gabriola Island, PID: 005-788-447, That Part of Lot 3, Section 5, Gabriola Island, Nanaimo District, Plan 6986, Lying to the North West of a Road Dedication by Plan 17829, Except those parts in Plans 21783 and 26145, to protect wetlands, maturing forest, and sensitive riparian and cliff habitats.
	2023/06/12	Staff informed applicant of Board decision.



PUBLIC COVENANTS UPDATE For the Meeting of January 20, 2026

Koontz NAPTEP Covenant (cont'd)

2023/07/07	Application referred to First Nations.
2023/08/18	First Nations referral window ended. Only one response has been received, indicating no comments regarding this application.
2023/09/14	Referred for information to Gabriola Island Local Trust Committee. No comments received.
2023/09/27	Application for tax exemption approved by Trust Council (resolution number pending)
2023/10/05	Phase II next steps correspondence sent to landholder.
2023/10/19	Site visit to determine covenant area boundaries.
2023/10/23	Applicant submitted request to have NAPTEP fees sponsored by EC. Staff working to add to November EC meeting
2023/10/26	Submitted expression of interest for funding support from Ecological Gifts Program.
2023/11/22	Executive Committee approved sponsorship of NAPTEP Application: EC-2023-120: It was MOVED and SECONDED , that Executive Committee approve financial sponsorship of \$450 for Natural Area Protection Tax Exemption Program (NAPTEP) application GB-NAP-2023.1 (Koontz), Gabriola Island.
2023/12/08	Applicant requested ITC support in arranging Priority Agreement with mortgage holder. Ongoing. Further work negotiating and drafting covenant is on hold pending agreement from mortgage holder.
2023/12/15	NAPTEP Phase I fee refund cheque mailed to applicant.
2023/12/22	ITC staff worked with GaLLT to secure Ecological Gifts Program funding for covenant area survey; procurement process underway (contract will be directly with Environment & Climate Change Canada). Survey work planned for January.
2024/02/14	Application sent for Ministerial approval.
2024/02/29	Contract signed for land survey (with ECCC).
2024/03/27	Covenant area survey complete.
2024/03/27	Ministerial approval received for covenant.
2024/05/13	Applicant connected with mortgage provider about Priority Agreement.
2024/06/21	Mortgage holder provided approval in principle for a Priority Agreement for the covenant and SRW over the mortgage.
2024/08/23	Draft covenant reviewed by ITC legal.
2024/08/28	Draft baseline inventory report submitted by contractor. Reviewed by ITC.
2024/09/16	Final draft covenant sent to landholder and GaLLT for final agreement on language.



PUBLIC COVENANTS UPDATE For the Meeting of January 20, 2026

Koontz NAPTEP Covenant (cont'd)	2024/09/17	ITC staff site visit to complete field surveys for baseline inventory report.
	2024/10/01	ITC-2024-048: It was MOVED and SECONDED , that the Islands Trust Conservancy Board authorizes the Chair to sign a covenant with Yarrow Koontz, over a portion of the Land described as That Part of Lot 3, Section 5, Gabriola Island, Nanaimo District, Plan 6986, Lying to the North West of a Road Dedication by Plan 17829, Except those parts in Plans 21783 and 26145, PID: 005-788-447, and directs staff to register the covenant through the Natural Area Protection Tax Exemption Program (NAPTEP).
	2024/10/12	Application to register covenant submitted to Land Titles and Survey Authority.
	2024/10/24	Covenant registered on title. Natural Area Exemption Certificate submitted to Land Titles.
	2024/11/07	Natural Area Exemption Certificate registered on title. Staff has prepared and sent all necessary notifications and copies.
	2024/11/07	NAPTEP application process complete. Application file closed.
	2024/11/19	The Islands Trust Conservancy Board authorized a rise and report relating to the approval of spending up to \$2,000 from existing budgets towards the cost of an Ecological Gifts Program appraisal for a NAPTEP covenant on Gabriola Island.
	2024/12/05	GaLLT and landholder are coordinating covenant appraisal for Ecological Gift Program application.
	2025/03/27	Staff noticed oversight in baseline report. Amended baseline in progress.
	2025/05/27	No new updates.
	2025/07/22	ITC-2025-025: It was MOVED and SECONDED , that the Islands Trust Conservancy Board authorize the Chair or any available ITC Authorized Signatory to sign the Modification Agreement to amend covenant CB1650359 registered on the land described as PID 005-788-447, That Part of Lot 3, Section 5, Gabriola Island, Nanaimo District, Plan 6986, Lying To The North West Of A Road Dedicated By Plan 17829, Except Those Parts In Plans 21783 And 26145. ITC-2025-026: It was MOVED and SECONDED , that the Islands Trust Conservancy Board authorize expenditure of up to \$300 to support the landholder and GaLTT in obtaining notarized signatures for registering the Modification Agreement
	2025/10/29	Modification agreement submitted to Land Titles Office for registration. Expected examination date November 5 th .
	2025/11/12	Modification agreement registered on title. Updated copies of baseline report, covenant, title sent to all parties.
	2025/12/22	Service contract in process for appraisal for Ecological Gifts Program application.



