Islands Trust Council
Committee of the Whole Special Meeting Agenda

Date:	Wednesday, February 18, 2026
Time:	1:00 p.m. - 5:00 p.m.
Location:	Electronic Meeting, and a physical location to view the livestream of the meeting:
	Islands Trust Victoria Office
	#200 - 1627 Fort Street
	Victoria, BC V8R 1H8

Pages

6.1.10.6 **Electronic Document Management Solution - Business Case** 250 - 254

Funding for this work removed by Financial Planning Committee. Removal endorsed by Trust Council.

6.1.10.7 **Galiano: Targeted OCP Review Project** 255 - 257

Funding for this work removed by Financial Planning Committee. Removal endorsed by Trust Council.

6.1.10.8 **Registered Professional Biologist 1.0FTE - Make Permanent** 258 - 262

Funding for this staff position removed by Trust Council.

6.1.10.9 **Permanent GIS Analyst 1.0FTE - New** 263 - 272

Funding for this staff position removed by Trust Council.

6.2 Financial Plan Bylaw - Request for Decision 273 - 280

THAT Committee of the Whole forward the draft Financial Plan Bylaw 204 materials to Trust Council for approval.

7. NEW BUSINESS

8. CLOSED MEETING (if applicable)

9. RISE AND REPORT

10. NEXT MEETING

The next Islands Trust Council Committee of the Whole meeting will take place electronically on Wednesday, May 13, 2026 at 9:00 a.m.

11. ADJOURNMENT

DRAFT

Trust Council Committee of the Whole

Minutes of a Special Meeting

Date:	**November 17, 2025**
Location:	**Electronic Meeting**

Executive Members Present:	**1. Laura Patrick, Chair, Salt Spring Island Local Trust Area** **2. Tobi Elliott, Vice-Chair, Gabriola Island Local Trust Area** **3. David Maude, Vice-Chair, Mayne Island Local Trust Area** **4. Timothy Peterson, Vice-Chair, Lasqueti Island Local Trust Area**
Members Present:	**5. Sue Ellen Fast, Bowen Island Municipal Trustee** **6. Judith Gedye, Bowen Island Municipal Trustee** **7. Sam Borthwick, Denman Island Local Trust Area** **8. David Graham, Denman Island Local Trust Area** **9. Susan Yates, Gabriola Island Local Trust Area** **10. Lisa Gauvreau, Galiano Island Local Trust Area** **11. Kate-Louise Stamford, Gambier Island Local Trust Area** **12. Jeanine Dodds, Mayne Island Local Trust Area** **13. Jamie Harris, Salt Spring Island Local Trust Area** **14. Kristina Evans, South Pender Island Local Trust Area** **15. Dag Falck, South Pender Island Local Trust Area** **16. Ken Hunter, Thetis Island Local Trust Area**
Members Regrets:	**17. Alex Allen, Hornby Island Local Trust Area** **18. Grant Scott, Hornby Island Local Trust Area** **19. Lee Middleton, Saturna Island Local Trust Area** **20. Mikaila Lironi, Lasqueti Island Local Trust Area**
Members Absent:	**21. Ben Mabberley, Galiano Island Local Trust Area** **22. Joe Bernardo, Gambier Island Local Trust Area** **23. Aaron Campbell, North Pender Island Local Trust Area** **24. Deb Morrison, North Pender Island Local Trust Area** **25. Mairead Boland, Saturna Island Local Trust Area** **26. Peter Luckham, Thetis Island Local Trust Area**
Staff Present:	**Rueben Bronee, Chief Administrative Officer** **Stefan Cermak, Director of Planning Services** **Clare Frater, Director of Trust Area Services** **David Marlor, Director, Legislative and Information Services** **Alexandra Trifonidis, Executive Coordinator** **Lisa Millard, Meeting Administrator/Recorder**
Others Present:	**There were no members of the public present.**

1. CALL TO ORDER

Chair Patrick called the meeting to order at 9:00 a.m.

2. TERRITORIAL ACKNOWLEDGEMENT

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

3. APPROVAL OF AGENDA

By general consent the agenda was approved as presented.

4. ADOPTION OF MINUTES

4.1 Draft Committee of the Whole July 9, 2025 Special Meeting Minutes

By general consent the Committee of the Whole Meeting minutes of July 9, 2025 were adopted.

5. FOLLOW UP ACTION LIST

There were no items on the Committee of the Whole Follow Up Action List.

6. CODE OF CONDUCT WORKSHOP - SESSION OUTLINE

The Chief Administrative Officer introduced the purpose of the meeting, noted that the BC Provincial Government had announced its intent to introduce legislative changes to codes of conduct for local government in the spring, and indicated Committee of the Whole might choose to wait for details on the legislative changes prior to completing updates on Islands Trust Standards of Conduct policy.

7. CLOSED MEETING

TC-COW-041
It was MOVED by Trustee Peterson, and SECONDED by Trustee Elliott,
that the meeting be closed to the public subject to Sections 90(1)(i) of the Community Charter in order to consider matters related to the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and that staff attend the meeting.

CARRIED

The meeting was closed to the public at 9:06 a.m. and reopened at 10:44 a.m.

Trustee Falck left the meeting at 10:44 a.m.

8. RISE AND REPORT

Chair Patrick noted there was nothing to rise and report.

9. BUSINESS

9.1 Code of Conduct - Discussion

Committee of the Whole discussed next steps regarding recommendations to revise the Islands Trust Standards of Conduct.

Staff noted that the Province has indicated it plans to bring in new legislation in relation to the Code of Conduct in 2026.

Trustee Gauvreau left the meeting at 11:10 a.m.

TC-COW-2025-042
It was MOVED by Trustee Peterson, and SECONDED by Trustee Borthwick,
that Committee of the Whole recommend that Executive Committee engage with the Province on Islands Trust inclusion in potential legislation on Code of Conduct, and opportunities for engagement on content.

CARRIED

TC-COW-2025-043
It was MOVED by Trustee Elliott, and SECONDED by Trustee Gedye,
that Committee of the Whole recommend that Executive Committee request staff monitor provincial legislation and, if new code of conduct legislation is not proposed, or if Islands Trust is not included in the legislation, that an updated draft Code of Conduct policy be advanced for consideration of Trust Council in September 2026.

CARRIED

TC-COW-2025-044
It was MOVED by Trustee Gedye, and SECONDED by Trustee Evans,
that Committee of the Whole recommend that Executive Committee request staff to consider amendments to the Standards of Conduct Policy to address the involvement of the Chief Administrative Officer and Executive Committee in the review panel procedures.

CARRIED

10. NEW BUSINESS - none

11. NEXT MEETING

There are no upcoming Committee of the Whole meetings scheduled.

12. ADJOURNMENT

By general consent the meeting was adjourned at 11:28 a.m.

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Laura Patrick, Chair

Certified Correct:

DRAFT

____

Lisa Millard, Meeting Administrator

Minutes are not official until adopted at a subsequent meeting.

Islands Trust

Follow Up Action Report

Committee Of The Whole

Director Legislative Services and Information Services

Progress	Activity		Responsibility	Dates	Status
0%	**1**	Staff to inform the Executive Committee that Committee of the Whole recommend that Executive Committee engage with the Province on Islands Trust inclusion in potential legislation on Code of Conduct, and opportunities for engagement on content.	David Marlor	Meeting: 17-Nov-2025 Target: 25-Feb-2025	In Progress
0%	**2**	Staff to inform the Executive Committee that Committee of the Whole recommend that Executive Committee request staff monitor provincial legislation and, if new code of conduct legislation is not proposed, or if Islands Trust is not included in the legislation, that an updated draft Code of Conduct policy be advanced for consideration of Trust Council in September 2026.	David Marlor	Meeting: 17-Nov-2025 Target: 25-Feb-2025	In Progress
0%	**3**	Staff to inform the Executive Committee that Committee of the Whole recommend that Executive Committee request staff to consider amendments to the Standards of Conduct Policy to address the involvement of the Chief Administrative Officer and Executive Committee in the review panel procedures.	David Marlor	Meeting: 17-Nov-2025 Target: 25-Feb-2025	In Progress

Islands Trust Committee of the Whole
Draft 2026/27 Budget Session Outline

Purpose:

- To provide Committee of the Whole (CotW) with an overview of the draft 2026/27 budget.
- To discuss the proposed revenues, expenses, and resulting surplus balances with CotW and receive direction for amendments as needed;
- To provide an opportunity for questions, comments and debate amongst Trustees in advance of Trust Council's budget session in March, and the financial plan bylaw approval in March.

Resources: **Financial Planning Committee**
Director, Financial & Employee Services (DFES)
Chief Administrative Officer (CAO)
Director, Planning Services (DPS)
Director, Trust Area Services (DTAS)
Director, Legislative & Information Services (DLIS)

WHAT	WHO
1. <u>Draft 2026/27 Budget Overview</u> *(up to 20 minutes)* <u>Document References</u> • Budget Changes Since Last Reviewed *Staff will respond to questions on specific material in this report while this report is being reviewed. Please withhold comments for the Trustee Discussion session.* • Draft Budget Overview *Staff will respond to questions on specific material in this report while this report is being reviewed. Please withhold comments for the Trustee Discussion session.*	DFES
• Funding Requests *The Chair will poll trustees to determine which business cases they want staff to speak to. Please withhold comments for the Trustee Discussion session.* ○ Strategic Plan Projects ○ Committee and Board Projects ○ Operational Initiatives	Trustees
2. <u>Budget Reduction Options</u> *(up to 10 minutes)* • *Staff will speak to budget reduction options, and respond to questions on this material at this time.*	CAO, DFES
3. <u>Trustee Discussion</u> *(Up to 3 hours)* • Questions, Comments, Debate, Direction for Change *The Chair will open the floor to comments, additional questions on any budget materials, motions for budget changes. Please refer to agenda item 6.1.2 Budget Discussion Support Materials for help with wording of standard motions.*	Trustees
4. <u>Forward Budget Materials to Trust Council</u> • CotW passes a formal resolution forwarding budget materials to Trust Council. *Please refer to agenda item 6.1.2 Budget Discussion Support Materials for help with resolution wording.*	CotW
NEXT STEPS: • Staff will incorporate CotW's recommended budget changes into the draft budget and include all budget materials in the Trust Council agenda for March.	

Template Resolutions

ACTION	TEMPLATE LANGUAGE	EXAMPLE(S)
To **REDUCE** a budget line	THAT Committee of the Whole recommend that Trust Council [name action] and reduce the related draft 2026/27 [..] budget line by $X.	*THAT Committee of the Whole recommend that Trust Council hold one additional regular business meeting as a virtual meeting next fiscal year, and reduce the related draft 2026/27 Meeting Expense budget line by $33,750.* *THAT Committee of the Whole recommend that Trust Council delay the hiring of the new Manager of Indigenous Relations staff position, and reduce the related draft 2026/27 salaries and benefits budget line by $45,564.*
To **REMOVE** all funding in a budget line	THAT Committee of the Whole recommend that Trust Council [name action] and remove the draft 2026/27 budget of $X associated with this work.	*THAT Committee of the Whole recommend that TC not fund in-person meetings for Council Committees, and remove the draft 2026/27 budget of $6,500 associated with this work.*
To **ADD** funding to a budget line	THAT Committee of the Whole recommend that Trust Council [name action] and add $X to the draft 2026/27 budget to support this work.	*THAT Committee of the Whole recommend that Trust Council provide Secretariat Services programming next fiscal year, and add $10,000 to the draft 2026/27 budget to support this work.*
To **REQUEST** additional information or report amendments	THAT Committee of the Whole recommend that Executive Committee request staff to [action].	*THAT Committee of the Whole recommend that Executive Committee request staff to update the business case for the Policy Statement Amendment Project to include more detail on community engagement plans.*
To **FORWARD** material to Trust Council for their March 2026 meeting	THAT Committee of the Whole forward the [name agenda materials] to Trust Council [as amended] for information/approval.	*THAT Committee of the Whole forward the Draft 2026/27 budget materials to Trust Council, as amended, for approval.*

Impact Of Budget Amendments

Local Trust Areas:

- $92,630 change in any spending = ~1% tax change to local trust areas
- $92,630 increase in draws from surplus/reserves = ~1% tax reduction to local trust areas

Bowen Island Municipal Levy:

Generally, a $28,000 change in the Municipal Pool of expenses will generate a ~1% change in the BIM Tax levy. Broken into its components:

- $28,000 change to Trust Council spending = ~1% levy change
- $28,000 change to Conservancy spending = ~1% levy change
- $80,230 change to General Administration spending = ~1% levy change
- $28,000 increase in draws from surplus =
  - For funds directed to TC or ITC expenses = ~1% reduction in the BIM Levy
  - For funds directed to General Administration expenses = ~1% reduction in the BIM Levy
  - For funds directed to Planning Services expenses = no change to the BIM levy

**these figures are approximate, as the distribution of dollars between functional areas of Islands Trust also influences the BIM Levy calculation. So changes to the budget made by COTW or TC, will influence how spending changes impact the BIM Levy.*

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	**March 11, 2026**
From:	**Islands Trust Conservancy Board**	**Date Prepared:**	**February 13, 2026**
SUBJECT:	**Response to Financial Planning Committee resolution from January meeting re: 2026/27 Islands Trust Conservancy Draft Budget Reduction Request**		

PURPOSE: To communicate to Trust Council the response from the Islands Trust Conservancy Board regarding the January 21, 2026 resolution to the Conservancy Board to reconsider a reduction of its 2026-27 budget request.

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 October 22, 2025, Financial Planning Committee received the proposed 2026/27 budget from the Board, and passed the following resolution:

> **That Financial Planning Committee request that the Islands Trust Conservancy Board consider putting a portion of its recent $1 million donation to support some of the Island Trust Conservancy's 2026/27 budget requests as appropriate.**

On November 18, 2025, Islands Trust Conservancy Board received the request from Financial Planning Committee and reviewed the following information: the Fundraising and Donations Policy, the Canadian Association of Gift Planners Code of Ethics, and the Opportunity Fund guidelines. After a robust discussion, decided that these policies, guidelines and code of ethics do not allow for use of donated funds to be used 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.

The following resolution was passed by the Islands Trust Conservancy Board at the November 18, 2025 meeting:

That the Islands Trust Conservancy Board request staff to invest $1 million of the Opportunity Fund into 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.

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

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

On January 20, 2026 Islands Trust Conservancy Board received Trust Council's request and had an in-depth discussion about reducing the proposed 2026-27 budget. In light of an already reduced budget being presented initially, the ITC Board considered Trust Council's request to review the budget for reductions, but did not make any changes to the 2026-27 proposed budget. Staff conveyed this decision with a briefing note to the Financial Planning Committee for their January 21, 2026 meeting.

On January 21, 2026 the Financial Planning Committee received a briefing from staff stating that the ITC Board reviewed the budget and did not make any adjustments. The Financial Planning Committee, passed another resolution request to the ITC Board:

that the Financial Planning Committee request the Islands Trust Conservancy Board to reconsider the request already asked of them by Trust Council to review their budget, with a view to reducing it, and to look at in particular the part-time Indigenous Relations Advisor.

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

that the Financial Planning Committee request staff to prepare options for further budget reductions for consideration at the February Committee of the Whole meeting.

On January 30, 2026, the Board received budget reduction options from staff and accepted them all, except for delaying the start date of the Conservancy Indigenous Relations Advisor to October 1, 2026 which would have saved $32,661. It was noted that delaying this position would mean that staff will not have the additional support during the initial Five-year Plan First Nations engagement process, potentially impacting relationship and trust building. It was noted that if the auxiliary Senior Policy Advisor position is extended another year, staff would have critical support during engagement processes but if both positions are cut, staff would be at a strong disadvantage moving into engagement with First Nations.

At that meeting, the Board approved using $21,348 of the Property Management Fund, comprised of donated funds, as a source of revenue for property management operations. It was noted that using donated funds towards core operations to reduce taxation is not ideal. The board's purpose for initiating this fund was to supplement (enhance) protected areas management, not offset taxation. This one-time offset is in response to Financial Planning Committee and Trust Council's requests to reduce taxation costs on ITC's proposed budget. Staff recommend that, in future, the Board primarily use the Property Management Fund for special projects, such as updating the management plan template, climate change adaptation projects/research, or developing an ecological integrity program for protected areas.

By making reductions to the board meeting expense and professional services lines, deciding to use donated funds from the property management fund towards core property management operations, and securing a grant for 2026/27 the Board has reduced requested funds from taxation by $36,048, while the overall proposed budget has gone up by $11,300 due to inclusion of grant revenue for new activities.

Table 1. Summary of changes to ITC 2026-27 proposed ITC budget since December 2025 Trust Council meeting.

BUDGET LINE	**DECEMBER 2025 PROPOSED BUDGET**	**MARCH 2026 PROPOSED BUDGET**	**DIFFERENCE**
Professional Services	$4,500	$2,300	- $2,200
Board Meeting Expenses	$10,000	$7,000	- $3,000
Protected Areas Management Operations	$150,000	$166,500*	+ $16,500
OVERALL BUDGET CHANGE**	**$1,356,592**	**$1,401,471**	**+ $11,300**

**This figure includes $21,348 from the ITC Property Management Fund.*

*** Note: The budget request from the ITCB forwarded to Trust Council in December 2025 estimated a 2.5% BCGEU salary increase. This estimate was not correct. However, the budget itself and budget overview documents includes correct salaries information for the ITC staff.*

Attachments: None.

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Wendy Tyrrell, Manager, Islands Trust Conservancy

Reviewed By/Date: Clare Frater, Director, Trust Area Services / February 13, 2026

Islands Trust

BRIEFING

To:	Committee of the Whole	**For the Meeting of:**	January 18, 2026
From:	Financial Services	**Date Prepared:**	February 11, 2026
SUBJECT:	**Changes to the Draft 2026/27 Budget Since Reviewed by Trust Council**		

PURPOSE:

To inform the Committee of the Whole of changes made to the draft 2026/27 budget since it was last reviewed by all trustees at the December Trust Council (TC) meeting.

BACKGROUND:

Since TC met in December and reviewed the draft 2026/27 budget, a number of updates have been made to the draft budget.

NEW ACTIVITIES

- The Islands Trust Conservancy Board has met to review its budget needs for next fiscal year and reduced their total budget request by approximately $26,550. A briefing from the Board, included with the budget materials, discusses the implications of these changes.
- The Regional Planning Committee has completed their review of LTC project business cases, and the Planning Services Feasibility Assessment. No recommendations for changes to the budget arose from their review.
- As requested by FPC, senior staff have reviewed the draft budget for areas of potential reduction. A reduction options list totaling approximately $439,000 has been provided as part of the agenda materials for discussion.
- The third quarter financial forecast for the current year has been completed. This forecast update estimates of available excess surplus and reserve funds for use in next year's budget. The forecast indicates additional available LTC reserve funds of $25,000 and additional available surplus funds of $327,000 available to offset spending in the draft 2026/27 budget.
- New data that informs specific budget lines has been released:
  - BC Assessment: Completed roll information has been received for folios and net converted assessment values. These inform trustee remuneration and the BIM ley calculation, respectively.
  - Statistics Canada: December Consumer Price Index information has been published, contributing to updates in trustee remuneration.

SUMMARY OF DRAFT BUDGET CHANGES

Planned spending

- Total planned spending has increased from $11.70M to $11.94M.

External Revenues

- Total external revenues have increased by $63,680 due primarily to more grant revenue included in the current draft of the budget.
- LTA taxes have decreased $123,100, however the portion of taxes attributable to non-market change factors has fallen from 2.5% to 0.8%, shifting the LTA general tax increase from 9.6% to 9.9%.
- BIM taxes have decreased $24,580, shifting the BIM general tax levy increase from 23.7% to 18.1%.

Shortfall, Surplus & Reserves

- The budgeted shortfall has increased by $297,000 due to increases in planned spending and reductions in planned tax revenue.
- Transfers from the General Revenue Surplus Fund has increased from $nil to $327,000 due to current year third quarter forecast results estimating excess surplus availability for use in the budget.
- Transfer from the LTC reserve fund has increased from $125,000 to $150,000 as current year third quarter forecast results show more LTC Reserve Funds available to be brought in to budget.
- Transfer from Special Tax Requisition Fund has remained unchanged at $nil.

CHANGES TO PLANNED SPENDING

OPERATIONS:

Amortization

Amortization estimates have increased by $37,000, representing updated calculations to the use of budgeted capital assets over time.

Software Support and Licensing

Software Support and Licensing has increased by a net $21,100 as a result of the following:

- A pricing policy change from Zoom has increased cost for Islands Trust Zoom licences by $13,840. Staff have reviewed the number of required licences to mitigate impacts of this policy change.
- Costs for Zoom phones have been reallocated to this budget line, as these are software-supported phones under the oversight of the Information Services team. This is not an actual budget increase, simply a reallocation from the telephone budget line to the software budget line.
- Social media communications software has been added to the budget for $1,900.
- Survey Software has been added to the budget for $1,000.
- Water monitoring software costs have been reviewed and corrected, increasing this budget by $4,700
- Exchange software assurance costs of $2,700 have been added to the budget.
- A combined amounts of $1,125 has been added to the budget to pay for Exchange email PDF plugins, and QR Code Generator software.
- Funding for VMWare licenses that are no longer required have been removed from the budget, reducing cost by $12,000
- A correction was made to remove the double counting of Time Tracking software, reducing budget by $7,680.

Internet and Connectivity

Internet and connectivity costs have increased by $16,390 due to higher costs for connections to the provincial government internal systems, which now carry additional costs for enhanced security measures. This was new information received by Islands Trust since the last budget version.

Orthophotos

A new budget line has been created to more transparently highlight planned costs for orthophotos (Trust area mapping data) in the year. These costs were formerly in the technical support budget line, and as such, this budget line has decreased by the same amount. The amount in this budget line $25,000.

Meeting Expense
Trust Council directed that all four regular business meetings of TC will be held in person next year, and as such this budget line has increased by $67,500.

Office Lease costs
Office lease costs have increased by $800 due to updated cost estimates for operations, property taxes and janitorial services that are passed on to Islands Trust by the lessor of our Victoria Office.