PUBLIC COVENANTS UPDATE For the Meeting of January 20, 2026

REGULAR COVENANTS		
<i>52 regular covenants on title, 0 public regular covenants in progress, 0 in camera covenants in progress.</i>		
Property	Date	Notes
None		
ITC NATURE RESERVES WITH COVENANTS OUTSTANDING		
<i>9 ITC Nature Reserves are without covenants, 1 ITC Nature Reserve covenant in progress.</i>		
Property	Date	Notes
Fairyslipper Forest Nature Reserve Thetis Island (16.6 ha)	2018/03/20	ThINC Board approves resolution to hold a covenant on Fairyslipper Forest.
	2018/03/21	CCLT Board approves resolution to hold a covenant on Fairyslipper Forest.
	2018/04/03	TFB approves negotiation of conservation covenant in favour of ThINC and CCLT.
	2018/04/06	ITC template covenant sent to partners. Trail relocation is needed before finalizing baseline report.
	2018/10/13	Hosted Management Plan Open House on Thetis Island.
	2019/02/22	Draft management plan and baseline report sent to ThINC and CCLT staff for review.
	2019/05/21	ITC Board approves management plan with minor revisions.
	2019/06/12	ThINC Board approves revised management plan.
	2019/09/26	CCLT Board approves revised management plan. Management Plan posted to the ITC website.
	2020/02/03	Trail relocation completed by contracted trail builder, Penelakut youth and volunteer labour. A Statutory Right of Way is required from the adjacent property where the trailhead and parking area are planned.
	2020/03/19	ThINC is working with the Thetis Island Residents and Ratepayers Association to obtain a trail license over adjacent private lands for access and parking for the Fairyslipper Forest Nature Reserve.
	2020/07/14	Adjacent landowner signs Trail Licence Agreement with TIRRA (Thetis Island Residents and Ratepayers Association). Staff continues to work with owner to develop permanent legal access.
	2022/04/25	Adjacent landowner extends Trail Licence Agreement with TIRRA.
	2022/06/06	Staff discussed proposed conservation covenant with ThINC, agreement to defer. Staff will reengage with adjacent landowner to discuss more formal access arrangement.
	2022/07/27	Adjacent landowner wishes to continue with informal access agreement. Staff will continue with current access and will consider varied trail options as part of the covenant negotiations.
	2022/10/04	ITC Board rescinds resolution directing staff to negotiate a statutory right of way and related section 219 covenant with adjacent landowner.
	2023/05/30	Staff re-initiated discussion about access arrangement with adjacent landowner. Numerous efforts to set up phone call or (preferred) site visit to discuss options; unable to set meeting.



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FFNR (cont'd)	2023/11/20	TIRRA agrees to continue holding trail licence for access through adjacent private lands
	2024/01/24	Neighbour on eastern side establishes trail that connects into FFNR from Mt Burchell trail, in a trail licence with TIRRA, as an alternate access.
	2024/03/01	TIRRA and adjacent landholder sign renewed trail licence for existing informal access, to last until April 30, 2026, with automatic renewal for an additional 2 years unless either or both parties desires otherwise.
	2025/05/27	No new updates. Covenant negotiation has been deferred since 06 2022.
Total	81 covenants registered	