Staff Salaries & Benefits
All budget lines for salaries and benefit have been updated to reflect wage increases for staff in line with the new collective agreement, where new salary information has been published. In addition to these changes, the following adjustments have been made to specific salary budgets:

- **Executive/Legislative and Information Service/Financial and Employee Services**
  This budget line has decreased by a net $23,442 due to:
  - The removal of the new permanent 1.0FTE GIS Analyst staff position, per Trust Council's direction.
  - The addition of costs to backfill a staff's extended leave.
  - Updated wage information per the new BCGEU collective agreement.

- **Trust Area Services/Islands Trust Conservancy**
  This budget line has increased by a net $203,018 due to:
  - The addition of a new permanent 1.0FTE Manager of Indigenous Relations position, per Trust Council's direction.
  - The addition of a Communications and Engagement Lead position, per Trust Council's direction.
  - Updated wage information per the new BCGEU collective agreement

- **Director of Planning Services & Specialists**
  This budget line has decreased by a net $111,190 due to:
  - Trust Council declined to make permanent, or provide ongoing funding, for the 1.0FTE Registered Biologist Position. As such, funding for this position has been removed from the draft budget.
  - Updated wage information per the new BCGEU collective agreement

- **RPMs & Planners**
  This budget line has increased by $283 due to updates made for newly published salary amounts under the new BCGEU agreement.

- **Planning Support**
  This budget line has increased by $197 due to updates made for newly published salary amounts under the new BCGEU agreement.

- **Bylaw**
  This budget line has increased by $44 due to updates made for newly published salary amounts under the new BCGEU agreement.

Insurance costs have decreased by $16,310 reflecting the actual invoiced premiums for our most recent insurance renewal.

ITC Board Meeting costs have decreased by $2,000 due to the ITC Board resolving to hold more of items meetings electronically next year.

Professional Consultant Fees have decreased by $3,000 due to the ITC Board amending their budget request to hire outside expertise.

Protected Areas Management Operations costs have increased by $16,500 to add new work funded by the newly approved Tree Grant to support protected areas.

Legal Litigation costs have increased $10,000 in response to updates related to defending existing claims.

Telephone budget line has decreased by $15,500. This is not an actual reduction in funding. Rather, the costs for Zoom phones have been reallocated to the Software Support and Licencing budget line belonging to Information Services, as these are a software product managed by this group.

Trustee remuneration and CPP costs have increased $1,846 based on updated calculations that reflect December 31 2025 CPI, per policy. The former version of the budget reflected November CPI as December's information was not yet available at that time.

Trustee Health/Dental Benefits
Heath and Dental benefits has a reduction of $916 to reflect updated benefit premium costs.

PROGRAMS AND PROJECTS:
An overall increase to project expenditures of $65,500 due to the following changes:

Optional TC Programs
A total reduction in optional TC programs of $49,000 due TC's removal of the following budget items:

- Applications sponsored by TC $15,000
- NAPTEP Applications sponsored by TC 1,000
- History and Heritage Funding Grants-in-Aid 6,000
- Stewardship Education 10,000
- Secretariat Services 17,000

TC Strategic Plan Projects
A total increase of $90,000 in TC Strategic plan projects, as follows:

- Reconciliation Program has increased by $100,000, as a result of Trust Council's direction to include this amount in First Nations capacity funding.
- Freshwater Sustainability Strategy funding has decreased by $10,000, a result of Trust Council's direction not to fund the implementation portion of the project.

LTC Projects
Planned LTC project expenses (excluding those funded from Special Property Taxes) have increased by a net $73,000 as follows:

- Denman OCP/LUB Review Project has increased by $2,000 to acknowledge ongoing First Nations engagement work next fiscal year.
- Gabriola OCP/LUB Review Project has increased by $4,000 to acknowledge ongoing First Nations engagement work next fiscal year.
- Hornby OCP Review Project has increased by $10,000 to acknowledge ongoing First Nations engagement work next fiscal year.
- Lasqueti OCP/Review Initiation Project has increased by $1,500 so that project pieces not complete this year, can be completed next year.
- North Pender Housing Access and Affordability Project has increased $3,000 in the budget due to public hearings planned for the current year that will now only take place next year.
- Salt Spring OCP/LUB Review Project has increased $72,000 to acknowledge ongoing public engagement work next fiscal year.
- Salt Spring Groundwater Sustainability Project funding of $16,500 has been removed from the budget, at the direction of Trust Council.

LTC Project expenses funded from Special Property Taxes have decreased by $55,000

- SSI LTC SSIWPA Plan Coordination project for $55,000 was removed from the budget, at Trust Council's direction.

CAPITAL:

Hardware costs have increased by $9,200 due to the following:

- A move from Baracuda to Mimcast spam filtering software requires capital work amounting to $2,000.
- Replacement of six iPads required to operate office boardroom equipment, due to the current iPads becoming obsolete with the upcoming Apple operating system update. The older iPads cannot support the new software update, resulting in elevated security risks.
- An update in the cost estimate for Sonic Wall Routers, adding $700 to the budget.

CHANGES TO REVENUES

Total revenues have decreased by $63,680 after changes in the following:

Grant Revenue has increased by $84,000 due to inclusion of more grant funds related to:

- An additional $57,000 included in the budget to pay for ongoing First Nations engagement work related to LTC projects, and the ITCB 5-year plan project.
- A newly approved federal grant of $26,000 has been awarded to the ITC to support protected area initiatives in the Trust Area.

Investment Income has increased $1,000 due to updated estimates of cash available for investment earnings.

Local Trust Area Taxes have decreased $123,100 as a consequence of changes to planned spending and new revenue sources included in the budget. The previous budget draft reflected an LTA general tax increase of 13.9%, plus a 0.8% additional increase coming from non-market factors. The current budget reflects an LTA general tax increase of 9.9%, plus an 0.8% additional increase coming from non-market factors.

BIM Taxes have decreased $24,580 as a consequence of changes to planned spending and new revenue sources included in the budget. The BIM levy is calculated at $549,900 in the current draft budget. This represents a 18.1% general increase, compared to the 23.7% general increase in the previous version of the draft budget.

Draws from Surplus & Reserves:
The total draw from surplus and reserve funds is at $477,000 compared to the $125,000 in the previous version of the budget:

- Transfer from the General revenue surplus fund of $327,000.
- Transfer from LTC project reserve fund of $150,000.
- Transfer from the Special Property Tax Reserve Fund of $nil.

ATTACHMENT(S): None.

FOLLOW-UP:

Further changes to the draft 2026/27 budget will likely occur when the following takes place:

- Direction from COTW at their February meeting;
- Direction from TC at their March meeting.

Prepared By:	Finance Officer Director, Financial and Employee Services
Reviewed By:	Rueben Bronee, CAO

Islands Trust

BRIEFING

To:	Committee of the Whole	**For the Meeting of:**	February 18, 2026
From:	Financial Services	**Date Prepared:**	February 11, 2026

SUBJECT: **Draft 2026/27 Budget Overview**

PURPOSE:

To provide Committee of the Whole with an overview of the 2026/27 budget for review, comment and direction. Recommended changes from Committee of the Whole will be made in the draft 2026/27 budget and forwarded to Trust Council as the recommended budget from Committee of the Whole.

BACKGROUND:

The Budget Assumptions, Principles, and Guidelines for the 2026/27 budget cycle were approved by Trust Council at their September 2025 meeting. These have been used as a guide in putting together the draft 2026/27 budget as much as possible. Assessment of the draft 2026/27 budget against these guidelines is included in the budget materials.

To date, the following activities have taken place to support the current draft of the 2026/27 budget:

BODY	ACTIVITY
Executive Committee (EC)	EC reviewed their budget needs and has submitted requests for most of its operational and programming functions, as well as for Trust Council projects under its oversight.
Governance Committee (GC)	GC has reviewed their budget needs and submitted a single request to the budget cycle.
Islands Trust Conservancy Board (ITCB)	The ITCB has discussed its budget needs for next fiscal year and has advanced their request to the budget cycle. At the request of Trust Council in December 2025, the ITCB reviewed its funding requests in January 2026 and have made amendments to reduce requested amounts. These amendments are reflected in the current budget draft.
Regional Planning Committee	RPC has discussed its budget needs to further the Freshwater Strategy next fiscal and has advanced a funding request related to this work.

(RPC)	They have also completed the following tasks: • Review of the business case submissions of LTCs. • Review of the planning services project feasibility assessment prepared by staff which assesses if all planned projects are achievable in the fiscal year.
Trust Programs Committee (TPC)	TPC has reviewed all their funding requests for the next fiscal year. Amounts are included in the draft budget and business cases are included in the agenda package.
Local Trust Committees (LTCs)	LTCs have submitted business cases for their funding requests valued at over $5,000. Smaller projects will continue to be funding from a pool of funds designated to minor projects. Staff have reviewed current year LTC projects and where project activities planned for the current year will not be completed by year-end, funding has been moved from this fiscal year into next year to support the work. Planning Services and Legislative Services staff have reviewed LTC requests to use special requisition funds against policy and legislation. The latest version of the budget does not include funding for these projects.
Operational Business Units	All business units in Islands Trust have provided their departmental budget requests and submitted business cases for new operating initiatives as required, and justification forms for operating budget increases greater than forecasted inflation or $500. Staff have prepared estimates of Trust-wide expenses with the input of management. Senior staff have prepared a list of potential budget cuts to support Trust Council's budget debate.

The above information has been collated into the draft 2026/27 budget that is presented in this agenda.

PREAMBLE

The draft 2026/27 budget shows a 6.6% increase in overall planned spending, driven primarily by increased costs for Trust Council Services, Islands Trust Conservancy Services, and General Administration. This increase in planned spending is above forecasted inflation for the year.

The draft general tax increases for local trust areas and Bowen Island Municipality are 9.9% and 18.1% respectively, larger than the 6.6% increase in planned spending. This is due to revenue from external sources (fees, grants, investment income) decreasing by 35%.

As a result, to cover the increased spending and non-tax revenue shortfall, an additional $1.08M in taxes is required. The majority ($1.0M) of these additional taxes is collected on the general tax base resulting in higher tax increases than historically seen at Islands Trust.

External revenue sources like fees, grants, and investment income are largely beyond the organization's control. While local trust committees can influence fee revenue by adjusting application fees, the volume of applications is driven by decisions of individual community members. The inclusion of grants is also outside the organization's control, as it depends on funding availability and funders' decisions.

Given that external revenue streams cannot be easily increased, Islands Trust must rely on internal funding sources such as surplus or reserves to balance the budget and avoid steep tax hikes. The current version of the draft budget draws in $327,000 from excess surplus funds which help mitigate the tax increase; however, it does not fully offset the need for additional tax revenues to balance the budget.

Approximately one third of the general tax increase for local trust areas (3.1%) is due to lost revenue streams year over year. This means if spending levels were to remain as they were last year with no increases or reductions, the tax increase would be about 3.1%.

The remaining portion of the general tax increase (6.8%) is due to net planned spending increases:

- Purely discretionary budget lines have decreased by 1.3%
- Non-discretionary budget lines have increased 3.7% (primarily for elections, legislatively required activities such as the ITCB 5-year plan and annual audit fees); and
- Variable non-discretionary budget lines have increased 4.3% (primarily as a result of changes to staff levels and wage increases)

It is estimated that this would mean an approximate $40-45 increase in taxes paid per average household in the Trust Area (excluding BIM).

For BIM, 2.1% of the levy increase is due to lost revenue streams, with the remaining percentage due to changes in planned spending. It is estimated that this would mean an approximate $30-35 increase in taxes paid per average household on Bowen Island.

SUMMARY OF DRAFT BUDGET RESULTS

The draft 2026/27 budget contains the following:

- Total proposed planned spending of $11.9M:
    - Operating budget $11.1M (excluding amortization expense)
    - Projects and programs budget $635,001
    - Capital budget $195,700
- A proposed 9.9% general tax increase to local trust areas (exclusive of NMC)
- An estimated 18.1% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of $327,000.
- A proposed draw from the LTC Project Reserve Fund of $150,000.
- A proposed draw from the Special Property Tax (SSIWPA) Reserve Fund of nil dollars.

SUMMARY COMPARISON TO PREVIOUS FISCAL YEAR APPROVED BUDGET

Budget Category	FY26 Approved Budget	FY27 DRAFT Budget	*Change $*	*Change %*
Operations	10,211,630	11,105,180	*893,550*	*8.8%*
Operational Projects	90,000	19,000	*(71,000)*	*-78.9%*
Capital	261,100	195,700	*(65,400)*	*-25.0%*
Trust Council Programs	48,500	-	*(48,500)*	*-100.0%*
Trust Council Strategic Plan Projects	131,500	208,000	*76,500*	*58.2%*
LTC projects	436,001	268,001	*(168,000)*	*-38.5%*
ITCB Projects	20,000	140,000	*120,000*	*600.0%*
Total	11,198,731	11,935,881	*737,150*	*6.6%*

The draft operating budget has increased over the prior year primarily due to elections, new council orientation costs, new staffing requests, staff and trustee wage increases, rising technology costs, increasing office lease costs, and enhanced training budgets for select staff groups.

Draft capital budgets are reduced over the prior year primarily due to the conclusion of the Salt Spring Island office renovation and move project.

Project budget comparatives year-over-year are potentially less helpful for future year decision making as projects vary from year to year based on political priorities and could have very different costs depending on the nature of work being completed. It is possible that the reduction in local trust committee projects next year acknowledges that election years take staff and trustee time away from deliverables to focus on new trustee orientation and committee formation, while other project areas may not have made similar concessions.

DRAFT 2026/27 BUDGET - OVERVIEW

PLANNED REVENUES:

External sources of revenue include application fees, grant funding, property taxes, levies, and investment income.

Internal sources of revenue, when used to balance the budget, comes from funds held in the Islands Trust surplus funds and reserve funds.

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total $10.25M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 10.7% ($990,680M). This amount is comprised of:

- A proposed average tax increase of 9.9% ($916,580) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.8% ($74,100) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on NMC factor from the previously approved budget, and will be updated for more current amounts in future iterations of the budget.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition calculates at approximately $549,900in the draft budget. This is a total increase over last year's budget of 19.5% ($89,900). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 18.1% ($83,280) from the existing tax base; plus,
- An estimated 1.4% ($6,620) generated from new tax base associated with NMC factors. This figure is based on NMC factor from the previously approved budget, and will be updated for more current amounts in future iterations of the budget.

Increases to the Bowen Island Municipal tax levy are driven primarily by: Increases in planned spending for the functions of Trust Council, and general administrative costs, changes in the administrative allocation rate, and reductions in revenue sources via amounts drawn from Islands Trust surplus funds, as well as reduced Trust Council and Islands Trust Conservancy grant funding to offset taxation.

Special Tax Requisitions:

No new special tax requisitions have been included in the current version of the draft budget as no local trust committees have requested these funds.

Grant Revenues:

Total grant revenues in the draft budget amount to $265,001, broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of $180,000 (2023/24- $180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province. However, as this project has not moved forward, no new information is available to support amending the value of this revenue stream.
- A restricted provincial grant of $150,000 was received from the Ministry of Municipal Affairs for First Nations engagement funding in fiscal 2023-24. Of this amount, $59,000 is expected to be spent next year.
- A restricted federal grant of $26,000 has been approved from Tree Canada for $26,000. This work will support the work of ITC.
- A line for contingent grant income is included in the budget with a nominal $1. This line serves as a placeholder to ensure unanticipated grants awarded in the year can be captured as required.

Other Revenue Sources:

- Fees from applications is set at $198,000 (prior year - $198,000) based on an estimate of fees to be recognized in the year in line with work completed in the fiscal year on applications. This amount is reduced from historical values as a result of the new accounting standard for fees, which only allow the recognition of fees revenue as work is completed on applications rather than when fees are received.
- Interest income is budgeted at $193,000 (prior year- $211,000) based on estimated investment returns on the investment of property tax funds, and assumes interest rates will be reduced over the next year, and that surplus amounts available for investment will also be reduced.

Surplus Funding:

The proposed budget shortfall of $477,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw of $327,000 from the general revenue surplus fund (GRSF) is included in the draft budget.
- A draw from the LTC project specific reserve fund (LTCPSRF) of $150,000 is included in the draft budget to offset total LTC project costs. This reflects unspent amounts from previous fiscal years related to LTC projects.
- No draw from the SSI Special Property Tax reserve fund is included in the draft budget as no work will be undertaken for this project next year.

PLANNED SPENDING – OPERATIONS:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $7.51M budget (prior year - $7.08M), representing 66% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

Department	Functions	Base FTE	New FTE	Total FTE	Budget ($)	% of Salaries Cost
Executive Office	Office of CAO. Corporate Administration	3.0	-	**3.0**	$ 449,758	6%
Legislative and Information Systems Services	Legislation, Policy, Risk & Records Management, Info Services	7.3	-	**7.3**	829,503	11%
Financial and Employee Services	Finance & Accounting, Procurement Coordination, HR	6.1	-	**6.1**	756,322	10%
Trust Area Services	Communications, Government Relations, Grants	5.4	3.0	**8.4**	979,641	13%
Islands Trust Conservancy	Land Management and Acquisition	7.6	0.5	**8.1**	879,355	12%
Planning & Bylaw Services	Land Use Planning, Bylaw Enforcement	33.3	-	**33.3**	3,620,293	48%
Total		**62.7**	**3.5**	**66.2**	$ 7,514,872	100%

Note: Planning Services and Legislative and Information Services include a 0.3 FTE co-op student each.

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from last year's budget include the following, each supported by a business case submission:
    - The addition of a 1-year temporary 1.0FTE Senior Policy Advisor to support agreements, advocacy, policy research/development, and to provide support for fulsome First Nations engagement in the development of the new Five-Year Plan for the Minister's approval ($117,563).
    - The addition of a permanent 0.5FTE ITC Indigenous Relations Advisor to support facilitation and management of respectful Conservancy engagement processes with Indigenous Governing Bodies and provide program-specific professional advice to Islands Trust Conservancy Board and staff ($53,655)
    - A one-month extension of the temporary Species at Risk Coordinator into next fiscal year, to ensure completion of grant-related deliverables and reporting ($7,441)
    - The Islands Trust Conservancy has not put forward a request for a co-op student in the 2026/27 budget, reducing cost by $25,331
    - The addition of a permanent 1.0FTE Manager of Indigenous Relations to support ongoing relationship building with First Nations. The draft budget includes 9 months of salary and benefits for the position, assuming a start date for the new hire in July 2026 ($111,057).
    - The addition of a permanent 1.0FTE Engagement and Communications Lead to support enhanced service delivery in this realm of work. The draft budget includes 9 months of salary and benefits for the position, assuming a start date for the new hire in July 2026 $91,742).

- Staff salaries and benefits have been adjusted from previous years for the following factors:

- A 3.0% wage increase for all BC Government Employee's Union (BCGEU) staff members, effective April 1, 2026, in accordance with the new collective agreement.
- An increase for seven staff who will move from a Grid 9 classification to a Grid 11 classification, as directed in the new collective agreement.
- An adjustment for 27 BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% per step per person).
- An effective up-to 2.25% wage increase (i.e. potential up to 3.0% increase four months into the fiscal year) for excluded managers and directors to anticipate potential increases from PSA received in the fiscal year. No increase has been included for the Chief Administrative Officer, acknowledging potential for a Public Service directive to hold Executive staff wages steady in the upcoming year.
- An overtime budget of $64,000 plus the related benefit charge is included in the draft budget, which estimates overtime worked that is paid out to staff, or banked for use in future years. Time that is banked and taken as time off in the same year does not increase expense in the same manner as time banked or paid out.
- Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1.52M (Prior year- $1.50M). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff.
- An allowance of $193,000 for staff turnover has been made in the draft budget acknowledging that vacancies contribute to salaries underspending each year. This amount represents 2.5% of the overall salaries budget which is in line with historical average salaries underspending against budget.

Contracted Temporary Staffing expenses have been budgeted at $30,000 (prior year - $15,000). These are costs that will be incurred for contractors who are backfilling for staff vacancies throughout the year, and for planned hiring of temp agency workers for small initiatives that existing staff are unable to fit into existing schedules. This amount is allocated evenly between Planning Services and the Islands Trust Conservancy, justified in reporting that each area has submitted to the budget cycle.

Professional Consultant Fees are budgeted at $20,700 (prior year - $19,000). This budget line reflects amounts to hire professionals to conduct specific work on behalf of Islands Trust where required professional skill sets are not found within the existing staff contingent, or where work plans for specifically trained staff are at capacity. The amount in the budget reflects costs that will be incurred for the following:

- Consultant fees to facilitate the TC policy-driven annual CAO performance evaluation ($5,000)
- ITC quarterly bookkeeping services ($4,000)
- External firm preparation of the ITC year-end financial statements and notes ($8,700)
- ITC consultation for property management and First Nations knowledge holders ($3,000)

Trustee remuneration and benefits remains quantified by Trust Council *Policy 7.2.1 Trustee Remuneration* and amounts to $739,747 in the 2026/27 draft budget (prior year - $734,000). This policy is under review and any changes impacting remuneration levels will be reflected in future drafts of the budget.

Factors influencing this figure in the draft budget include the following:

- An anticipated 2.0% increase to base remuneration to adjust for CPI, based on forecasted inflation for the year. This rate will be adjusted to reflect final Statistics Canada inflation rates at the end of the calendar year, in line with policy.

- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Amounts for the number of folios by LTA as provided by BC Assessment will be updated as of December 2025 per policy.
- Inclusion of employer CPP contributions at the rate of 5.95%.
- Extended benefit premiums reflect the cost of enrolling trustees in the UBCM enhanced benefit plan, and account for the rate change received effective October 1, 2025.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of $150/meeting for Committee Chairs and $100/meeting for Committee members. Four meetings for each of RPC, TPC, GC, and Accessibility Committee have been budgeted based on customary meeting frequencies for these bodies.

Elections costs have been estimated at $227,000. This budget will support the following elections activities:

- Contractors to design the nomination package ($1,104)
- Pre-elections communications activities: elections advertising and non-resident notice mailings ($10,293)
- Contracts with Trust Area regional districts to administer Islands Trust elections ($212,103)
- Post-election new trustee website photos from a professional photographer ($3,500)

Trust Council meeting expenses are budgeted at $135,000 (prior year - $135,000), providing funding for four in person meetings, as directed by TC at their December 2025 meeting. Trust Council is expected to meet five times in the year, with four regular business meetings and one additional meeting for the express purpose of swearing in and orienting the new Trust Council after the 2026 elections.

Executive Committee meeting expenses are budgeted at $6,500 (prior year - $6,200) which reflects a plan to continue with the current complement of electronic and in-person meetings, and includes one additional meeting related to new Council orientation. This budget line will also fund EC in-person meetings with external agencies such as Bowen Island Municipality and San Juan County.

Council Committees meeting expenses are budgeted at a total of $4,500 (prior year - $nil) to provide funding for an initial in-person gathering for Trust Council's standing committees, excluding FPC who has resolved to meet fully electronically next year. When committee meeting dates and formats are finalized by all standing committees, amounts in the budget will be updated to reflect actual plans.

UBCM/AVICC Convention expenses are budgeted at $15,000 (prior year $10,600) which supports attendance for all EC members plus two staff to attend AVICC, and the Chair plus one staff to attend UBCM next fiscal year. Further detail is provided in the EC Operating Budget Increase Justification Form.

Communications and ITC Fundraising is budgeted at $55,600 (prior year - $55,000). The report from EC and the Trust Area Services justification report provide details on what these funds will support next year, including regular communications work and actions in the Islands Trust Communications Strategy.

Branded Clothing is a new budget line, added to support Trust Council's branded clothing initiative, per their decision from the September Trust Council meeting. $750 has been included to support this initiative next year (prior year - $nil).

LTC-direct expenses amount to $82,900 (prior year- $82,100). These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs, and costs of taking meeting minutes.

- LTC Trustee expenses have decreased over the prior year budget ($2,100) to align with current spending trends in this area.
- LTC Executive Expense on LTCs pays for LTC Chair travel for LTC business, primarily to attend LTC meetings. Review of the budget that funds EC members while traveling to LTC meetings was undertaken and a revised budget of $31,000 for this function was approved by EC.
- LTC Meeting expenses have increased over the prior year budget ($620) to align with current spending trends in this area and primarily accounts for projected inflation.
- LTC APC meeting expenses align with the previous year budget and current spending trends, adjusted for projected inflation generating a $180 increase.
- LTC Communications have increased over the prior year budget ($110) to align with current spending trends and address projected inflation.

Islands Trust Conservancy Board expenses total $13,000 (prior year $10,350) as follows:
- Board honoraria $7,000, no change from the prior year.
- Board meeting expense $2,300 (prior year $2,850)
- Board Training and Conferences $1,500 (prior year $500)

Islands Trust Conservancy program costs are made up of the following:
- Protected Areas Management Operations $166,500 (prior year $133,500)
- Protected Areas Management Planning $54,000 (prior year $35,000)
- Conservation Planning $4,000, unchanged from the prior year
- Land Securement $34,000 (prior year $24,000)
- Eco-system mapping $5,000 (prior year $9,200)

A detailed budget submission from the Islands Trust Conservancy Board provides rationale for the budget requests submitting, including amounts for operations and business cases for projects.

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of $362,000 (prior year- $356,000).

- **Legal General** is budgeted at $93,000 (prior year - $90,000), closely aligned with actual spending in the 2024/25 year. The legal general budget pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files. This amount supports legal advice sought related to the work of all Trust bodies (TC, LTCs, ITCB) as well as operations, when required.
- **Legal for Bylaw Enforcement** has been budgeted at $161,000, consistent with the prior year's budget. This amount reflects existing and planned enforcement levels in the Islands as understood by the Director of Planning Services.
- **Legal Litigation** is budgeted at $118,000 (prior year - $105,000), a similar amount to the prior year. This budget line has been examined by the Director, Planning Services who determines this is an appropriate estimate for legal funding for next fiscal year based on existing claims, estimates for new claims that might come forward, and the potential for cost recovery awards.

Notices budgets have been reduced to $10,000 (prior year - $15,000) with the expectation that revised Notice Bylaws allowing for electronic notices will generate savings in this budget area.

Insurance costs are budgeted at $196,040 (prior year- $198,940) which reflects known renewal rates for commercial, AD&D insurance, Errors and Omissions and general liability insurance. The bulk of Islands Trust insurance costs relate to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees.

Office leases and associated costs amount to $576,300 (prior year- $537,700). Staff office spaces remain in Victoria, and on Gabriola Island and on Salt Spring Island. A smaller on-island office lease remains in use on Galiano Island historically used by trustees and planning staff for meetings with members of the public. Staff will review the value of this office space with Galiano trustees and staff who use it, and will provide updates in future budget versions for FPC's consideration. The primary driver of increases in this area is increased lease costs associated with the three main office spaces, due to rising costs incurred by landlords passed on to Islands Trust as tenants. I addition, the prior year's amount included a period of free rent on the new Salt Spring Island office which is not afforded to us next fiscal year.

Stationery and Office Supplies budgets are $20,500 (prior year $20,000), which reflects a small inflationary adjustment and acknowledgement that the requested increase in staff levels may impact office supply needs.

Postage costs remain budgeted similar to prior years at $8,150, reflected a small $100 increase to account for forecasted inflation.

FOI & Records Management is budgeted at $12,000 (prior year - $12,000). This budget line is for hiring contractors who assist in addressing Freedom of Information requests and records management issues.

Recruitment & Labour Relations has a budget of $25,500 (prior year) – $21,530) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency. The budget uplift supports the increasing number of hiring actions that Islands Trust is experiencing and provides funds to extend our advertising reach for posted positions that are traditionally difficult to fill.

Payroll Processing is budgeted at $22,600 (prior year – $22,200) reflecting expenses paid to the public service agency for processing staff payroll. This amount reflects current costs for this service, with a 2% inflationary increase.

Software Support and Licensing expenses are budgeted at $251,900 (prior year- $199,800), which includes costs for the many software systems used by the Trust in their everyday work. Explanations for increases are provided in the Information Services Operating Budget Increase Justification Form.

Technical Support is budgeted at $78,000 (prior year – $92,500), made up of:

- General third-party IT technical support contract $60,000
- Specialized technical support for a mandatory accounting system update next fiscal $10,000
- Website support $8,000

An additional $40,800 in external technical support is included in the computer hardware budget line (see above), acknowledging tech support for hardware-specific projects including: hardware replacements under the cyclical computer refresh program; network upgrades; preparing new trustee computers; server upgrade; installation of time-tracking software.

Tech Supplies purchases have a budget request of $11,500 (prior year - $10,000).

Rationale for the increases in above technology-related budget lines is provided in the Information Services Operating Budget Increase Justification Form.

OrthoPhotos is budgeted at $25,000 (prior year - $25,000). This budget supports the purchase of Trust Area mapping data that informs both the work of planning services and conservancy services.

Internet charges have been estimated with a 2% uplift to account for forecasted inflation, budgeted at $64,740 (prior year - $47,250). This supports connectivity at all Islands Trust office locations, includes portable connectivity devices to enhance connection when working remotely, VPN connections, and connections to provincial government internal systems where applicable. The increase over the prior year is due almost exclusively to higher costs for connections to the provincial government internal systems, which now carry additional costs for enhanced security measures.

Meeting Streaming Services remain budgeted at $15,000, unchanged from prior years. This pays for technology and support related to the livestreaming of Islands Trust public meetings.

Mobile Devices is budgeted at $14,774 (prior year - $3,162). The increase relates entirely to a new-contract signing bonus afforded to Islands Trust in the prior year that will be almost completely utilized before next fiscal year. Mobile devices are provided to members of Executive Committee and select staff.

Telephone is budgeted at $600 (prior year - $16,100). This is not an actual reduction in funding. Rather, the costs for Zoom phones have been reallocated to the Software Support and Licencing budget line belonging to Information Services, as these are a software product managed by this group.

PLANNED SPENDING – CAPITAL:

Computer Hardware expenses have been budgeted for a total of $106,300 (prior year- $182,000) which includes costs for the following:

- $27,500 for the purchase of 11 new laptops as part of the Trust's cyclical replacement program.
- $9,000 for the purchase of 5 new desktops as part of the Trust's cyclical replacement program.
- $6,525 for the purchase of new cell phones to replace those at end of life
- $4,500 for a new Sonic Wall Router in the Victoria office.
- $13,000 for 2 new UPS batteries which provide temporary backup power to Islands Trust servers and equipment in the event of a power failure.
- $5,000 for contingent hardware purchases
- $40,800 in contracted technical support to complete the purchases and implementation of these initiatives

Computer Hardware for New Trustees is budgeted at $32,400. This supports the purchase and set up of up to 15 new machines for incoming trustees of the new term. A business case is included with the budget materials to support this cost estimate.

Software Capital is budgeted at $50,0000 to pay for Windows Server 2025 perpetual software licenses.

PLANNED SPENDING – PROGRAMS AND PROJECTS:

Trust Council Programs are optional annual activities generally driven by Trust Council policy. Trust Council has removed all funding for the following programs in the draft budget:

- Planning applications sponsored by TC
- NAPTEP application sponsored by TC
- History and Heritage Funding Grants in Aid
- Stewardship Education Program

- Secretariat Services

Trust Council's Strategic Plan projects with budget funding requests reflect next year's initiatives approved by Trust Council as part of their strategic plan, and amount to $208,000 (prior year- $131,500), broken down in the following list:

- Reconciliation Action Plan ($150,000) – a third of this budget request was submitted by EC, the remainder added by Trust Council. Business case absent in the absence of a TC-approved Reconciliation Action Plan.
- Policy Statement Amendment ($37,000) – business case submitted by EC
- Freshwater Sustainability Strategy ($15,000) – business case submitted by RPC, amount reduced the Trust Council.
- Trust Council Policy Review ($6,000) – business case submitted by staff, to be reviewed by GC at a later date.

Islands Trust Conservancy Board projects with budget funding requests reflect next year's initiatives approved by the Islands Trust Conservancy Board, totaling $140,000 in the draft budget:

- Islands Trust Conservancy 5-year Plan ($110,000) – business case submitted by the ITCB
- Data Management Software for Protected Areas Management ($30,000) – business case submitted by the ITCB

Major Local Trust Committee projects with budget funding requests reflect next year's initiatives approved by local trust committees and amount to $271,000 in the draft budget, inclusive of an allowance for minor LTC projects ($36,500). A breakdown of LTC project funding requests is as follows:

ITEM	LTC Reserve Fund - unspent from Prior Year	LTC Reserve Fund - new draw	FN Reconciliation Grant	Taxes	Total 2026/27
Specific Projects >$5000:					
Denman LTC - OCP / LUB Review	-	5,000	2,000	-	$ **7,000**
Gabriola LTC- OCP/LUB Review	-	35,000	4,000	-	**39,000**
Galiano LTC - OCP Review	-	-	-	-	-
Gambier LTC - Gambier Island OCP/LUB Amendments Imp	8,000	-	-	-	**8,000**
Hornby LTC - OCP Review	-	5,000	10,000	-	**15,000**
Lasqueti LTC - OCP /Review - Initiation	15,500	-	-	-	**15,500**
NP LTC Housing Access and Affordability Project	3,000				**3,000**
Mayne Island Housing	-	-	-	-	-
Salt Spring LTC - OCP / LUB Review	74,000	4,500	26,000	42,500	**147,000**
Salt Spring LTC - SSIWPA Plan Coordination	-	-	-	-	-
Salt Spring LTC - SSI Groundwater Sustainability Strategy	-	-	-	-	-
Total Specific LTC Projects	*100,500*	*49,500*	*42,000*	*42,500*	$ **234,500**
Minor Projects Placeholder:					
Pool for Allocation to LTCs in Year	-			36,500	$ **36,500**
Total LTC Projects	*100,500*			*115,500*	$ **271,000**

Planning staff have completed an assessment of the feasibility of completing all planning services projects in a single fiscal year. This report is included with the budget materials to inform FPC's budget recommendations and Trust Council's budget decisions.

Trust-Wide Operational Initiatives

- Accessibility Plan Development ($19,000) – business case submitted by AC

UNFUNDED PROJECTS

The following requests have not received funding in the draft budget, as follows:

1. Unfunded TC Strategic Plan Project:
    - Trust Area Resilience Assessment ($150,000)

2. Unfunded Trust-Wide Operational Project:
    - Electronic Records Management System ($55,000)

3. Unfunded Trust Council Programs:
    - Planning applications Sponsored by TC ($15,000)
    - NAPTEP applications sponsored by TC 9$1,000)
    - History and Heritage Grants in Aid ($6,000)
    - Stewardship Education: Climate Action Plan ($10,000)
    - Secretariat Services ($17,000)

4. Unfunded LTC Projects:
    - Galiano LTC – OCP Review ($25,000)
    - SSI LTC – Groundwater Sustainability Strategy ($16,500)
    - SSI LTC – SSIWPA Plan Coordination ($55,000)

5. Unfunded Staffing Requests:
    - 1.0FTE Registered Professional Biologist ($115,288)
    - 1.0FTE GIS Analyst ($73,722)

Unfunded requests documentation is included in the agenda.

Surplus balances:

Forecasts project the closing balance in the general revenue surplus fund at the end of the current fiscal year to be ~$2.48M, 16% above the policy recommended minimum balance. These excess funds can be used to pay for planned spending next year. The updated draft budget includes a $327,000 draw from surplus.

The projected balance in surplus after this planned draw is 2.15M, in line with policy minimums.

ATTACHMENT(S):

1. 2026/27 Numeric Budget Detail
2. Tax Pressures Explained
3. Funding Request Summary List

FOLLOW-UP: As directed.

Prepared By:	Finance Officer Director, Financial and Employee Services
Reviewed By:	CAO/February 11, 2026

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2026/27

BIM Contrib	Spending Category	DESCRIPTION	2025/26 Annual Approved BUDGET	2025/26 Actuals to December 31, 2025	2025/26 Forecast to March 31, 2026	2026/27 Draft BUDGET	*Budget-Budget Comparisons* *Budget Change $*	*Budget-Budget Comparisons* *Budget Change %*	*Budget-Forecast Comparisons* *Change $*	*Budget-Forecast Comparisons* *Change %*
			0			0				
		REVENUE								
		Fees	198,100	164,835	200,047	**198,100**	*-*	*0%*	*(1,947)*	*-1%*
✔		Investment Income	211,000	130,761	165,000	**193,000**	*(18,000)*	*-9%*	*28,000*	*17%*
✔		Provincial Grant - Unrestricted	180,000	180,000	180,000	**180,000**	*-*	*0%*	*-*	*0%*
		Provincial Grant - FN Engagement	36,000	18,000	29,000	**59,000**	*23,000*	*64%*	*30,000*	*103%*
		Provincial Grant - C2C work with Tsawout		12,506	20,000	**-**	*-*	*0%*	*(20,000)*	*-100%*
		Provincial Grant - Complete Communities (SSI LTA)	-	(3,533)	(3,533)	**-**	*-*	*0%*	*3,533*	*-100%*
		Provincial Grant - SPARC Accessibility		14,246	25,000	**-**	*-*	*0%*		
		Provincial Grant - Restricted - Housing Initiatives	-	25,120	25,120	**-**	*-*	*0%*	*(25,120)*	*-100%*
✔		Federal Grant - Restricted (ITC SAR)	220,000	146,895	220,000	**-**	*(220,000)*	*-100%*	*(220,000)*	*-100%*
✔		Federal Grant - Restricted - ECCC	134,930	76,800	134,930	**-**	*(134,930)*	*-100%*	*(134,930)*	*-100%*
✔		Federal Grant - Tree Canada	-	-	-	**26,000**	*26,000*	*100%*	*26,000*	*100%*
✔		LGMA: Responsible Conduct Resource Adminisration Program	25,000	8,096	25,000	**-**	*(25,000)*	*-100%*	*(25,000)*	*-100%*
		Contingent Grants - Projects	1	1	-	**1**	*-*	*0%*	*1*	*0%*
		Property Tax Levy - LTA Base	9,262,200	9,262,200	9,262,200	**9,262,200**	*-*	*0%*	*-*	*0%*
		Property Tax Levy - LTA General Increase				**916,580**	*916,580*	*100%*	*916,580*	*100%*
		Property Tax Levy - LTA NMC Increase				**74,100**	*74,100*	*100%*	*74,100*	*100%*
		Property Tax Levy - Bowen Base	460,000	460,000	460,000	**460,000**	*-*	*0%*	*-*	*0%*
		Property Tax Levy - Bowen General Increase				**83,280**	*83,280*	*100%*	*83,280*	*100%*
		Property Tax Levy - Bowen NMC Increase				**6,620**	*6,620*	*100%*	*6,620*	*100%*
		Total Revenue	10,727,231	10,495,928	10,742,764	**11,458,881**	*731,650*	*7%*	*716,117*	*7%*
		EXPENSES								
	ND	Amortization expense	211,000	75,472	154,000	**196,000**	*(15,000)*	*-7%*	*42,000*	*27%*
✔	ND	Gain/Loss on Disposal of Assets	-	-	-	**-**	*-*	*0%*	*-*	*0%*
✔	ND	Audit	26,900	(1,600)	27,000	**29,800**	*2,900*	*11%*	*2,800*	*10%*
✔	ND	Bank Charges & Interest	3,600	3,649	5,000	**3,700**	*100*	*3%*	*(1,300)*	*-26%*
✔	ND	Bad Debts	-	-	-	**-**	*-*	*0%*	*-*	*0%*
✔	VND	Moneris Fees	6,000	3,847	6,000	**6,100**	*100*	*2%*	*100*	*2%*
✔	ND	Board of Variance	1,050	361	1,000	**1,050**	*-*	*0%*	*50*	*5%*
✔	VND	Carbon Offset Purchases	-	-	-	**750**	*750*	*100%*	*750*	*100%*
	D	Committee Meeting Expense - RPC	-	-	-	**1,500**	*1,500*	*100%*	*1,500*	*100%*
✔	D	Committee Meeting Expense - TPC	-	-	-	**1,500**	*1,500*	*100%*	*1,500*	*100%*
✔	D	Committee Meeting Expense - CAOHC	-	-	-	**-**	*-*	*0%*	*-*	*0%*
✔	D	Committee Meeting Expense - Governance	-	-	-	**1,500**	*1,500*	*100%*	*1,500*	*100%*
✔	VND	Communications and ITC Fundraising	55,000	36,563	50,000	**55,600**	*600*	*1%*	*5,600*	*11%*
✔	D	Branded Clothing	-	-	-	**750**	*750*	*100%*	*750*	*100%*
✔	VND	SW Support and Licensing	199,800	137,418	200,000	**251,900**	*52,100*	*26%*	*51,900*	*26%*
✔	ND	Internet & Connectivity	47,250	36,435	47,000	**64,740**	*17,490*	*37%*	*17,740*	*38%*
✔	VND	Technical Support	67,500	85,271	110,000	**78,000**	*10,500*	*16%*	*(32,000)*	*-29%*
✔	D	Meeting Streaming Services	15,000	4,248	9,000	**15,000**	*-*	*0%*	*6,000*	*67%*
	D	Orthophotos	25,000			**25,000**	*-*	*0%*	*25,000*	*100%*
	ND	Elections - General	-	-	-	**227,000**	*227,000*	*100%*	*227,000*	*100%*
✔	ND	Insurance	198,940	145,644	194,000	**196,040**	*(2,900)*	*-1%*	*2,040*	*1%*
✔	ND	ITC - Board Honoraria	7,000	4,700	7,000	**7,000**	*-*	*0%*	*-*	*0%*
✔	VND	ITC - Board Meeting Expense	2,850	1,611	3,000	**2,300**	*(550)*	*-19%*	*(700)*	*-23%*
✔	D	ITC - Board Training & Conferences	500	-	1,000	**1,500**	*1,000*	*200%*	*500*	*50%*
✔	VND	ITC - Protected Areas Management Operations	133,460	73,628	168,000	**166,500**	*33,040*	*25%*	*(1,500)*	*-1%*
✔	VND	ITC - Protected Areas Management Planning	35,000			**54,000**	*19,000*	*54%*	*54,000*	*100%*
✔	VND	ITC - Conservation Planning (former single account split)	4,000	250	21,000	**4,000**	*-*	*0%*	*(17,000)*	*-81%*
✔	VND	ITC - Land Securement (former single account split)	23,000			**34,000**	*11,000*	*48%*	*34,000*	*100%*
✔	VND	ITC - Ecosystem Mapping	9,200	-	-	**5,000**	*(4,200)*	*-46%*	*5,000*	*100%*
	ND	Land Title Registrations	4,750	2,034	3,000	**4,450**	*(300)*	*-6%*	*1,450*	*48%*
✔	VND	Legal - general	90,000	62,969	80,000	**93,000**	*3,000*	*3%*	*13,000*	*16%*
	VND	Legal - bylaw enforcement litigation	161,000	(69,873)	(35,000)	**161,000**	*0*	*0%*	*196,000*	*-560%*
	VND	Legal - litigation defence	105,000	431,526	468,000	**118,000**	*13,000*	*12%*	*(350,000)*	*-75%*
	ND	LTC "Trustee Expenses"	7,210	1,254	2,000	**5,090**	*(2,120)*	*-29%*	*3,090*	*155%*
	VND	LTC "Executive Expense on LTC's"	29,000	15,564	29,000	**31,000**	*2,000*	*7%*	*2,000*	*7%*
	ND	LTC Meeting Expenses	31,040	18,293	26,000	**31,660**	*620*	*2%*	*5,660*	*22%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2026/27

			0			0				
			2025/26			**2026/27**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
BIM Contrib	**Spending Category**	**DESCRIPTION**	Annual Approved BUDGET	Actuals to December 31, 2025	Forecast to March 31, 2026	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
	ND	LTC Local Exp APC Meeting Expenses	9,530	6,490	11,000	**9,710**	*180*	*2%*	*(1,290)*	*-12%*
	VND	LTC Local Exp Communications	5,330	3,625	5,000	**5,440**	*110*	*2%*	*440*	*9%*
✔	VND	Meeting Expense	147,200	95,009	142,000	**148,500**	*1,300*	*1%*	*6,500*	*5%*
✔	VND	Memberships	19,950	13,841	21,000	**22,524**	*2,574*	*13%*	*1,524*	*7%*
	ND	Notices - Statutory & Non-Statutory	15,000	15,407	22,000	**10,000**	*(5,000)*	*-33%*	*(12,000)*	*-55%*
✔	ND	FOI & Records Management*	12,000	-	12,000	**12,000**	*-*	*0%*	*-*	*0%*
✔	VND	Office - Lease costs	467,500	349,773	468,000	**495,500**	*28,000*	*6%*	*27,500*	*6%*
✔	VND	Office - Outside services	70,200	41,454	55,000	**80,800**	*10,600*	*15%*	*25,800*	*47%*
✔	ND	Postage, Courier & Delivery	8,050	5,690	8,000	**8,150**	*100*	*1%*	*150*	*2%*
✔	ND	Recruitment & Labour Relations	21,530	6,865	15,000	**25,500**	*3,970*	*18%*	*10,500*	*70%*
✔	ND	Payroll Processing*	22,200	15,911	22,000	**22,600**	*400*	*2%*	*600*	*3%*
✔	ND	Safety	16,350	4,210	9,000	**12,500**	*(3,850)*	*-24%*	*3,500*	*39%*
✔	D	Professional Consultant Fees	19,000	633	11,000	**20,700**	*1,700*	*9%*	*9,700*	*88%*
	D	Contracted Temporary Staffing	15,000	56,660	73,000	**30,000**	*15,000*	*100%*	*(43,000)*	*-59%*
✔	VND	Salaries - Exec/LIS/FES	1,409,185	882,843	1,214,000	**1,623,247**	*214,062*	*15%*	*409,247*	*34%*
✔	ND	Benefits - Exec/LIS/FES	357,933	223,392	308,000	**412,305**	*54,372*	*15%*	*104,305*	*34%*
✔	VND	Salaries - TAS/ITC	1,241,074	771,331	1,041,000	**1,389,207**	*148,133*	*12%*	*348,207*	*33%*
✔	ND	Benefits - TAS/ITC	315,233	195,381	264,000	**352,859**	*37,626*	*12%*	*88,859*	*34%*
	VND	Salaries - DPS & Specialists	542,883	403,493	544,000	**351,522**	*(191,361)*	*-35%*	*(192,478)*	*-35%*
	ND	Benefits - DPS & Specialists	137,892	102,070	138,000	**89,287**	*(48,605)*	*-35%*	*(48,713)*	*-35%*
	VND	Salaries - RPMs & Planners	1,617,556	1,119,308	1,469,000	**1,723,006**	*105,450*	*7%*	*254,006*	*17%*
	ND	Benefits - RPMs & Planners	410,859	283,960	373,000	**437,644**	*26,784*	*7%*	*64,644*	*17%*
	VND	Salaries - Planning Support	501,396	311,545	447,000	**530,143**	*28,747*	*6%*	*83,143*	*19%*
	ND	Benefits - Planning Support	127,355	78,876	114,000	**134,656**	*7,302*	*6%*	*20,656*	*18%*
	VND	Salaries - Bylaw	334,606	248,338	327,000	**375,570**	*40,964*	*12%*	*48,570*	*15%*
	ND	Benefits - Bylaw	84,990	62,912	83,000	**95,395**	*10,405*	*12%*	*12,395*	*15%*
✔	VND	Stationery & Office Supplies	20,000	9,830	15,000	**20,500**	*500*	*3%*	*5,500*	*37%*
✔	VND	Tech Supplies	10,000	4,187	15,000	**11,500**	*1,500*	*15%*	*(3,500)*	*-23%*
✔	VND	Subscriptions	11,900	4,717	9,000	**13,250**	*1,350*	*11%*	*4,250*	*47%*
✔	ND	Telephone	16,100	12,700	16,000	**600**	*(15,500)*	*-96%*	*(15,400)*	*-96%*
✔	VND	Mobile Devices	3,162	(6,583)	1,000	**14,774**	*11,612*	*367%*	*13,774*	*1377%*
✔	VND	Training - Organization-wide	2,500	1,474	3,000	**-**	*(2,500)*	*-100%*	*(3,000)*	*-100%*
✔	VND	Training - staff recognition & meetings	10,240	9,332	10,000	**16,700**	*6,460*	*63%*	*6,700*	*67%*
✔	VND	Training & Conferences	64,000	23,918	44,000	**78,050**	*14,050*	*22%*	*34,050*	*77%*
✔	VND	Travel for Training	27,150	12,012	16,000	**28,700**	*1,550*	*6%*	*12,700*	*79%*
✔	D	UBCM/AVICC Convention	10,600	8,525	9,000	**15,000**	*4,400*	*42%*	*6,000*	*67%*
✔	VND	Travel	83,225	51,987	66,000	**69,165**	*(14,060)*	*-17%*	*3,165*	*5%*
✔	ND	Trustee Remuneration	626,047	465,223	626,000	**634,536**	*8,489*	*1%*	*8,536*	*1%*
✔	ND	Trustee Remuneration - CPP Expense	27,629	19,190	28,000	**28,004**	*374*	*1%*	*4*	*0%*
	ND	Trustee Remuneration - Health/Dental benefits	68,017	49,742	68,000	**64,834**	*(3,184)*	*-5%*	*(3,166)*	*-5%*
✔	ND	Trustee Remuneration - Employer Health Tax	12,208	9,029	12,000	**12,373**	*166*	*1%*	*373*	*3%*
		Operating Budget Subtotal	10,422,630	7,043,562	9,710,000	**11,301,180**	*878,550*	*8%*	*1,591,180*	*16%*
		Amortization budget adjustment (not taxed for)	(211,000)			**(196,000)**	*15,000*	*-7%*		
		Net Operating Budget Subtotal	10,211,630	7,043,562	9,710,000	**11,105,180**	*893,550*	*9%*	*1,395,180*	*14%*
		OPTIONAL TC PROGRAMS								
	D	Applications sponsored by TC	15,000	6,474	10,000	**-**	*(15,000)*	*-100%*	*(10,000)*	*-100%*
✔	D	NAPTEP Applications sponsored by TC	1,000	-	2,000	**-**	*(1,000)*	*-100%*	*(2,000)*	*-100%*
✔	D	History and Heritage Funding Grants-in-Aid	6,000	6,000	6,000	**-**	*(6,000)*	*-100%*	*(6,000)*	*-100%*
✔	D	Stewardship Education: Climate Action Education Plan Development &	9,500	5,655	9,000	**-**	*(9,500)*	*-100%*	*(9,000)*	*-100%*
✔	D	Secretariat Services	17,000	6,213	12,000	**-**	*(17,000)*	*-100%*	*(12,000)*	*-100%*
									-	
		PROJECTS							*-*	
		TC Strategic Plan Projects							*-*	
✔	D	Reconciliation Program	50,000	27,062	46,000	**150,000**	*100,000*	*200%*	*104,000*	*226%*
✔	D	Policy Statement Amendment	53,500	34,767	45,000	**37,000**	*(16,500)*	*-31%*	*(8,000)*	*-18%*
	D	Freshwater Sustainability Strategy	12,000	12,000	12,000	**15,000**	*3,000*	*25%*	*3,000*	*25%*
✔	D	Trust Area Resilience Assessment		-	-	**-**	*-*	*0%*	*-*	
✔	D	Trust Council Policy Review	6,000	-	-	**6,000**	*-*	*0%*	*6,000*	*100%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2026/27

			0			0				
			2025/26			**2026/27**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
BIM Contrib	**Spending Category**	**DESCRIPTION**	Annual Approved BUDGET	Actuals to December 31, 2025	Forecast to March 31, 2026	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
✔		Trustee Remuneration Review	10,000	-	8,300	**-**	*(10,000)*	*-100%*	*(8,300)*	*-100%*
		Housing Needs Assessments	-	25,120	25,000	**-**	*-*	*0%*	*(25,000)*	*-100%*
		Housing Strategy	-			**-**	*-*	*0%*	*-*	
									-	
		<u>LTC Projects:</u>							*-*	
		LTA Work Funded by Special requisition (SWIPPA)	-	-	-	**-**	*-*	*0%*	*-*	
		LTC Projects funded by Special Requisition Reserve Fund	71,500	-	-	**-**	*(71,500)*	*-100%*	*-*	*0%*
	D	LTC Projects, partially funded by LTC reserve fund	328,000	107,650	201,000	**231,500**	*(96,500)*	*-29%*	*30,500*	*15%*
	D	LTC Minor Projects	36,500	2,365	7,000	**36,500**			*29,500*	*421%*
		LTC Projects Funded by Contingent Grants (590)	1		19,000	**1**	*-*	*0%*	*(18,999)*	*-100%*
									-	
		<u>ITCB Projects:</u>							*-*	
✔	VND	ITC 5-Year Plan	20,000	-	10,000	**110,000**	*90,000*	*450%*	*100,000*	*1000%*
✔	D	Data Management Software for ITC Protected Areas Management				**30,000**	*30,000*	*0%*	*30,000*	*100%*
									-	
		<u>Trust-Wide Operational Projects</u>							*-*	
✔		Electronic Records Management System		-	-	**-**	*-*	*0%*	*-*	
		Cityview: Bylaw Portal Implementation	90,000	38,025	93,000	**-**	*(90,000)*	*-100%*	*(93,000)*	*-100%*
✔	VND	Accessibility Plan Development				**19,000**	*19,000*	*100%*	*19,000*	*100%*
		Cityview Planning Portal (LG Development Approvals Program)	-			**-**	*-*	*0%*	*-*	
									-	
		Optional Programs and Projects	726,001	271,331	505,300	**635,001**	*(91,000)*	*-13%*	*129,701*	*26%*
									-	
		Total Operating + Projects Expenditures	10,937,631	7,314,893	10,215,300	**11,740,181**	*802,550*	*7%*	*1,524,881*	*15%*
		CAPITAL								
✔	VND	Hardware	156,100	133,818	171,000	**106,300**	*(49,800)*	*-32%*	*(64,700)*	*-38%*
✔	D	Computer HW for new trustees	-	-	-	**32,400**	*32,400*	*100%*	*32,400*	*0%*
✔	VND	Software - Capital	-	-	-	**50,000**	*50,000*	*100%*	*50,000*	*0%*
✔	VND	Office - Equipment & Furniture	7,000	4,709	14,000	**7,000**	*-*	*0%*	*(7,000)*	*-50%*
		Salt Spring Island Office Renovation	98,000	197,506	207,000	**-**	*(98,000)*	*-100%*	*(207,000)*	*-100%*
		Total Capital Spending	261,100	336,033	392,000	**195,700**	*(65,400)*	*-25%*	*(196,300)*	*-50%*
		Total Cash Operating, Projects, Capital Budget	11,198,731	7,650,926	10,607,300	**11,935,881**	*737,151*	*6.6%*	*1,328,581*	*12.5%*
		Surplus (deficit)	(471,500)	2,845,002	135,464	**(477,000)**	*(5,500)*	*1%*	*(612,464)*	*-452%*
		<u>Funded by:</u>								
✔		Change in Amounts invested in Tangible Capital Assets	-	173,375	231,200	**-**	*-*	*0%*	*(231,200)*	*-100%*
✔		Transfer from (to) General Revenue Surplus Fund	201,000	(3,128,392)	(565,664)	**327,000**	*126,000*	*63%*	*892,664*	*-158%*
		Transfer from (to) LTC Project Specific Reserve Fund	199,000	110,015	199,000	**150,000**	*(49,000)*	*-25%*	*(49,000)*	*-25%*
		Transfer (to) from Special Tax Requisition Fund	71,500	-	-	**-**	*(71,500)*	*-100%*	*-*	*0%*
		Net Balance	0	0	-	**0**	*-*	*0%*	*0*	*0%*

ISLANDS TRUST
SUMMARY EXPLANATION OF 2026/27 TAX PRESSURES

LTAs	9.9%
BIM	18.1%

PURPOSE - To demonstrate why draft tax increases are higher than planned spending increases
* represents categories influencing the BIM levy

PLANNED SPENDING BY FUNCTION	2025/26 Approved Budget	2026/27 Draft Budget	*Increase (Decrease) $*	*Increase (Decrease) %*
TRUST COUNCIL*	1,437,636	1,871,158	*$ 433,522*	*30%*
ISLANDS TRUST CONSERVANCY*	1,253,955	1,377,984	*$ 124,029*	*10%*
PLANNING	5,867,324	5,657,564	*$ (209,760)*	*-4%*
ADMINISTRTATION & CAPITAL* (excl. amortisation)	2,639,816	3,029,175	*$ 389,359*	*15%*
TOTAL PLANNED SPENDING	**$ 11,198,731**	**$ 11,935,881**	*$ 737,150*	*6.6%*

Increases in spending require increased revenue to pay for new costs.

NON-TAX EXTERNAL REVENUE SOURCES	2025/26 Approved Budget	2026/27 Draft Budget	*Increase (Decrease) $*	*Increase (Decrease) %*
FEES	198,100	198,100	*$ -*	*0%*
GRANTS*	595,931	265,001	*$ (330,930)*	*-56%*
INVESTMENT INCOME*	211,000	193,000	*$ (18,000)*	*-9%*
TOTAL NON-TAX EXTERNAL REVENUE SOURCES	**$ 1,005,031**	**$ 656,101**	*$ (348,930)*	*-35%*

Reductions in external revenue sources generates a need for more tax revenue, or more internal revenue (surplus/reserves)

INTERNAL REVENUE SOURCES	2025/26 Approved Budget	2026/27 Draft Budget	*Increase (Decrease) $*	*Increase (Decrease) %*
TRANSFER FROM GENERAL REVENUE SURPLUS FUND*	201,000	327,000	*$ 126,000*	*63%*
TRANSFER FROM LTC RESERVE FUND	199,000	150,000	*$ (49,000)*	*-25%*
TRANSFER FROM SPECIAL LEVY RESERVE FUND	71,500	-	*$ (71,500)*	*-100%*
TOTAL INTERNAL REVENUE SOURCES	**$ 471,500**	**$ 477,000**	*$ 5,500*	*1%*

Reductions in internal revenue sources generates a need for more tax revenue.

Required increase in taxes to pay for increased spending + reduced revenues =	$ 1,080,580
Funded from NMC:	80,720
Funded from increase to Base:	999,860
difference	*(0)*

ISLANDS TRUST

DRAFT 2026/27 BUDGET - SUMMARY OF DISTINCT FUNDING REQUESTS

✔ Indicates a project BIM contributes to

BIM CONTRIBS	AREA		Draft 2026/27 Budget
	TRUST COUNCIL PROGRAMS		
	Funding for all optional TC programs was removed by TC in December 2025.		
	TOTAL TC PROGRAMS	**$**	**-**
	TRUST COUNCIL STRATEGIC PLAN PROJECTS		
	Click here to view Trust Council's Approved Strategic Plan 2025-2028		
✔	Reconciliation Program	$	150,000
✔	Policy Statement Amendment		37,000
	Freshwater Sustainability Strategy		15,000
✔	Trust Council Policy Review		6,000
	TOTAL TC STRATEGIC PLAN PROJECTS	**$**	**208,000**
	ISLANDS TRUST CONSERVANCY BOARD PROJECTS		
✔	ITC 5-Year Plan: First Nations Engagement Project	$	110,000
✔	Protected Areas Management Software Project		30,000
	TOTAL ITCB PROJECTS	**$**	**140,000**
	LOCAL TRUST COMMITTEE PROJECTS		
	Denman LTC - OCP / LUB Review	$	7,000
	Gabriola LTC- OCP/LUB Review	$	39,000
	Galiano LTC - OCP Review	$	-
	Gambier LTC - Gambier Island OCP/LUB Amendments Implementation	$	8,000
	Hornby LTC - OCP Review	$	15,000
	Lasqueti LTC - OCP /Review - Initiation	$	15,500
	NP LTC Housing Access and Affordability Project	$	3,000
	Mayne Island Housing	$	-
	Salt Spring LTC - OCP / LUB Review	$	147,000
	TOTAL LTC PROJECTS	**$**	**234,500**

BIM CONTRIBS	AREA		Draft 2026/27 Budget
	TRUST-WIDE OPERATIONAL PROJECTS		
✔	Accessibility Plan Development		19,000
	TOTAL TRUST-WIDE OPERATIONAL PROJECTS	**$**	**19,000**
	NEW PERSONNEL REQUESTS		
✔	Temporary Senior Policy Advisor 1.0FTE - Extend 12 months		117,512
✔	ITC Indigenous Relations Advisor 0.5FTE - New Permanent		53,655
✔	Temporary ITC Species at Risk Program Coordinator - Extend 1 month		7,439
✔	Manager, Indigenous Relations		113,909
✔	Engagement and Communication Lead		94,099
✔	GIS Co-op Student 0.3FTE - Recurring Temporary		23,070
	Planning Services Co-op Student 0.3FTE - Recurring Temporary		28,010
	TOTAL STAFFING REQUESTS	**$**	**437,694**
	UNFUNDED REQUESTS		
	Amounts for these funding requests are not included in the draft budget		
	Applications sponsored by TC	$	15,000
✔	NAPTEP Applications sponsored by TC		1,000
✔	History and Heritage Funding Grants-in-Aid		6,000
✔	Stewardship Education: Climate Action Education Plan		10,000
✔	Secretariat Services		17,000
✔	TC Strategic Plan Project: Trust Area Resilience Assessment		150,000
	LTC Project: Galiano LTC - OCP Review		25,000
	Salt Spring LTC - SSI Groundwater Sustainability Strategy		16,500
	Salt Spring LTC - SSIWPA Plan Coordination		55,000
✔	Trust-Wide Operational Project: Electronic Records Management System	$	55,000
	Registered Professional Biologist 1.0FTE - Make Permanent		115,288
✔	GIS Analyst 1.0FTE - New Permanent		73,722
	REDUCTION to Freshwater Sustainability Strategy		10,000
	TOTAL UNFUNDED REQUESTS	**$**	**549,510**

Draft 2026/27 Budget Guidelines Assessment

TOPIC	GUIDELINE	STATUS	COMPLETION WAITING ON	NOTES
Community Communications & Engagement	*Considers resourcing needs to implement the Communications Strategy*	Complete	n/a	EC reviewed Communications budget needs and has advanced amounts required to support operational communications and specific actions in the approved Communications Strategy.
First Nations Reconciliation	*Considers resourcing needs to update and implement the Reconciliation Action Plan.*	In Progress	Approved RAPLan	The RAPLan is currently being updated and will need TC's approval at a later date. RAPLan monies advanced to the draft budget by EC contemplate activities staff believe will be incorporated into the draft RAPLan advancing to TC. TC ADDED $100,000 IN CAPACITY FUNDING TO THE DRAFT BUDGET IN DECEMBER 2025, AS WELL AS A NEW MANAGER OF INDIGENOUS RELATIONS MANAGER POSITION.
Strategic Plan Projects	*Considers any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.*	Complete	n/a	Council Committees responsible for work on Strat Plan initatives on behalf of TC have advanced business cases for their respective projects. EC, GC, TPC, and RPC have discussed their requests and advanced them to the draft budget.
Strategic Plan Projects	*Funding for Geographical Information Systems be prioritized for initiatives in the 2025-28 strategic plan.*	In Progress	Decisions of FPC/TC	Budget submissions supporting this include: - A new GIS staff position to support appropriate GIS resourcing internally (from EC) - UNFUNDED BY TC DECEMBER 2025 - A business case for a database system which would strengthen and streamline administration of this function for protected area management (from ITCB) - A request to earmark $150,000 for a Trust Area Resilience Assessment (mapping/indicator) project (from TPC/RPC, business case pending) UNFUNDED BY TC DECEMBER 2025. FPC and TC hold responsibility for prioritization of work in the draft budget and as such this guideline will be met or not based on decisions from these bodies.
Staffing Levels	*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.*	Complete	n/a	Business cases for new staff requests have advanced through the appropriate political body and are included in the agenda material. These cases outline where critical capacity issues are identified.
Staff Salaries & Benefits	*Funding for salary and benefits costs arising from job descriptions changes must be provided within existing budgets.*	Complete	n/a	No wage increases for anticipated reclassifications have ben included in the draft budget, with the exception of those mandated by the new tentative BCGEU agreement.
Department Budget Submissions	*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.*	Complete	n/a	Departments have submitted Justification Reports to provide rationale for operating increases above the level of forecasted inflation (2%), and $500, for expense items that are not explained/justified elsewhere in business cases or the Budget Overview report.
Property Taxes	*Staff to prepare options for reducing the discretionary budget line items by 1% - 2% of the proposed tax increase or higher.*	Complete	n/a	Staff have prepared a list of potential budget reductions totaling 2.7%, included in this agenda.

BRIEFING

To:	**Committee of the Whole**	**For the Meeting of:**	February 18, 2026
From:	**Financial Services**	**Date Prepared:**	February 5, 2026
SUBJECT:	**Draft 2026/27 Budget Reductions Options**		

PURPOSE:

To provide the Committee of the Whole (CotW) with draft 2026/27 budget reductions options, as requested by Financial Planning Committee (FPC).

BACKGROUND:

At its January 2026 meeting, FPC passed the following resolution:

> *THAT Financial Planning Committee request staff to prepare options for further budget reductions for consideration at the February Committee of the Whole meeting.*

Staff has reviewed the draft 2026/27 budget and has prepared the attached list of potential budget reductions for the Committee of the Whole's consideration. The list outlines possible actions to reduce planned expenditures and includes high-level assessments of implementation feasibility and potential impacts to operations. Estimated taxation impacts are provided for the list as a whole and for each individual action.

At the same January 2026 meeting, FPC passed the following resolution:

> *THAT Financial Planning Committee request staff to prepare a summary of budget requests which represent the +3.1% (discretionary spending/inflation) for the February 18, 2026 Committee of the Whole meeting.*

Staff understand that this request is intended to provide the Committee of the Whole with insight into which budget lines include discretionary spending, to support understanding and potentially facilitate discussion of further budget reductions. Due to resource constraints, staff have not prepared a separate list of discretionary items. Instead, a column has been added to the Budget Detail worksheet indicating whether each budget line is Discretionary (D), Non-Discretionary (ND), or Variable Non-Discretionary (VND). Each category is defined as follows:

Discretionary:
These are expenses Trust Council can choose to spend or not spend each year. They include programs, projects, or services that are optional and flexible. Decisions on these directly affect what gets delivered and can be adjusted to reduce costs. Examples include funding for application

sponsorship, meeting streaming and recorded services, and costs for many Trust Council, local trust committee, and Operational projects.

Non-Discretionary:
These are mandatory costs that must be paid, regardless of budget pressures. Examples include salaries and benefits for permanent staff and legislatively required services such as the annual audit. There's little to no flexibility to cut these without major consequences.

Variable Non-Discretionary:
These are required expenses that can fluctuate depending on certain factors, such as planned service levels or desired outcomes. Examples include expenses for enforcement activities, contracted services that vary with workload such as tech support, or staff travel costs associated with optional or flexible activities. While these costs are necessary, reducing the work associated with these budget lines support can help reduce costs, and careful management can help limit increases.

ATTACHMENT(S):

- Draft 2026/27 Budget Reductions Options

FOLLOW-UP:

As directed by CotW.

Prepared By: Director, Financial and Employee Services
Reviewed By/Date: Chief Administration Officer/February 6, 2026

ISLANDS TRUST

DRAFT 2026/27 BUDGET REDUCTION OPTIONS

LEGEND	Imple-menatation Feasibility	Impact to Operations
✔	Easy	Little - None
⊖	Moderately Complex	Somewhat negative, but mitigatable
X	Highly Complex	Very negative

Expenses equaling 1% of LTA taxes = $ 92,620

Municipal pool reduction equaling 1% of BIM taxes = $ 28,000

Item	Dept	Dept Location Code	Budget Line	Amount to Reduce ($)	*LTA tax impact*	*BIM tax levy impact*	Action	Imple-mentation Rating	Impact Rating	Rationale and Impact Assessment
1	TC	100	Committee Meeting Expense (All)	6,500	*-0.1%*	*-0.2%*	Hold all RPC, TPC, GC, FPC, and AC meetings electronically rather than provide funding for the first one of th eterm in person	✔	⊖	Most current standing committee meetings are now all virtual. The incoming Council will have other opportunities, notable through Trust Council meetings, to connect in-person.
2	PS	590	Contracted Temporary Staffing	15,000	*-0.2%*	*0.0%*	Eliminate the proposed contract with PS	✔	⊖	While the intent of the contract is to support transition of a new RPM for the southern office, it is not essential. But it may result in loss of knowledge transfer and undermine the effectiveness of the transition.
3	LTC	630	LTC Projects - Gambier OCP/LUB Amendments Implementation	3,000	*0.0%*	*0.0%*	Remove referral fees and extra communications	✔	✔	GMLTC amended project charter Jan. 2026. Business case removes expenses for referral fees and communications in excess of public engagement costs.
4	EC	110	Meeting Expense - EC	3,000	*0.0%*	*-0.1%*	Balance of EC,until the election, meetings will be virtual only.	✔	✔	EC in-person meetings are primarily held for those meetings involving review of the quarterly Trust Council agendas. This change will move the remaining 3 scheduled in-person meetings for the current EC to virtual. Budget will remain for the incoming EC to meet in-person if desired.
5	TC	100	Meeting Expense - TC	33,750	*-0.4%*	*-1.2%*	Make June TC Meeting Virtual	✔	✔	In December, Trust Council agreed to its September 2025 meeting being virtual. This proposed change would allow for additional savings, while still retaining the in-person option for the first 3 meetings of the incoming Council.
6	TC	100	Reconciliation Action Plan	25,000	*-0.3%*	*-0.9%*	Cut in half.	✔	⊖	Would reduce funds for implementation of Reconciliation Action Plan $50,000 to $25,000. This proposal assumes that the UBCM Community to Community Grant will be available and can be used towards costs of new agreements.
7	TC/PS	100/590	Reconciliation Action Plan	50,000	*-0.5%*	*-0.9%*	Reduce the capacity funding amount for fiscal 26/27 to half what was recommended in the operational review	✔	⊖	This approach allows for some savings, but may result in insufficient funding to support advancement of meaningful relationship building and engagement of First Nations on significant projects.
8	FES	830	Recruitment and Labour Relations	5,500	*-0.1%*	*-0.1%*	Reduce budgets for recruitment and labour relations	✔	⊖	This budget supports hiring for staff across the organisation, and provides funds to support labour relations issues if required. Should more hirings than typical be needed in the year and budget runs dry, alternate budgets can be drawn on to support what would likely be small overruns.
9	FES	830	Staff recognition and training	4,000	*0.0%*	*0.0%*	Do not visit northern island for June ASM	✔	✔	This is one of two in-person all-staff meetings held annually so support staff development and engagement. A location for an in-person meeting would be identified that reduced the need for travel. However, this change may negatively impact staff engagement.
10	TAS	150	Staff salaries & benefits	45,564	*-0.5%*	*-1.6%*	Move start date for new 1.0FTE Manager, Indigenous Relations from June 1 to Oct 1 (save 4 months)	✔	⊖	Would still support the intent as set out in the business case while reducing the budget impact for 26/27. But it would delay the ability to realize impact from the investment. Could also consider allocating this position under Planning Services to remove the cost to BIM, which undertakes First Nations engagement of its own.
11	TAS	150	Staff salaries & benefits	37,640	*-0.4%*	*-1.3%*	Move start date for new 1.0FTE Communications & Engagement Lead from June 1 to Oct 1 (save 4 months)	✔	⊖	Would still support the intent as set out in the business case while reducing the budget impact for 26/27. But it would delay the ability to realize impact from the investment.
12	ITC	210	Staff salaries & benefits	21,462	*-0.2%*	*-0.8%*	Move start date for new 0.5 FTE, Indigenous Relations Advisor from June 1 to Oct 1 (save 4 months)	✔	⊖	Would still support the intent as set out in the business case while reducing the budget impact for 26/27. Would delay providing staff much-needed expertise to sit at the table while we are developing relationships with 30 Nations on the Five-year Plan Engagement Process. Note this proposal was presented to the ITC Board as part of a series of budget reduction options on January 30, and the Board did not support it.
13	PS	590	Staff salaries & benefits	28,010	*-0.3%*	*0.0%*	Not fill the PS co-op position in fiscal 26/27	✔	⊖	Co-op students are discretionary and not filling a position has less impact than not filling a regular staff position. Not hiring the co-op will mean project work anticipated to be performed by them will not be completed.

Item	Dept	Dept Location Code	Budget Line	Amount to Reduce ($)	*LTA tax impact*	*BIM tax levy impact*	Action	Imple-mentation Rating	Impact Rating	Rationale and Impact Assessment
14	IS	825	Staff salaries & benefits	23,070	*-0.2%*	*-0.3%*	Not fill the GIS co-op position in fiscal 26/27	✔	⊖	Co-op students are discretionary and not filling a position has less impact than not filling a regular staff position. Not hiring the co-op will mean project work anticipated to be performed by them will not be completed. This position also can provide support for staff during the summar, which is tradiitonally when most staff take some of their vacation allowances.
15	TAS/ITC	150/210	Staff salaries & benefits	27,000	*-0.3%*	*-1.0%*	Set a target for salary reductions to be achieved through attrition in 26/27	X	X	Council could direct staff to find a specified amount of savings on salary costs in 26/27 to be achieved by no filling or delaying filling vacant positions as they arise, and by reducing overtime. There is no ability to control where those vacancies arise, but leaving positions unfilled would contine to exacerbate capacity challenges and undermine staff engagement and retention. Reductions in overtime may result in limited staff availability to support in-person events on islands outside normal working hours.
16	Exec/LIS/ FES	820/824/8 25	Staff salaries & benefits	23,000	*-0.2%*	*-0.3%*	Set a target for salary reductions to be achieved through attrition in 26/27	X	X	Council could direct staff to find a specified amount of savings on salary costs in 26/27 to be achieved by not filling, or delaying filling vacant positions as they arise, and by reducing overtime. There is no ability to control where those vacancies arise, but leaving positions unfilled would contine to exacerbate capacity challenges and undermine staff engagement and retention. Reductions in overtime may result in limited staff availability to support in-person events on islands outside normal working hours, and could impact staff's ability to travel to the islands during regular hours depending on ferry schedules.
17	PS/Bylaw	510-580	Staff salaries & benefits	50,000	*-0.5%*	*0.0%*	Set a target for salary reductions to be achieved through attrition in 26/27	X	X	Council could direct staff to find a specified amount of savings on salary costs in 26/27 to be achieved by no filling or delaying filling vacant positions as they arise, and by reducing overtime. There is no ability to control where those vacancies arise, but leaving positions unfilled would contine to exacerbate capacity challenges and undermine staff engagement and retention. Reductions in overtime may result in limited staff availability to support in-person events on islands outside normal working hours, and could impact staff's ability to travel to the islands during regular hours depending on ferry schedules. .
18	TAS	150	Subscriptions	1,000	*0.0%*	*0.0%*	newspaper subscriptions, local island subscriptions	✔	✔	Staff will change some mailed publications to digital only and cancel some subscriptions to non-island publications (e.g. Coast Reporter)
19	TC	100	TC Photos	3,500	*0.0%*	*-0.1%*	Not hire a professional photographer for new trustee photos.	✔	✔	Photos are used primarily for the Islands Trust website. Staff will investigate other potential low-cost or no-cost options, or photos will be taken by staff.
20	TC	100	Travel - Chair	1,000	*0.0%*	*0.0%*	Eliminate the proposed new Chair travel budget	✔	✔	This is a net new budget line that may not be needed by a new Chair post-election
21	TC	100	Trustee Training	10,000	*-0.1%*	*-0.4%*	Reduce training for trustees by 50%	✔	⊖	The originally proposed amount was intended to allow some contracted training for the incoming Council and potential access for some new trustees to external training opportunities such as the March 2026 LGLA program. The reduced amount would be prioritized for contracted training on essential subjects such as chairing and meeting procedures. It would remove available funding to external opportunities like LGLA.
22	TC	100	UBCM Attendance	7,000	*-0.1%*	*-0.3%*	Eliminate Islands Trust attendance at the September 2026 UBCM convention	✔	✔	The approved amount is for only the Chair and CAO to attend UBCM. If there is no Islands Trust attendance, the primary impact would be lack of opportunity to engage with partners and provincial agencies in advancing Trust priorities. Thsis may be mitigated by the convention being month before the election.
23	IS	825	Meeting Streaming & Editing Recordings for Posting	15,000	*-0.2%*	*-0.2%*	Stop Collaborate Video services for streaming pulic meetings, editing them for posting, and storing them. Can stop all or some of these tasks.	✔	✔	Collaborate video host, edit and maintain recordings of all of our public meetings. This is not a legislated requirement. Removal of the service will mean that Trust Council, local trust committees, islands trust conservancy and council committee meetings will not be recorded (they can still be live streamed). There is no requirement for Islands Trust to record its public meetings. However, ending the practice of recording meetings and posting them online may be perceived as decreasing transparency.
TOTAL POTENTIAL BUDGET REDUCTIONS				**438,995**	**-4.7%**	**-9.7%**				
Estimated impact on LTA taxation				**4.7%**						
Estimated impact on BIM taxation				**9.7%**						

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).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

Executive Committee</td><td rowspan="4"><u>Budget Source</u> (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: Communications (graphic design, messaging, advertising, printing)</td></tr>
<tr><td>Department:

Trust Area Services</td></tr>
<tr><td>Name of Request:

Policy Statement Amendment Project (PSAP)</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year <u>and</u> total if project is multi-year):

2026/27: $37,000
Future years: To be determined based on development of Policy Statement Implementation Plan</td></tr>
<tr><td>Date of Submission to Finance:

Fall 2025</td><td>Funding Required for (date range):

April 1, 2026 – March 31, 2027</td></tr>
<tr><td colspan="2">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.)

Policy Statement Amendment Policy (1.2.1): Each term, Trust Council will identify Policy Statement review and/or amendment tasks.

Strategic Plan 2025–2028: Strategic Direction 1.1: Update and adopt a new Policy Statement.</td></tr>
</table>

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 current Policy Statement is almost 30 years old and does not adequately address reconciliation, climate change and housing. This business case requests funding for the next stage of the Policy Statement Amendment Project (PSAP). In July 2025 Trust Council gave first reading to a new draft Policy Statement. The requested funding will support further revisions to Policy Statement Bylaw No. 183 and the next steps for the Policy Statement Amendment Project. Detailed project information is available on the Islands 2050 webpage.

This multi-year project commenced in 2019 and has involved, to date:

- three phases of public engagement (currently in its 4th phase);
- three phases of engagement with Indigenous Governing Bodies (currently in its 4th phase);
- substantial review and analysis by Trust Programs Committee, Executive Committee and Committee of the Whole; and
- periodic Trust Council discussion.

The project will be complete when the new Policy Statement is given three readings by Trust Council; approved by the Minister of Housing and Municipal Affairs; and adopted by Trust Council. It will then shift into an implementation phase, and, in future, as directed via the 2025-2028 Strategic Plan there will be a project to work with Indigenous Governing Bodies to co-design and implement future Policy Statement amendment review processes that ensure ongoing and more regular review and amendment of the Policy Statement.

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 April 2026 - March 2027 work on this project will culminate in adoption of Policy Statement Bylaw No. 183 by Trust Council. The funding requested will advance this through support for communications and legal advice.

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

The overarching risk to the Policy Statement Amendment Project is that adoption of the Policy Statement Bylaw is not complete before the next local election in Fall 2026 as the newly elected trustees may have other organizational priorities or may wish to undertake new engagement. There are three primary reasons why adoption of the Policy Statement bylaw could be slowed. They are described below, together with recommended mitigation measures.

Risk	**Mitigation**
Trust Council struggles to direct revisions in a timely way to the draft Policy Statement bylaw based on feedback received during the 6-month engagement window	This risk will be mitigated by: • Staff reviewing and aggregating feedback and developing recommended revisions in advance of the close of the engagement window; • Confident decision-making by Trust Council and its committees assigned to work on the Policy Statement; and

between August 2025 and February 2026.	• Additional special meetings of Trust Council/Committee of the Whole as required.
Trust Council struggles to address recommended revisions based on the referral responses of Indigenous Governing Bodies.	This risk will be mitigated by: • Staff reviewing referral responses and entering discussions with Indigenous Governing Bodies as soon as referral responses are received and communicating potential challenges to Trust Council at the earliest opportunity; and • Providing adequate resources to fund timely Indigenous Governing Body participation in the project
Approval of the Policy Statement Bylaw by the Minister of Municipal Affairs is delayed.	This risk will be mitigated by: • Providing the Minister with a complete and clear record of engagement with Indigenous Governing Bodies and other agencies; and • Staying in regular contact with Ministry staff to keep them apprised of developments on the project.

Option 1: $37,000

$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)
$10,000: Legal services
$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

- **Benefits:** Covers all contingencies
- **Risks:** May result in underspending, particularly IGB capacity funding; assumes timely engagement by Indigenous Governing Bodies,
- **Financial implications:** $37,000
- **Resource requirements:** Majority of a full-time senior policy advisor position with assistance from communications specialist, senior Indigenous relations advisor and administrative support, with support from Director, Trust Area Services.

Option 2: $17,000

$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)
$10,000: Legal services
$0: Funding to support Indigenous Governing Bodies' involvement in the project.

- **Benefits:** Lower up-front cost
- **Risks:** Project timeline may be compromised due to lack of engagement by Indigenous Governing Bodies

- **Financial implications:** $17,000
- **Resource requirements:** Majority of a full-time policy advisor position with assistance from communications specialist, senior Indigenous relations advisor and administrative support, with support from Director, Trust Area Services.

Option 3: $27,000

$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)
$0: Legal services
$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

- **Benefits:** Lower cost
- **Risks:** Lack of trustee and public confidence in the final version if not reviewed by legal counsel; risk of project overspending if Trust Council wants a legal opinion
- **Financial implications:** $27,000
- **Resource requirements:** Majority of a full-time policy advisor position with assistance from communications specialist, senior Indigenous relations advisor and administrative support.

Option 3: $30,000

$0: Implementation of revised Communications Strategy
$10,000: Legal services
$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

- **Benefits:** Minimally lower cost
- **Risks:** Lack of public awareness about the new Policy Statement leading to confusion about when it begins to be applied in Islands Trust operations.
- **Financial implications:** $30,000
- **Resource requirements:** Majority of a full-time policy advisor position with assistance from communications specialist and administrative support.

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.)*

- Full staffing levels within Trust Area Services; administrative support available to manage correspondence as needed
- Adequate internal and external communications to build a shared understanding by members of Trust Council, Indigenous Governing Bodies, referral agencies, and the public, on the revised draft Policy Statement and the project purpose, scope, and timeline
- Available staff, contractors and legal counsel
- Timely Ministerial approval
- Trust Council leadership

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

Option 1: $37,000

$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)
$10,000: Legal services
$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

This is the preferred option as it covers all contingencies that the project may encounter based on learnings from the project over the past few years. While the window for Indigenous Governing Bodies to submit a referral response to the Policy Statement Bylaw may be closed by the time the fiscal year covered in this business case begins, that does not mean that all outstanding issues brought forward by Indigenous Governing Bodies will have been resolved and discussions in that regard may still be ongoing and funding may be beneficial. Staff did not adequately budget for funding expectations of Indigenous Governing Bodies in the 2025/26 fiscal year, which has meant that engagement of Indigenous Governing Bodies is not assured.

While the draft Policy Statement was reviewed by Islands Trust legal counsel in July 2025 Trust Council Trust Council may wish to seek legal advice on questions that arise or may wish to send the Policy Statement bylaw for review one final time, depending on the scope of changes made.

Given the careful approach to communications and messaging that have characterized the recent stages of the Policy Statement Amendment Project, staff recommend that funds be allocated to "close the loop" for the public once the Policy Statement is adopted.

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.)*

- **Costs (2026/27):** $37,000 for:
  - Communications
  - Legal Review
  - Funding to support Indigenous Governing Bodies' involvement in the project.
- **Benefits (Quantitative):**
  - Staff consider this to be the minimum amount of funding required to deliver the Policy Statement Amendment Project in a manner consistent with the timelines outlined in PSAP Project Charter V11.
- **Benefits (Qualitative):**
  - Amending the Islands Trust Policy Statement will enable Trust Council to more effectively carry out its mandate to preserve and protect the unique amenities and environment of the Trust Area. It will also help to fulfill Trust Council's commitments to address reconciliation, climate change, and housing.

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.)*

Project expenditures will be in accordance with:
- Islands Trust Procurement Policy 6.5.3
- Islands Trust Legal Services Access and Management Policy 6.9.2

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?)*

2026/27 – Year 1:

- Q1: Ongoing discussions with indigenous Governing Bodies; Revise Policy Statement based on outcomes of Phase 4 engagement; Second reading of Bylaw No. 183
- Q2: Further revisions to Bylaw No. 183; Third reading of Bylaw No. 183; Submission to Minister
- Q3: Adoption of Bylaw No. 183; Communications concerning bylaw adoption
- Q4: To be determined by Policy Statement Implementation Plan endorsed by Trust Council

Future years:

- To be determined by Policy Statement Implementation Plan endorsed by Trust Council

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.)*

To be determined per revised Policy Statement Amendment Project Charter, workplan and communications plan. Preliminary estimates: in FY 2026-27, the project is estimated to require the following staff time:

- 0.1 FTE - TAS Director
- 0.75 FTE - Senior Policy Advisor
- 0.05 FTE - Program Coordinator
- 0.05 FTE - Senior Indigenous Relations Advisor
- 0.1 FTE – Communications Specialist
- 0.1 FTE - Legislative Services Clerk (or other clerks as available)

NOTE: These rough staff time estimates will be refined as project scope changes.

Without additional staff resources, Trust Area Service's (TAS) regular workload will need to be reduced. During critical periods, a certain amount of overtime is expected to fulfil project needs.

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*?)

Change management will be undertaken via proposed updates to the approved project charter and workplan.
Communications are guided by a communications strategy. This project will be managed by the Executive Committee

Indigenous Governing Bodies provided comment on the staff draft in Winter 2024 and have received the document for comment after First Reading. Staff have, through work with Indigenous Governing Bodies to date, heard an interest for the Policy Statement amendment process, including timelines, to be co-designed with participating Indigenous Governing Bodies, and that this multi-year project is not currently being delivered in a manner that reflects this. Staff have advised that, if there is a desire for fundamental change to the model of project delivery, this would need to be discussed between Islands Trust Council and Indigenous Governing Bodies' leadership.

Requested by: Executive Committee

Prepared by Jason Youmans, Senior Policy Advisor, Trust Area Services

Reviewed by : Clare Frater, Director, Trust Area Services/September 24, 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).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

Governance Committee

GC-2024-041
That Governance Committee approve the Policy Review Business Case and forward to Financial Planning Committee for inclusion in the 2025/26 fiscal Year budget with an increased budget to a total of $10,000.</td>
<td rowspan="4"><u>Budget Source</u> (select all that apply):

☐ Specific Project Funding (select all that apply)
X Third Party Contractors/Temp Staff
☐ 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:
___________________</td></tr>
<tr><td>Department:

Legislative and Information Services</td></tr>
<tr><td>Name of Request:

Trust Council Policies Review (continuation)</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

$6,000</td></tr>
<tr><td>Date of Submission to Finance:

November 2025</td><td>Funding Required for (date range):

April 1, 2026 to March 31, 2027</td></tr>
<tr><td colspan="2">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.

Approved by Governance Committee on November 3, 2025

This is a continuation of a project started in FY2025/26.

Trust Council's Object – no
Strategic Plan item – no
Policy Statement directive – no
Council bylaw – no</td></tr>
</table>

Work programs – no, however Trust Council has passed a resolution at its September 2023 meetings which lives on their FUAL:

> *2023-061*
> *that Trust Council request staff to review, update and report back to Trust Council with recommendations for amendments to Trust Council policies, and where possible, combine similar policy documents to reduce redundancies.*

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.)*

Background:

Trust Council began developing policies in 1992 following the significant update to the *Islands trust Act.* Policies are intended to provide direction in various areas of the operations of the Islands Trust. There are currently 91 policies divided into the following areas:

- Islands Trust Policy Statement (2 policies)
- Trust Council and its Committees (23 policies)
- Local Trust Committee, Advisory Commissions and advisory Groups (12 policies)
- Land Use Planning, Bylaws and Mapping (14 policies)
- Operations, the Budget Process, Elections and Communications (19 policies)
- Administrative Activities such as finance and Freedom of Information (18 policies)
- Human Resources (2 policies)
- Islands Trust Conservancy Joint Policy (1 policy)

Most, but not all, of these policies have had updates as required over the years, but there has never been a systematic review of the policies. Trust Council has requested a review of its policies as per the resolution in the Guiding Documents section of this business case.

The Municipal Insurance Association of British Columbia (MIABC), to which the Islands Trust joined on January 1, 2024, recommends that local governments develop a plan to systematically review and update their policies at least every five years. This review is not only to ensure existing policies are relevant, but to ensure that policies cover the necessary areas of the organisation's operations to reduce risk to the organisation.

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.*)

This project would:

- establish a methodology that includes criteria for prioritisation of policies to be reviewed, criteria for new policies and, establishes a schedule for review and update of policies
- prioritise policies for review and update (given there are 91 policies to review), with the current policies relating to Trust Council and committees being given initial priority.
- undertake review of the prioritised policies, and recommend updates or deletions to Trust Council
- update prioritised policies by end of term (October 2026)
- identify gaps where policies should be in place but there are no policies covering the issue

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

The risk is low in regards to whether or not this project is completed by end of term. The nature of the project is flexible and is intended to establish a framework for maintaining and updating Trust Council policies into the future.

Out of date or lack of policies around real estate management and maintenance could be a risk for the organisation. Mitigation would involve flagging these in the review process and prioritising them for update or development.

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: Undertake the work by staff for Trust Council
Benefits – less expensive to undertaken
Risks – the project would need to be assigned to a committee and given priority
Financial implications – staff time including additional administrative staff support to provide capacity ($4,000) and legal review ($2,000)
Resource requirements – staff time could be significant given the volume of policies
Other implications – Other projects may be delayed

Option 2: Undertake the work by a consultant
Benefits – consultant can bring a different perspective, and will not impact largely on existing staff resources assuming consultant understands the unique structure of the Islands Trust.
Risks – need to find an appropriate consultant with understanding of the unique structure of the Islands Trust, and risk the consultant may misunderstand the needs of Islands Trust in relation to policies.
Financial implications – consultant ($15,000) and legal review ($2,000) – note that consultant fees could be substantially higher depending on scope – this estimate is to establish the policy and structure, and does not include systematic review of each policy.
Resource requirements – some staff time would be required to manage the contract, and substantial staff time could be consumed depending on how familiar the consultant is with the unique structure of the Islands Trust.
Other implications – No other implications identified.

Option 3: Not review Trust Council policies
Benefits – allow Trust Council to focus on other projects of importance
Risks – out-of-date policies could be a risk to the organisation, and lead to poor and out-of-date procedures
Financial implications – potential savings from changing policy direction could be lost.
Resource requirements – None
Other implications – None

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.)*

Clear Trust Council policy and program for maintaining and updating Trust Council policies on a regular scheduled basis.

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

Option 1. This option is the most effective, given that the work would be undertaken by staff with working experience and familiarity with the policies, and the structure of the Islands Trust. The $4,000 earmarked for administrative support, will allow “as and when” administrative staff to be brought in as needed to help with the project, or to backfill to allow more experienced staff undertake the review work with the Governance Committee.

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.)*

Savings would be mostly intangible. That is, completion of the project would result in lower risk to the organisation, and certainty around procedures. Removal of redundancies, or no longer appropriate policies may result in improved governance efficiencies.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. 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 (i.e.: external competition, government-restricted internal competition, etc.)*

Legal review as per Trust Council policy.

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?)*

Work would be largely administrative and undertake by administrative staff assigned to Governance committee, with funding for legal support.

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.)*

Undertaken by administrative staff assigned to Governance Committee. Prioritisation of this project would be required.

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*?)

Recommendation would be forwarded to Trust Council for adoption.

Requested by Governance Committee

Prepared by David Marlor, Director, Legislative and Information Services.

Reviewed by Governance Committee, November 3, 2025

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Requested by: Regional Planning Committee **Department:** Planning Services **Name of Request:** Freshwater Sustainability Strategy Review and Implementation **$ Value of Request:** **2026/27** • **$15,000** – External Review **$10,000** – Implementation Guide	**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: **July 18, 2025**	**Funding Required for (date range):** April 1, 2026 – October, 1 2026

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Islands Trust Strategic Plan 2025–2028

- Focus Area: Growth Management & Community Resiliency
- Goal: Defined capacity constraints and indicators inform decision-making
- Strategic Direction: Support proactive land use planning and establish limits to growth using evidence-based data
- Key Initiative: 2.1.3 - Update and implement Freshwater Sustainability Strategy (2022-2032)

The Freshwater Sustainability Strategy (FWSS)

Policy Statement Alignment: Consistent with the Trust's preserve and protect mandate under the Islands Trust Act.

The FWSS is robustly supported by the Policy Statement Guiding Principles including;

- The primary responsibility of the Islands Trust Council is to provide leadership for the preservation, protection and stewardship of the amenities, environment and resources of the Trust Area.
- When making decisions and exercising judgment, Trust Council will place priority on preserving and protecting the integrity of the environment and amenities in the Trust Area
- Trust Council will seek information from a broad range of sources in its decision-making processes, recognizing the importance of local knowledge in this regard. * Trust Council believes that to achieve the Islands Trust object, the rate and scale of growth and development in the Trust Area must be carefully managed and may require limitation. * Trust Council believes that open, consultative public participation is vital to effective decision making for the Trust Area.

The FWSS is robustly supported by the Policy Statement Goals and Policies including, but not limited to:

- *Goal:* to foster preservation and protection of the trust area's ecosystems
- *Commitments of Trust Council 3.3.*1 – Trust Council holds that: the freshwater wetlands, bodies of surface water, natural drainage patterns, water courses, fish-bearing streams, watershed
- *Commitment of Trust Council 4.4.1* It is Trust Council's policy that islands in the Trust Area should be self-sufficient in regard to their supply of freshwater. groundwater recharge areas of the Trust Area should be identified, protected and, where possible, restored or rehabilitated
- *Directive Policy 3.3.2* Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address means to prevent further loss or degradation of freshwater bodies or watercourses, wetlands and riparian zones and to protect aquatic wildlife.
- *Directive Policy 4.4.2* Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure:
  • neither the density nor intensity of land use is increased in areas which are known to have a problem with the quality or quantity of the supply of freshwater,
  • water quality is maintained, and
  • existing, anticipated and seasonal demands for water are considered and allowed for.
- *Directive Policy 4.4.3* Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure water use is not to the detriment of in-stream uses.

ISSUE/OPPORTUNITY:

There is a growing need to study, educate, and regulate freshwater in the Islands Trust Area to address increasing pressures on groundwater resources, ecosystem health, and sustainable land use—necessitating a coordinated, long-term approach guided by the Freshwater Sustainability Strategy.

The FWSS was initiated in 2021 through funding from the Healthy Watersheds Initiative. It established a multi-year framework for freshwater resilience based on geospatial assessments, community engagement, and evidence-informed policy development. To secure organizational and financial support for the comprehensive mid-term review and phased implementation of the FWSS, advancing coordinated and data-driven freshwater management across the Trust Area in alignment with the Islands Trust Policy Statement and provincial Watershed Security Strategy.

Financial and staff resource commitments are critical to the development of, and improved access to, the information related to freshwater sustainably strategy implementation. These include dedicated time of the Senior Freshwater Specialist (SFWS) (0.25 FTE), Regional Planning Team (RPT) (0.25FTE), senior policy staff, and communications staff.

PROJECTED RESULTS/DELIVERABLES:

Freshwater Sustainability Strategy Review – $15,000

A focused review of the existing FWSS will:

- Assess effectiveness and outcomes of implementing the FWSS, including but not limited to completed and on-going projects (e.g., Aquifer Conceptualization, Recharge Mapping, Gabriola Freshwater Footprint pilot and Suitable Land Analysis) as well as webinars, and similar
- Identify areas of strength and opportunities for improvement including but not limited to identifying current gaps, outdated assumptions, organizational capacity, and priority areas requiring recalibration
- Evaluate alignment with Trust Council Strategic Plan, Policy Statement (including relevant draft amendments), and other key initiatives as well as Watershed Security Fund criteria
- Engage staff and elected officials for input;
- Recommend structural improvements and updated priorities.
- Recommend benchmarks for future monitoring

Deliverables:

- FWSS Review Summary Report by a qualified independent external party
    - Executive Summary
    - Outline of Methodology
    - Assessment of Effectiveness and Outcomes
        - Annotated roadmap of existing tools, data layers, and planning applications
    - Strengths and Opportunities Analysis
    - Alignment Evaluation
    - Monitoring metric recommendations
    - Action-Orientated Recommendations
    - Presentation of Findings

Implementation Plan – $10,000

Using the review findings, a targeted Implementation Plan will be created to:

- Address pathways to prioritize and action existing projects and programs of the FWSS
- Define a phased approach to expand the Freshwater Footprint Project across the Trust Area
- Define an internal and external engagement and communications plan
- Outline initial actions for operationalizing the Freshwater Atlas and Helpdesk within current resources
- Estimate resource needs (staff time, partnerships, committee creation and administration, and grant opportunities) for full-scale rollout
- Refine monitoring metric recommendations to match scope, timeline, and resources

Deliverables:

- Implementation Guide
    - Timeline (short, medium, and long term actions)
    - Resource requirements
    - Engagement Plan: outline for public communication and First Nations collaboration
    - Contingency plans

RISK ASSESSMENT:

Risk: Staff or committee engagement may be limited due to competing priorities
Mitigation: Early communications and engagement plan adoption

Risk: Implementation plan may face uncertainty due to the upcoming local elections
Mitigation: Trust Council approval within Strategic Plan; Trust Council approval of Implementation guide.

Risk: Overlap with regional initiatives
Mitigation: Maintain and improve staff relationships and engagement with external agencies

Risk: Limited staff capacity
Mitigation: Supplement with contractor support and phased work plan

ALTERNATIVES CONSIDERED:

Option 1: Do not proceed with implementation plan but proceed with review
While this option reduces costs, it risks creating a gap between strategic analysis and actionable next steps, limiting the Trust's ability to operationalize the strategy or seek external funding.

Option 2: Do not proceed with implementation or review
Choosing not to proceed with either phase would stall progress on freshwater initiatives, diminish organizational momentum, and risk misalignment with the Islands Trust Council Strategic Plan 2025–28 priorities related to water security and climate resilience.

CRITICAL SUCCESS FACTORS:

Clear Project Scope and Timeline
Defined deliverables, realistic timelines, and a focused scope will ensure the review and implementation plan are completed efficiently and on budget.

Internal Engagement and Support
Active participation from Islands Trust staff, project sponsors, and committees is essential to ensure relevance, uptake, and integration of outcomes.

Alignment with Strategic Plan
Ensuring that recommendations directly support the Islands Trust Council Strategic Plan 2025–28 will strengthen internal commitment and external funding potential.

Effective Use of Existing Data and Tools

Addressing past project outputs in an efficient manner will maximize value while minimizing additional workload or costs.

Actionable and Fundable Implementation Plan
Producing a realistic, costed implementation roadmap will provide a solid foundation for advancing the strategy and applying for future grants (e.g., Watershed Security Fund).

RECOMMENDED OPTION:

Proceed with a third-party review of the FWSS and drafting of an Implementation Guide

- **$15,000 –** External Review
  $10,000 – Implementation Guide

Undertaking a focused review alongside the development of an implementation guide provides the necessary foundation to refresh the strategy and move it toward practical application. This approach balances analysis with action, supports internal alignment, and maintains momentum toward freshwater sustainability goals.

COST/BENEFIT ANALYSIS:

Costs*:*

- Total project estimate: $25,000
- Breakdown: Contractor services, engagement
- Staff time: ~ 920 hours (project management and coordination, Senior FW Specialist, communications support)

Benefits (Quantitative):

- Improved efficiency for allocating staff resources to implementing FWSS and achieving Trust Council Strategic Plan Key Initiative

Benefits (Qualitative):

- Improved efficiency and effectiveness implementing FWSS
- Improved communications
- Improved internal clarity, transparency, and confidence regarding FWSS
- The initiative lays essential groundwork for long-term sustainability, improved interdepartmental coordination, and more informed land-use planning across the Trust Area

PURCHASING PROCEDURE:

Procurement for this initiative will follow the BC Public Service purchasing procedures to ensure transparency, fairness, and value. Qualified consultants will be selected in accordance with applicable provincial procurement guidelines, including competitive processes where required. All contracts and expenditures will adhere to Islands Trust financial policies and provincial standards for public sector procurement.

PROPOSED IMPLEMENTATION STRATEGY:
2026–27:

- Q1: Issue RFP and award contract

- Q2–Q3: FWSS review, partner engagement, draft deliverables (including draft business cases based on review and recommendations)
- Q3 - Q4: Review, final deliverables, presentation to Trust Council

STAFF RESOURCING:

- Project Management: ~ 120 hours *(Director, Senior FW Specialist, Planner, Finance)*
- Freshwater Specialist: ~450 hours *(Senior FW Specialist)*
- FWSS Coordination: ~300 hours *(Planner)*
- Communications & Engagement Support: ~40 hours *(Senior FW Specialist, Communications Specialist, Planner, Director)*

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Communications will be reviewed with Islands Trust communications staff

The Senior Freshwater Specialist and Regional Planning Team member will work closely with Regional Planning Team, communications staff, Information Services staff (as needed) as wells a Trust Area Services staff.

Requested by: Regional Planning Committee

Prepared by: William Shulba, Senior Freshwater Specialist, P.Geo
Stefan Cermak, Director, Planning Services, RPP, CIP

Budget Funding Request
Short-Form Business Case

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<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

Islands Trust Conservancy Board
<hr>Department: Initiated by
Islands Trust Conservancy
<hr>Name of Request:

Islands Trust Conservancy (ITC) Plan:
First Nations Engagement Project
$110,000
<hr><b>$ Value of Request (indicate by fiscal year and total if project is multi-year):

$110,000 (2026/27):
$100,000 for Capacity Funding to Indigenous Governing Bodies
$10,000 for associated meeting costs (e.g. venues, food, honoraria, project travel)

Multi-year project:
2025/26 -$20,000 for capacity funding
2026/27 -$110,000 for capacity funding ($100k) and associated costs ($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)</td>
<td><u>Budget Source</u> (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-related travel)</u></td></tr>
<tr><td>Date of Submission to Finance: October 16, 2025</td><td>Funding Required for (date range):
April 1, 2026- March 31, 2027</td></tr>
<tr><td colspan="2">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.

<u>ITC Reconciliation Declaration</u>

This request supports Goal 2 of the Islands Trust Conservancy Board's <u>Regional Conservation Plan</u>:</td></tr>
</table>

<u>Goal 2:</u> Strengthen relationships with First Nations to identify and collaborate on shared conservation goals.

<u>Objectives:</u>
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 template.

Current budget guidelines do not include consideration of the resourcing needs for ITC's Regional Conservation Plan or Five-Year 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 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.

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, more realistic budget for fulsome engagement with Indigenous Governing Bodies in the Trust Area for its next iteration of the Five-Year Plan.

Issues
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 their rejection of ITC's Interim Three-Year Plan. The Minister directed ITC to take "more time to adequately engage with the First Nations that have expressed interest in deeper conversation about the philosophy of the Conservancy and what approaches the Conservancy is taking to preserve and protect the trust area." The Minister also requested that ITC "continue to lead the way, in cooperation with First Nations in the Trust Area, to develop a Conservancy Plan that aligns with the UN Declaration."

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

Due to ITC Manager and Trust Area Services Director's workload and turnover 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).

Opportunities
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 2028-2032 Five-Year Plan and the Regional Conservation Plan.

It is anticipated that letters to 30 Indigenous Governing Bodies will be issued in 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 requested $100,000 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 Five-Year Plan will put the ITC Reconciliation Declaration into practice and provide compensation to interested Indigenous Governing Bodies participation in the process, thereby laying the groundwork for positive relationship building.

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 an extended project timeline (3 years total) and capacity funding will encourage more Indigenous Governing Bodies to participate in development of the ITC Plan in a meaningful way.
2026-27 (year 2):
$100,000 will be used to support capacity funding grants to interested Indigenous Governing Bodies
$10,000 will support associated meeting costs (e.g. venues, food, honoraria, project-related staff travel)

Added results may include:
1) An ITC Five-Year 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: $110,000 for Capacity Funding for Engagement (Recommended)
$100,000 for capacity funding grants
$10,000 for associated meeting costs (e.g. venues, food, honoraria, project-related staff travel).

Benefits: Supports a phased approach to capacity funding. 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 to ~$8,000 for approximately 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). A total of $10,000 allocated to associated costs for meetings, including venues, food, honoraria and project-related travel for staff.

Risks: Insufficient staff capacity within Islands Trust and Conservancy staff to concurrently initiate agreements with and engage with 20-30 Indigenous Governing Bodies. This would be offset by the approval of an extension to the Senior Policy Analyst term. Capacity funding may not meet 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 request from the Minister for ITC to lead the way, in cooperation with First Nations, to develop a Conservancy Plan that aligns with the UN Declaration. In addition, it supports ITC's 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 2: $50,000 for Capacity Funding for Engagement
$40,000 for capacity funding grants to Indigenous Governing Bodies
$10,000 for associated meeting costs (e.g. venues, food, honoraria, project-related staff travel).

Benefits: Supports a phased approach to capacity funding. A total of $60,000 in capacity funding grants over two years ($20,000 budgeted in 2025/26) and $40,000 for interested Indigenous Governing Bodies.

(~ $3,000 to ~$4,000 for approximately 15-20 Indigenous Governing Bodies depending on how many are interested).

Proposed for Fiscal 2027/28: $32,000 in the final year of co-developing the Five-Year Plan in cooperation with interested Indigenous Governing Bodies.

Risks: Insufficient staff capacity within Islands Trust to concurrently initiate agreements with and engage with 20-30 Indigenous Governing Bodies.

That the amount of available capacity funding will fall well 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 protected area protection, management planning and operations and allocation of funds/donations.

Option 3: $20,000: for Capacity Funding for Engagement
$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: $110,000 for Capacity Funding for Engagement (Recommended)
$100,000 for capacity funding grants
$10,000 for associated meeting costs (e.g. venues, food, honoraria, project-related staff travel).

1) Shows a strong 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 $110,000 budget (increase of $90k) commitment for 2026/27. Should ITC not have enough budget, it will consider reallocation (reduction 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 interested 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 a total of approximately 750 hours:

Senior Policy Advisor ~ 400 hours for project lead (if funding request for extension approved)
Senior Indigenous Relations Advisor ~ 100 hours for project and engagement support
ITC Manager ~ 60 hours of for project coordination
ITC Indigenous Relations Advisor ~ 50 hours (if funding request approved)
Trust Area Services Director ~ 40 hours for project support
ITC Administrative Assistant and Finance staff ~ 100 hours project support

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 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 current Senior Policy Advisor (if funding request for extension approved) would remain as the primary project lead.

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
(updated Oct 15, 2025)

Reviewed by (name, title)/date: Clare Frater, Director, Trust Area Services, September 28, 2025
(updated Oct 15, 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).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

Islands Trust Conservancy Board</td><td rowspan="4"><u>Budget Source</u> (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: ______________________</td></tr>
<tr><td>Department:

Islands Trust Conservancy</td></tr>
<tr><td>Name of Request:

Protected Area Management Software Project</td></tr>
<tr><td>$ 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)</td></tr>
<tr><td>Date of Submission to Finance: October 16, 2025</td><td>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.</td></tr>
<tr><td colspan="2">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:

<u>Regional Conservation Plan</u> (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</td></tr>
</table>

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.*

ITC Reconciliation Declaration (2019)

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.)*

No dedicated protected area management software
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 data management system, or adequate software to manage, analyse and report out on data and information about protected areas management, infrastructure or planning. It is challenging to analyse and this data, currently in spreadsheets, to inform associated management planning, 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 data management software system, and to request software licencing costs. This new system will be based on the GIS ESRI Enterprise platform that is the foundation system used by Islands Trust Information Services.

Previously, as a cost-efficient approach, Islands Trust Conservancy (ITC) staff tried to use Islands Trust's existing mapping data management system, *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 data management system 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 data management needs, and interviewed 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, there is now capacity for this project.

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

The projected results and deliverables resulting from a transition to a new protected area management data software system 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 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 GIS 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, support development of a department workplan, and reduce wasted staff time.

Improved Efficiency and Productivity
Dedicated protected area management software will lead to improved staff morale, boosting efficiency and productivity. It will help the Conservancy 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/GIS staff Unavailability of Information Systems staff to assist with the project, either through vacancies or lack of capacity due to heavy workloads.	**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.
Procurement Challenges It may be challenging to identify a contractor within our budget to	**High**	**External expertise** Staff will involve BC Bid staff to seek advice on procurement in this area. Staff will also reach out to the

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.		broader land trust movement to ask for recommendations. ITC staff will also ensure that Information Systems/GIS 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 software system 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 costs, such as additional customization or third-party integration requirements. Budget overruns could strain the financial resources allocated for the initiative.	**Low**	**Clear Project Scope and Contingency Planning** Define a clear project scope, and have contingency plans in place for potential cost overruns or delays. Regular monitoring and reporting of project progress can help identify any deviations from the plan so corrective actions can be recommended.

ALTERNATIVES CONSIDERED:

<u>**Option 1 (Recommended):**</u> **$30,000 to purchase an Islands Trust Conservancy GIS data management software and licence.**
Including a contract for GIS software design selection, implementation and support.

Benefits: Dedicated contractor for software design and selection, data migration and training/documentation as well as longer-term benefits that include informing land management planning and decision-making, staff time savings, staff stress reduction, better reporting, analysis, assessment and long-term financial planning.
Risks: As set out above.
Financial Implications: Highest initial investment, but offers highest likelihood of project success and potential cost savings in the long run.

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

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

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

<u>**Option 2: Status Quo (Do Nothing)**</u>

Benefits: No immediate financial investment required, and minimal disruption to current operations.
Risks: Continued use of the outdated, inefficient systems of using Excel spreadsheets and TAPIS Info to manage and analyse data presents significant limitations and inefficiencies. Inability to effectively track enforcement of covenant breaches and trespasses in nature reserves 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.
Resource Requirements: No additional resources required but inefficient use of staff time will continue.
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 GIS 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 GIS 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 GIS 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.)*

<u>Option 1:</u> **$30,000 to purchase an Islands Trust Conservancy GIS data management software and licence.**
Includes a contract for software design and selection, software integration, implementation and support.

Summary:
This option is recommended as the status quo option is leading to staff stress/poor morale, poor ability to inform management planning, reporting and tracking and prioritizing 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 an ITC Protected Area Management GIS data management software 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 data management GIS software 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. Enables department budget development that encompasses anticipated management needs and financial estimates for infrastructure replacement.

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 data management GIS 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* <u>*timeline*</u> *and anticipated* <u>*date of completion*</u> *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 needs. 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: ~ 40 hours
- Provide guidance to the project manager, liaise with the Director, Trust Area Services, and report to the Board
- Will participate in software selection process and training
- Hours Required: Approximately 40 hours throughout the project

Project Manager – ITC Protected Areas Team Lead: ~ 150 hours
- The project manager will oversee the entire implementation process, including contracting, selection, 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: ~ 140 hours
- 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): ~ 70 hours
- The Information Systems team will be responsible for software selection, system security and network access, and general advice to the contractor and project.
- Hours Required: Approximately 70 hours throughout the project. (Additional time may be required for data migration.)

Total Estimated Staff Hours: 400 hours.

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

Change Resistance

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

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

<u>Communication and Collaboration Strategies</u>

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

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

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

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

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

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

Prepared by Clare Frater, Director, Trust Area Services (updated Oct 15, 2025)

Reviewed by (name, title)/date: Wendy Tyrrell, Islands Trust Conservancy Manager/October 1, 2025 (updated Oct 15, 2025)

Not yet reviewed/approved by the Denman Islands LTC

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):* **DENMAN LTC**	**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:** Facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Department: **LPS-Planning Services**	
Name of Request: Final Phase Denman Island Housing Review (for OCP and LUB Amendments), Stage 2 - Phase 2 Project (Year 4 of 4)	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* **2026-2027: $ 7,000 ($2,000** from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with K'omoks First Nation, signed in 2024**)** Budget to-date: $49,250 2022/23 = $13,500 2023/24 = $8,000 2024/25 =$12,000 2025/26 = $15,750 ($12,000 + $3,750 Capacity Agreement) *Amended by R.Jamurat, February 11, 2026	
Date of Submission to Finance: September 2025	**Funding Required for (date range):** April 1, 2026-March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

Islands Trust Council *Strategic Plan 2025-2028* contains the objective: Strengthen Housing Affordability Throughout the Islands Trust Area.

In June 2023, Islands Trust Council amended the Strategic Plan to:

- “Prioritize elements of the strategic plan that support land use decision making”, and

- “Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment.”

ISSUE/OPPORTUNITY:

The purpose of this business case is to support the completion of the Denman OCP and LUB Housing Policy Review. The work the 2025/2026 fiscal year involves First Nations and community consultation, analysis of option and drafting bylaw language with first reading anticipated in February 2026.

This is a continuation of this project which began in 2022 at which time a consultant was engaged to identify community priorities related to housing (Phase 1). Phase 2 has involved 2 Stages as Identified below.

Past Work:

Phase 2 (Stage 1) - 2023/24 Fiscal - $18,000 included:

- Public engagement facilitated by the Housing Advisory Planning Commission
- The initiation of engagement with K’omoks Nation staff
- K’omoks exploration of interests

Phase 2 (Stage 2) – 2024/25 Fiscal - $15,000 included:

- First Nations engagement
- Public engagement
- Exploration of options to increase housing number of permitted housing units to address housing need while considering environmental impact

Phase 2 (Stage 2 continued) - 2025/26 Fiscal $15,750: Included

- First Nations engagement
- Drafting bylaw language for easier to implement actions (e.g. cistern requirements, clarification of BnB language)
- Community engagement on options related to growth management

Work to be Done:

Phase 2 (Stage 2 completion) – 2026/27 Fiscal $7,000

- Bylaw readings
- Community Information meetings
- Public Hearing
- Provincial Referral

$2,000 from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with K'omoks First Nation, signed in 2024.

The completion of this project will provide the opportunity to advance Islands Trust Strategic Interests related to:

- **First Nations Reconciliation -** The project introduces options that are directly influenced by K’omoks First Nation interests. This project paves a way for the establishment or a Heritage Conservation Area for Indigenous cultural heritage protection.

- **Contributing to the development of model bylaws for housing** – This project is intended to produce bylaws that may be replicable in other Local Trust Areas including ways to balance housing with environmental conservation.
- **Preservation of ecosystems** – A key focus of the project is supporting housing while considering the Islands Trust preserve and protect mandate.
- **Demonstrating the use of the Islands Trust's Housing Toolkit** – A number of tools in the toolkit are being used by staff and being shared with the Housing Advisory Planning Commission and the LTC to inform amendments to the OCP and LUB.

This business case will support the conclusion of the Denman Islands Housing Review (Phase 2C).

PROJECTED RESULTS/DELIVERABLES:

Fiscal 2026/27 $7,000 – Legislative Process: CIM, Public Hearing, Ministerial Approval, Adoption

- Legislative Process: $2,000
- Communications and Engagement: $3,000
- Carryover for First Nation Reconciliation Grant: $2,000 represents allocation of grant and not new or additional budget request.

Previous Phases:
Phase 2C Fiscal 2025/26 $12,000 – First Nations Engagement, Bylaw Amendments

- OCP and LUB amendments to support specific actions identified in the Draft Housing Action Plan for:
  - Expanded opportunities to build Secondary Suites and Accessory Dwelling Units
  - Increased Opportunities for Non-Profit Housing Development
  - Permitting Alternative Housing Approaches
  - Reducing Ecological Footprint of New Builds

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables include:

- Regional Planning Team (RPT) capacity to manage the project in 2026/2027
- First Nations' capacity and timing may not align with project timelines
- The LTC may choose to not proceed with amendments
- Costs may exceed the budget due to consultation or other factors

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. Staff time and funding are not allocated to the project. Under this alternative the project does not complete bylaw drafting, does not proceed to bylaw readings. This would undermine the engagement with the K'omoks First Nation and the work done by the Housing APC.

Option 2: Proceed as a Minor Project. Should funding not be provided, the LTC may consider completing the work as a 'minor project' with the same scope, budget and deliverables but limited staff capacity (Regional planning team resources will not be allocated).

Option 3: Reduced funding. This may include removal of post-adoption communications, however the remaining parts of this project will require adequate funding for the legislative process.

CRITICAL SUCCESS FACTORS:
The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted by the end of the 2026/2027 fiscal year. Longer term success would be measured through improvements to housing options, accessibility and affordability.

Not yet reviewed/approved by the Denman Islands LTC

RECOMMENDED OPTION:

The present funding request is for $7,000 for fiscal 2026/27 to allow the Denman Island OCP-LUB project to complete the legislative process with continued project management by a Regional Planning Team planner.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$7,000 for fiscal 2026/2027

- $2,000 – First Nation Reconciliation Grant allocation from agreement
- $2,000 - Legislative Process for CIM, Public Hearing
- $3,000 – Engagement and Communications

Qualitative Analysis:

- Increased housing options
- Improved relationship with K'omoks First Nation
- Increased protection of areas of Indigenous cultural significance
- Increased preservation and protection of the environment

PURCHASING PROCEDURE:

N/A

PROPOSED IMPLEMENTATION STRATEGY:

Deliverable/Milestone	Date
Denman Housing Project Completion	
First Nations Engagement	January 2026 – June 2026
Bylaw Readings	Feb 2026 – June 2026
Legal Review	Feb 2026 – June 2026
Provincial Referral	June 2025

STAFF RESOURCING: *to be confirmed for final version*

- 100 hrs Regional Planning Team Project Manager
- Up to 40 hours LTC Planner
- Up to 20 hours Regional Planning Manager
- 25 hrs other support (Admin, communications, mapping, SIRA)

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- This project involves significant engagement with the K'omoks Nation. It is paving the way for discussion related to the development of a Heritage Conservation Area (HCA).
- Adoption of the bylaws will involve communications with the community and First Nations. The budget request will include public outreach and website updates normally completed as part of the organization's standard communications for bylaw updates.

Requested by Denman Island Local Trust Committee

Prepared by: Narissa Chadwick, Island Planner/ DATE

Reviewed by: Renée Jamurat, Regional Planning Manager/ DATE

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):* **GABRIOLA LTC**	**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:** Capacity funding request to First Nation for on-going meetings and participation, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Department: **LPS-Planning Services**	
Name of Request: Phase 3 - Gabriola OCP & LUB Review, Major Project (Year 4 of 5 project)	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* **2026-2027: $39,000** ($4,000 from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with Snuneymuxw First Nation, signed in 2024) **2027-2028: $25,000 estimate** Budget to-date: $125,000 2023-24, Phase 1 = $18,000 2024-25, Phase 2 = $77,000 2025-26, Phase 3 = $30,000 *Amended by R.Jamurat, February 11, 2026	
Date of Submission to Finance: October 2025	**Funding Required for (date range):** April 1, 2026-March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS
Trust Council *Strategic Plan 2025-2028* contains objectives to:

- Preserve, protect and advocate for forest and terrestrial ecosystems
- To preserve and protect marine ecosystems
- Mitigate and adapt to climate change impacts
- Strengthen Housing Affordability Throughout the Islands Trust Area

- Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change

ISSUE/OPPORTUNITY:

The Gabriola Island OCP and LUB has not been substantially updated since 1997 and 1999 respectively. The review will substantially update the bylaws addressing a number of Islands Trust Strategic objectives and emerging issues. As the first substantial OCP/LUB review undertaken by the regional planning team the project and resulting bylaw amendments will serve as a model for other LTC OCP/LUB reviews.

Fiscal 2026/2027 Phase 3 Completion and Phase 4 $39,000

With this business case the LTC is seeking the funds to support the completion of Phase 3 as well as Phase 4. Additional engagement related to growth management was added leading to an extension of the Phase 3 timeline into the 2026/27 fiscal year.
$4,000 from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with Snuneymuxw First Nation, signed in 2024.

Phase 3 Completion OCP Drafting and Readings $6, 000

- Public Engagement on growth management
- OCP Drafting
- DPA prioritization (analysis and discussion)
- OCP first reading
- Legal review as needed

Phase 4 - Fiscal 2026/2027 LUB Drafting, Development Approval Information (DAI) Bylaw and Archeological Overview Assessment (AOA) $25,000

- OCP approval
- Drafting and approval of LUB
- Community engagement related to LUB
- Drafting and approval of DAI Bylaw
- First Nations consultation including an Archeological Overview Assessment (AOA) to provide information on location of archeological sites to help inform the development of a Heritage Conservation Area (HCA) for the protection of Indigenous cultural heritage.
- OCP/LUB Process audit (done by staff)– to provide options and recommendation for other OCP/LUB reviews across the Islands Trust Area

The OCP and LUB review will provide the opportunity to advance Islands Trust Strategic Interests related to:

- **First Nations Reconciliation** – Snuneymuxw First Nation staff have indicated interest in a heritage conservation area to protect indigenous cultural heritage on Gabriola Island. In order to move forward an AOA is needed. A model FN engagement process is being creates as IT staff work closely with SFN staff to develop the process together.
- **Affordable and attainable housing**- Housing is prioritized.
- **Preservation of ecosystems both terrestrial and marine** – A number of criteria related to the protection and preservation of the environment are used to provide options for moving growth potential away from less suitable to more suitable areas. The project also includes a review of current, and prioritization of new, DPAs.
- **Advancing the Freshwater Sustainability Strategy** – The project will integrate the freshwater footprint work that was done in Phase 2 to help determine suitable areas for additional dwellings.

- **Creation of model engagement process –** An engagement process that can be repeated on other islands is being developed. Aspects of this process have already been used for Denman and Salt Spring projects.

PROJECTED RESULTS/DELIVERABLES:

Phases 3 & 4 Fiscal 2026/27 $39,000 – DPA prioritization, OCP completion and Initiation of LUB review:

- Carryover for First Nation Reconciliation Grant: $4,000 represents allocation of grant and not new or additional budget request.
- Continuing First Nations engagement: $25,000 for Archaeological Overview Assessment (AOA)
- Public Engagement and communications - $6,000
- Legal review & contingency - $4,000
- Draft OCP Bylaw Referrals
- DPA prioritization
- OCP bylaw readings
- Phase 3: LUB amendment drafting and bylaw readings
- DAI bylaw

The Gabriola OCP will provide model policies for other LTCs and a model process to demonstrate the successive process of updating the LUB to ensure OCP consistency.

Future Phase:

Phase 5 – Fiscal 2027/28 Implementation Plan and DPA Mapping $25,000 estimate

- Creation of a Gabriola Vision Implementation Plan (to include items within and outside of Islands Trust Jurisdiction)
- Vision Implementation Plan to involve First Nations and other agencies (community organizations, province, regional district etc.) in development of a Gabriola Vision Implementation Plan
- DPA mapping for priority DPAs

Previous Phases:

Phase 1 -Fiscal 2023/2024 $18,000 – Gabriola Visioning 2050

- Initial FN consultation
- APC/HAPC/Community Engagement
- Public Education

Phase 2- Fiscal 2024/2025 $77,000 - Data Collection and Discussion

- First Nations consultation
- Compiling baseline/technical information
- Suitable Land Analysis
- Water Balance Assessment
- Engagement on key topics
- Initiation of bylaw drafting

Phase 3 - Fiscal 2025/2026 OCP Drafting $30,000

- First Nation consultation
- Reimagining Growth – Engagement on issues relate to density
- Refining draft bylaw language based on community feedback
- First Reading of Bylaw

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables:
- Regional Planning Team (RPT) capacity to manage the project in 2026/2027.
- Capacity and available expertise to support mapping, data needs, communications within the budget.

Financial implications:
- Staff travel and overtime expenses.
- Legal review may cost more than estimate.

Resource requirements:
- RPT has allocated time to the continuation of this project in anticipation of budget approval.
- Overall staff resourcing from the RPT to complete all major projects is limited and may not be able to accommodate any extensions to project timeline and work scope.
- Overtime hours are anticipated.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. Staff time and funding are not allocated to the project. Under this alternative the project does not complete OCP bylaw drafting, DPA mapping, does not proceed to bylaw readings. And LUB bylaw review is not initiated.

Option 2: Proceed as a Minor Project. Should funding not be provided, the LTC may consider completing the work as a sequence of 'minor projects' with reduced scope, budget and deliverables. Anticipated scope would be limited to bylaw writing and review with limited community engagement. As a minor project, staff support would be limited to Island Planner leading to extended timelines.

Option 3: Reduced funding. This will limit the project scope of work and deliverables such as completion of an archaeological overview assessment, engagement and communications.

CRITICAL SUCCESS FACTORS:
- Allocation of planning services staff time (Regional Planning Team and Island Planner support)
- First Nations engagement leading to support of FN interests
- The project would be considered successfully completed if the OCP Bylaw is adopted. Success could be measured over the longer term through measurables such as improved relations with First Nations, updated policy and regulatory bylaws to address First Nation interests and concerns, creation of model policies and model process of updating their LUBs for OCP consistency.

RECOMMENDED OPTION:

The present funding request is for $39,000 for fiscal 2026/27 to allow the Gabriola Island OCP-LUB project to complete Phase 3 and progress through Phase 4.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$39,000 for fiscal 2026/27 for Phase 3-4
- $4,000 - First Nation Reconciliation Grant allocation from agreement
- $25,000 - First Nations Consultation + AOA
- $6,000 – Community Engagement and Communications
- $4,000 – Legal Review & Contingency

Qualitative Analysis:

- If no action is taken the preservation and protection of Gabriola Island groundwater resources, forests, shorelines and indigenous heritage will be at risk.
- Housing affordability and attainability will not be effectively addressed
- The trust that has been building between Snuneymuxw First Nation and the Islands Trust will be challenged and the process of engagement will be undermined.

PURCHASING PROCEDURE:

Not applicable if the work is done in-house by staff. However, there will be other financial services required such as legal review, capacity work agreement where necessary as identified through a work program.

PROPOSED IMPLEMENTATION STRATEGY:

Deliverable/Milestone	Date
Phase 3 - Public Review of draft OCP bylaws/referrals	March 2026 – May 2026
Phase 3 – AOA (results to inform HPA as part of OCP)	March 2026- May 2026
Phase 4 - LUB review and DAI Bylaw will be initiated	March 2026
Phase 3 Milestone - Second/Third Reading OCP/PH	June- Sept 2026
Phase 4 – LUB Drafting	March – June 2026
Phase 4 – Public Engagement on LUB	June – September 2026
Phase 4 Milestone – DAI bylaw	September 2026 – Feb 2027
Phase 4 Milestone – First reading LUB	Sept/Oct 2026

STAFF RESOURCING:

- 450 hours Regional Planning Team Project Manager
- Up to 200 hours LTC Planner Support
- 20 hours GIS - Mapping
- Up to 50 hours Administrative Support *subject to other approved major projects
- 150 hours Communications Specialist
- Up to 20 hours Regional Planning Manager
- Overtime is expected for Planner and Administration staff hours.
- Overall staff resourcing from the RPT to complete all major projects is limited and may not be able to accommodate any extensions to project timeline and work scope.
- It is anticipated that staff resources to support RPT projects from the existing staff allocation is feasible, however in a limited capacity.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Significant engagement with the Snuneymuxw First Nation (SFN) will strengthen this project. IT staff are working very closely with SFN staff.

Requested by: Gabriola Island Local Trust Committee

Prepared by: Narissa Chadwick, Island Planner / October 1, 2025

Reviewed by: Renée Jamurat, Regional Planning Manager / October 1, 2025

Budget Funding Request
Short-Form Business Case

Islands Trust

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<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):
Gambier Island Local Trust Committee</td><td rowspan="4"><u>Budget Source</u> (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: ______________________
For fiscal year 2025-26:
- Public Engagement on draft bylaw language amendments OCP and LUB implementing Squamish Nation recommendations and early public engagement.</td></tr>
<tr><td>Department:
Planning Services</td></tr>
<tr><td>Name of Request:
Final Phase Gambier Island OCP and LUB Amendments Implementation Project
(Year 6 of 6)</td></tr>
<tr><td>$ Value of Request:

2026-2027: $8,000

Budget to-date: $57,500

2021-22 = $14,500 (GM LTC OCP: $4,000.00; RPC OCP: $8,500; First Nations: $2000)
2022-23 = $17,000 (GM LTC OCP: $15,000; First Nations: $2000)
2023-24 = $16,000 (capacity funding agreement)
2024-25 = $0
2025-26 = $10,000</td></tr>
<tr><td>Date of Submission to Finance: September 2025</td><td>Funding Required for (date range):
April 1, 2026 – March 31, 2027</td></tr>
<tr><td colspan="2">TIE TO ISLANDS TRUST GUIDING DOCUMENTS:
Trust Council <u>Strategic Plan 2025-2028</u> contains objectives to:

- Preserve, protect and advocate for forest and terrestrial ecosystems
- To preserve and protect marine ecosystems</td></tr>
</table>

- Undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore

ISSUE/OPPORTUNITY:
Initiated in 2022, the Gambier Island OCP and LUB targeted review is a top-priority project and requires implementation/completion in the 2025/26 fiscal. The project is aimed at these focussed and interconnected topic areas: heritage preservation and protection (indigenous natural and cultural heritage), and protection of shoreline and forest ecosystems. This targeted review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with Sḵwx̱wú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gambier Island's OCP, which has not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore," by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests*.

The LTC is seeking funds to support public engagement on draft bylaw language.

* Islands Trust Conservancy, *Gambier Island Local Trust Area Coastal Western Hemlock Forests, Forest Fact Sheets,* June 2020

PROJECTED RESULTS/DELIVERABLES:
- Results in potential future updated OCP and LUB bylaws for Gambier Island.
- Advances Islands Trust Strategic Plan Objectives.
- Implementing actions in the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with First Nations, to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Updated DAI Bylaw

RISK ASSESSMENT:
Factors potentially affecting the timing of project deliverables include:
- Regional Planning Team capacity to manage the project in 2026/2027 along with other competing LTC projects that are yet to be approved for that timeframe.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Further delays to updating the OCP/LUB reflecting the engagement with the community and First Nations may necessitate a need to re-engage in the future.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. The benefit of not proceeding further is budget savings. The risk of not implementing the First Nations engagement recommendations into updated policies and regulations may adversely impact relations with First Nations and threaten culturally significant areas of the island with status quo development.

CRITICAL SUCCESS FACTORS:

The following are identified as critical for this project to be successful:

- Staff capacity in the Regional Planning Team and staff support.

The project would be considered successfully completed if the bylaws are given first reading before the end of the 26/27 fiscal. Since it is an election year prior to that, first reading may be delayed.

Success could be measured over the longer term through measurables such as improved relations with First Nations and updated policy and regulatory bylaws to address their interests and concerns.

Success can also be measured by evaluating how many LTCs are able to borrow the planning research, First Nations engagement framework and draft policies/regulations in their own reconciliation efforts.

RECOMMENDED OPTION:

The present funding request is for $8,000 for fiscal 2026/27 to allow the Gambier Island OCP-LUB project to be completed and implemented.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$8,000 for fiscal 2026/2027 for Public Engagement Phase

- $5,000 – Public Engagement
- $2,000 – First Nations Referral of draft bylaws
- $1,000 – Communications

Qualitative Analysis:

- Funding is necessary to engage the public on potential updates to policies and regulations to expand the scope of protections in the OCP and LUB for island forests, shorelines, and Indigenous heritage.
- Referral of draft bylaw language may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation.

PURCHASING PROCEDURE:

N/A

PROPOSED IMPLEMENTATION STRATEGY:

	Date Range	Budget Request
Past Work: Funding Request Final Phase: Legal Review and Legislative Process and Implementation	2025-2026	$10,000
Drafting OCP and LUB amendment bylaws	Spring/Summer 2026	$0
Public Engagement and Referral to First Nations; communications	Summer 2026	$8,000
Consideration of 1st reading	March 2027	$0

STAFF RESOURCING:

- 450 hrs Regional Planning Team Project Manager
- Up to 40 hours LTC Planner
- Up to 20 hours Regional Planning Manager
- Up to 20 hrs Admin Support (subject to other approved major projects)
- 40 hours Communications
- 20 hours GIS mapping
- 40 hours SIRA

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Adoption of the bylaws will involve communications with the Gambier Island community and First Nations. The budget request will include public outreach and website updates normally completed as part of the organization's standard communications for bylaw updates.

Requested by (Committee or Business unit): Gambier Island Local Trust Committee

Prepared by: Sonja Zupanec, Island Planner / August 25, 2025

Reviewed by: Renée Jamurat, Regional Planning Manager / September 15, 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):*

Regional Planning Committee

Department:
Planning Services

Name of Request:
Hornby Island LTC – Comprehensive OCP & LUB Review Project

(Year 6 of 6)

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

2026-2027: $15,000 ($10,000 from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with K'omoks First Nation, signed in 2024.**)**

Budget to-date: $56,050

2021-22 = $14,500 (LTC OCP: $4,000; RPC OCP: $8,500; First Nations: $2000)
2022-23 = $14,050 (Consultant Contract, admin costs)
2023-24 = $12,000 (First Nation capacity funding agreement)
2024-25 = $25,000 (First Nation Capacity Funding agreement)
2025-26 = $5,000

*Amended by R.Jamurat, February 11, 2026

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:** implementing First Nation Engagement Summary Recommendations and increasing housing options on Hornby Island.

Date of Submission to Finance: September 2025

Funding Required for (date range):
April 1, 2026 – March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Islands Trust has adopted policies regarding reconciliation, respect, communication and actions that build relations with Indigenous Communities on whose traditional and unceded lands the Islands Trust operates.

1) Islands Trust Reconciliation Declaration, adopted by Islands Trust Council on March 14, 2019.

"*The Islands Trust Council acknowledges that the lands and waters that encompass the Islands Trust Area have been home to Indigenous peoples since time immemorial and honours the rich history, stewardship, and cultural heritage that embody this place we all call home.*
The Islands Trust Council is committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples. Islands Trust states a commitment to Reconciliation with the understanding that this commitment is a long-term relationship-building and healing process.
The Islands Trust Council will strive to create opportunities for knowledge-sharing and understanding as people come together to preserve and protect the special nature of the islands within the Salish Sea."

2) The Hornby Island LTC's standing resolution regarding First Nations in the Local Trust Area, adopted May 24, 2019.

"*Whereas the Local Trust Committee seeks to engage in Reconciliation with local First Nations, governments and the island community by honouring the Truth and Reconciliation Commission Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples, Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples, and Islands Trust First Nations Engagement Principles, the Local Trust Committee endeavours to:*
a) Annually, write a letter to First Nations, (re)introducing Trustees and staff and provide a schedule of known Local Trust Committee meetings for the upcoming year, as well as, provide an update of current projects and advocacy activities;
b) For various Local Trust Committee meetings, invite elders from local First Nations to attend and provide a traditional welcome to the territory;
c) Work with First Nation governments on cooperative initiatives, including and not limited to, language, place names, territorial acknowledgements, and community education on Coast Salish and local First Nations' cultural heritage and history;
d) Work with First Nation governments on engagement principles for inclusive land use, marine use, and climate change planning; advocacy, protection and stewardship; and knowledge and information sharing protocols;
e) Establish and maintain government-to-government dialogue with First Nations, now and into the future, based on respect and recognition of Aboriginal rights and title, treaty rights, and First Nations' traditional territories within the Islands Trust Area."

3) Islands Trust Conservancy Reconciliation Declaration, ratified by the Islands Trust Conservancy Board on June 16, 2019, in the territories of the Ləkʷəŋən Peoples, METULIYE/Victoria, B.C.
4) Reconciliation Action Plan 2019-2022, passed by the Islands Trust on June 19, 2019, in the Coast Salish/Penelakut Territory, Galiano Island.
5) Islands Trust Council *Strategic Plan 2025-2028* addresses objective to Strengthen Relations with First Nations.

ISSUE/OPPORTUNITY:

This funding request is for an additional year to complete the Hornby Comprehensive OCP & LUB Review project. This project aims to update the OCP and LUB regarding affordable housing, and implementing First Nations engagement recommendations.

The LTC has reviewed a draft engagement summary from the K'ómoks First Nation and will be advancing consideration of implementation once proposed Bylaws Nos. 176 and 177 (short term vacation rental bylaws) have been advanced to public hearing. The LTC considers engagement with K'ómoks First Nation to be a top priority as well as addressing the need for increased housing options to address the lack of affordable housing on the island.

PROJECTED RESULTS/DELIVERABLES:

- The proposed Major Project would implement First Nations engagement summary recommendations into new policies and regulations to protect cultural heritage resources and the natural environment as well as provide for more equitable housing options.
- Results in updated OCP and LUB bylaws for Hornby Island.
- Implementing actions in the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with First Nations, to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables include:

- Regional Planning Team capacity and K'ómoks First Nation capacity to support the work. First Nation capacity and interest to engage may not align with desired project timelines.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- The project has been taking longer to complete, running into multiple fiscal years.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. The benefit of not proceeding further is budget savings. The risk of not implementing the First Nations engagement recommendations into updated policies and regulations may adversely impact relations with First Nations and threaten culturally significant areas of the island with status quo development. The risk of not proceeding with the review of increased housing options on the Island may adversely impact the ability for residents to develop secure rental housing options.

CRITICAL SUCCESS FACTORS:

- First Nation reconciliation efforts will be advanced.
- Ongoing, consistent, and positive efforts by LTC, supported by staff.
- Interest from K'ómoks First Nation to initiate and engage in discussion with the LTC.
- LTC completes Public Hearing by March 2027; ministerial approval and adoption by Fall 2027.

RECOMMENDED OPTION:

The present funding request is for $15,000 for fiscal 2026/27 to allow the Hornby Island OCP/LUB project to be completed and implemented.

COST/BENEFIT ANALYSIS:

Quantitative:

$15,000 for fiscal 2026/2027

- $2,500 - Legal Review of Drafting OCP and LUB amendment bylaws
- $1,000 – CIM, Legislative Process including referral to First Nations and agencies
- $1,000 - CIM and Public Hearing
- $500 - Communications

$10,000 from the FN Reconciliation Grant will be allocated to this year due to the terms of the Capacity Agreement with K'omoks First Nation, signed in 2024.

Qualitative:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Hornby Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Hornby Island.

PURCHASING PROCEDURE: n/a

PROPOSED IMPLEMENTATION STRATEGY:
April 1, 2022 – March 31, 2027 over 5 years.

	Date Range	Budget Request
Legal Review of Drafting OCP and LUB amendment bylaws	Spring/Summer 2026	$2,500
CIM, 1st reading, further engagement, referrals to First Nations and agencies	Winter 2027	$1,000
Consideration of changes and 2nd reading	Spring 2027	0
Community Information Meeting and Public Hearing	March 2027	$1,000
3rd reading	Spring 2027	0
Forward to Executive Committee and Ministry of Municipal Affairs	Spring 2027	0
Final Adoption	Fall 2027	0
Bylaw amendment communications	Fall/Winter 2027	$500

STAFF RESOURCING:
- 450 hrs Regional Planning Team Project Manager
- Up to 20 hours LTC Planner
- Up to 20 hours Regional Planning Manager
- Up to 20 hrs Admin Support (subject to other approved major projects)
- 40 hours Communications
- 20 hours GIS mapping
- 10 hours SIRA

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Adoption of the bylaws will involve communications with the Hornby Island community and First Nations. The budget request includes public outreach and website updates normally completed as part of the organization's standard communications for bylaw updates.

Requested by: Hornby Island Local Trust Committee

Prepared by: Renée Jamurat, RPM, Planning Services / September 16, 2025

Reviewed by: Stefan Cermak, Director Local Planning Services/date

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*
Lasqueti Island Local Trust Committee

Department:
LPS - Planning Services

Name of Request:
Lasqueti Island OCP Review - Major Project

(Year 1 of 3 project)

$ Value of Request

2026-27: $14,000 est.
2027-2028 = $6,000 est.

Budget to-date: $29,500
2025-26 = $15,500

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:** ______________________
For fiscal year 2026-2027:
- Community consultation, shoreline value mapping exercise, First Nations consultation, Capacity agreement if required, support for advisory bodies, and contingency

Date of Submission to Finance: October 2025

Funding Required for (date range):
April 1, 2026 – March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:
The most recent Islands Trust Council *Strategic Plan 2018-2022* contains objectives to:
- Preserve, protect and advocate for forest and terrestrial ecosystems
- To preserve and protect marine ecosystems
- Mitigate and adapt to climate change impacts
- Strengthen Housing Affordability Throughout the Islands Trust Area

This project would support the achievement and implementation of these objectives in the Lasqueti Local Trust Area.

ISSUE/OPPORTUNITY:
The Lasqueti Island Local Trust Committee would like to build on the work completed to date regarding minor updates to the OCP and LUB by undertaking a fulsome review of both the Official Community Plan (OCP) and Land Use Bylaw (LUB) to inform necessary updates.

To consider work completed within a practical timeframe, the proposed work is requested to now only complete the OCP review over the next 2 fiscal years, instead of the desired work for both the OCP and LUB reviews.

The continued work on the OCP review will fill gaps that were not addressed in the existing project to review the OCP. The minor project that was undertake prior to 2025 had a limited scope which has resulted in some emerging issues not being addressed. This project will include opportunities to improve communication and relationships with First Nations, and engage with the Island community in order to address future housing needs, climate change, shoreline planning, and work towards Islands Trust strategic goals.

This project proposes community consultation, First Nations engagement and staff analysis to inform update to the OCP. A future budget request will be required to complete an update to the Land Use Bylaw in subsequent fiscal years.

As a Major Project, the work will be managed by the Regional Planning Team.

LA-2024-005
It was MOVED and SECONDED
that the Lasqueti Local Trust Committee direct staff to prepare a business case for the 2025/26 budget that includes:

1. Completion of any unfinished items from the OCP/LUB Review Project - Charter version 6.1, dated May 2024
2. Items 2, 3, and 4 from the Future Projects Report, dated April 29, 2024
3. Land Use Bylaw review and potential revisions arising from OCP amendments.
4. An updated community vision statement.

CARRIED

PROJECTED RESULTS/DELIVERABLES:

Benefits: The project, when completed would result in a new OCP bylaw that would address First Nations concerns and interests; enhance the protection of marine, forest and terrestrial ecosystems; strengthen policies to support affordable housing; enhance resiliency to climate change; and take proactive action on managing mooring buoys. This will also result in greater clarity to applicants and staff when evaluating planning applications and development proposals.

Anticipated Deliverables could include:

Workplan Overview	
Deliverable/Milestone	**Date**
First Nations consultation	Fall 2025 - 2027
Topic Focused Engagement with APC and Community	Winter 2026 – Spring 2026

Analysis	Spring – Fall 2026
Milestone: LTC Endorses Engagement Summary, Reviews Policy Options	Winter 2026
Milestone: OCP Bylaw Drafting	Winter 2026 – Spring 2027
Revise & Legal Review	Spring 2027
LTC Reviews Draft OCP Bylaw for final changes	Summer 2027
Milestone: LTC Gives Revised Second Reading & Proceed to PH	**Summer 2027**
Statutory referrals*, CIM, public hearing, statutory notifications	Fall 2027
Milestone: Second/Third Reading OCP/PH	**Winter 2028**

RISK ASSESSMENT:
There are several contingencies that could negatively affect the project outcome or deliverables:
Financial implications:

- Costs may exceed the budget due to consultation, change of scope, or other unanticipated factors.

Resource requirements:

- Staff resources: The regional planning team may not be able to support the project due to other on-going projects or limited staff capacity. In addition, it is anticipated that overtime hours may be required for any engagement events and business meetings that occur outside of regular business hours.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Overtime hours have not been estimated at this time, however it is reasonable to expect based on a project of this kind.

Other implications:

- First Nations' capacity, interest/priority, and timing may not align with project timelines.
- Project will not be completed prior to the current LTC term ending, and new elected officials may have different priorities outside of the scope of this project. In this scenario, staff would not prepare a business case until the new LTC requests a review of land use bylaws.
- Once the project is underway, the LTC may choose to not advance the draft bylaw to readings.

ALTERNATIVES CONSIDERED:

Option 1: Status quo. Staff time and funding are not allocated to the project and the work does not proceed this fiscal year.

- Benefits – Staff time will be focussed to completing existing projects and LTC meeting business, and any new approved minor projects. The Regional Planning Team may provide a checklist for all OCPs and prioritize reviews through the Regional Planning Committee (re: Policy 5.9.1, section B.1.3).
- Risks – Restricted time left in LTC term to take on a major project in another fiscal year.
- Financial implications – Trust Council does not budget funding for this project.
- Resource requirements – none.
- Other implications – Regional Planning Team time would be allocated to major projects for other Local Trust Areas.

Option 2: Proceed with specific priority aspects of this request as a Minor LTC Project. This would limit the project budget to a maximum of $5,000 per fiscal year and limit the scope of the project so that not all LTC identified issues would be addressed.

- Benefits – More chance of success to complete the project within the LTC term.
- Risks – Any new changes that come up through the process that require increased budget, time or engagement would be out of scope. Would not address all the LTC's requested items. Will be unable to conduct fulsome engagement with First Nations and the community given the limits of minor project resources. Over time, could result in numerous minor projects which will not be efficient use of staff time when compared to a single major project.
- Financial implications – Budget is less than a major project and can be accommodated within the minor project budget through Planning Services.
- Resource requirements – Substantial support staff time may not be available as they will be prioritized to major projects.
- Other implications – potential delay addressing some LTC identified issues with bylaw amendments. Would not allow for all interrelated factors and topics to be considered in a single project.

CRITICAL SUCCESS FACTORS:

The following are identified as critical for this project to be successful:

- OCP Bylaw adoption
- Sufficient capacity and interest from First Nations to engage on the project
- Staff capacity in the Regional Planning Team and staff support

The project would be considered successfully completed if relevant amendments to the OCP are adopted. Success could be measured over the longer term through measurables such as:

- Improved relations with First Nations and updated policy and regulatory bylaws to address their interests and concerns;
- Observation of stable and healthy terrestrial and marine ecosystems.

RECOMMENDED OPTION:

The recommended option is to continue this work as a Major LTC Project at the requested amount of $14,000 for this 2026-2027 fiscal year. This provides sufficient funding to complete the anticipated project work that has not yet been initiated by the Regional Planning Team at time of this business case submission.

The alternative is for the LTC to be revised in scope as a minor project. If taken on as a minor project, the project scope would be reduced.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u> $14,000 for fiscal 2026-2027

- First Nations Engagement - $8,000 *to continue project work as needed.
- Consultation (APC, stakeholders, community, communications) – $5,000 *to continue project work as needed.
- Staff analysis and recommendations – $1,000

<u>Qualitative Analysis:</u>

- Undertaking the project may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation, enhanced protection of marine, forest and terrestrial ecosystems;
- The project may also strengthen policies to support affordable housing; and enhance resiliency to climate change.

PURCHASING PROCEDURE: Not applicable if the work is done in-house by staff. ~~However~~However, there may be other financial services required such as legal review and capacity work agreements, as identified through a work program.
PROPOSED IMPLEMENTATION STRATEGY: The project is proposed to be completed over 3 fiscal years as a major project anticipated as: FY2025/26 consisting of consultation and review of options, analysis, and drafting. With anticipated continuation into the next year to complete work. FY2026/27 consisting of final drafting, legal review. FY2027/28 consisting of continued legislative process and adoption.
STAFF RESOURCING: - 450 hours (0.33 FTE) Regional Planning Team Project Manager - Up to 40 hours LTC Planner Support - 20 hours GIS - Mapping - Up to 100 hours Administrative Support *subject to other approved major projects - 40 hours Communications Specialist - 40 hours Senior Indigenous Relations Advisor (SIRA) Support - Up to 10 hours Regional Planning Manager
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: This project will involve communications with the Lasqueti Island community and with First Nations. The budget request will support the communications and engagement with these communities.

Requested by (Committee or Business unit): Lasqueti Island Local Trust Committee

Prepared by: Renée Jamurat, Regional Planning Manager / September 23, 2024

Reviewed by:

Islands Trust

Budget Funding Request Short-Form Business Case

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<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

Salt Spring Local Trust Committee (SS LTC)</td><td rowspan="4"><u>Budget Source</u> (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:
• Ongoing Engagement with First Nations with interests on SSI
• Project Consultant contract
• Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications
• Technical support on virtual and in-person community engagement meetings</td></tr>
<tr><td>Department:
Planning Services</td></tr>
<tr><td>Name of Request:

Major amendment to SS OCP and SS LUB</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if
project is multi-year):

2025-26 - $160,000
2026-27: $75,000 (from surplus unspent in 2025/26)</td></tr>
<tr><td>Date of Submission to Finance: September 15, 2025
SSLTC endorsed: September 11, 2025</td><td>Funding Required for (date range):
April 1 2026-March 31, 2027, $ 75,000</td></tr>
</table>

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.*

Explicitly intended to implement the Islands Trust Policy statement and committed to collaborate with the Islands Trust Policy Statement development team until its adoptions and to and adapt as needed through its consideration, as needed. Project will improve bylaw enforcement by ensuring clarity and accessibility in their development.

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.)

This business case involves the underspent project budgets for the 2025/2026 fiscal year (FY2025/26) that was approved by the Islands Trust Financial Planning Committee to be carried over to the 2024/2025 budget cycle.

This business case involves funding support for a major amendment to the Salt Spring Island Local Trust Committee Bylaw No. 434, 2008 (OCP) and the Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999 (LUB), and planning activities required to inform policy development, such as:

- early and ongoing consultation with 13 First Nations that have territorial interests in SSI,
- a robust public engagement process,
- preparation of a comprehensive draft of a revise OCP and LUB. The major amendment to SS OCP continues to advance the Housing Action Program (HAP) and the Salt Spring Island Community Wildfire Resiliency Plan. Of paramount importance is the identification of opportunities to diversify housing choice and the supply and affordability of housing.
- An updated LUB will reflect the policies and goals of the revised OCP and out them into regulatory action, in accordance with strategic policy.

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 following deliverables will be achieved through the Salt Spring Island OCP-LUB Update Project:

1. Updated Salt Spring Island Official Community Plan
2. Updated Salt Spring Island Land Use Bylaw
3. Monitoring Plan

The funding request for FY25/26 is to cover costs associated with the following:

Item Descriptions	Total 2-Year Project Budget	Total FY2025-26 Cost	Total FY2026-27 Cost
Early and ongoing consultation with 13 First Nations with treaty and territorial interests on SSI	$52,000	$26,000	$ 26,000
Consultant to conduct and facilitate a robust and inclusive public engagement program and policy options development	$171,000	$126,00	$45,000
Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	$9,000	$6,000	$3,000
Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings	$3,000	$2,000	$1,000
Total	**$235,000**	**$160,000**	**$75,000**

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

The previous request stated that if funding was approved, a request to carry over unspent money will likely be required.

There has been no full review of the SS OCP since its adoption in 2008; the last amendment was an update to the industrial lands per Bylaw 488. The current document no longer reflects current issues, particularly on policies relating to climate change, First Nations reconciliation, infrastructure servicing, and various affordable housing related policies. This risk is mitigated by the concurrent OCP-LUB Review. Conducting these projects enables Islands Trust to merge engagement activities, technical review, and other project tasks to achieve efficiencies in the project work and consistency across both documents.

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 support of skilled facilitation and innovative approaches and an unbiased, neutral third-party professional to assist in the process are critical. Best practice in OCP development and engagement fields are constantly evolving fields and specialists can offer considerable value to these process elements. While staff in the Salt Spring office and the Regional Planning Team can provide valuable input and support, relying solely on in-house staff resources would burden staff and take away from sustaining the ongoing administration of planning services (i.e. development inquiries, applications, and minor projects). The financial implications of contracting the service are outweighed by the advantages of specialist expertise and specific scopes of work.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*
Approve the request to secure the approved $235,000 over two-years by re-funding the balance of $49,000 funds not anticipated to be spent in the 2025-2026 fiscal year to the 2026-2027 fiscal year in addition to funding an additional $26,000 to complete the OCP-LUB Project to **increase housing options and housing equity** on the island in ways that integrate:

- The interests of First Nations with treaty and territorial interests in the Salt Spring Island Local Trust Area;
- Ecosystem integrity and connectivity; and
- Climate change resiliency.

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:

- $171,800 over two fiscal years for a project consultant team to refine a draft consultant Scope of Services, develop project management systems, and design execute a bylaw review program that incorporates significant and inclusive public and interest holder engagement and delivers revised bylaw documents and reports
- $52,000 over two fiscal years for early and ongoing consultation with First Nations to be undertaken by Islands Trust staff.
- $12,000 over two fiscal years is requested to support incidental, logistical, and legislative costs. These include printing and publication, venue rentals, legal notices, and any potential legal or third-party reviews needed to complete the project.

Qualitative:
The need for a plan review on Salt Spring is very timely given a number of contextual factors that impact the approach to land use governance on Salt Spring Island. These include:

1. The recent and upcoming completion of numerous policy projects that change public and organizational expectations, such as the Islands Trust Policy Statement update and the Housing Needs Assessment.
2. Infrastructure investments and policy changes in water and wastewater service providers that will improve the capacity and certainty of reliable servicing for more housing.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. 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.)*

Per Islands Trust and BC procurement process for hiring consultants.

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 OCP/LUB Update Project is expected to take 30 months. Figure 1 provides an overview of the process, while Table 1 outlines the planning process showing key project phases, key activities and deliverables. While project activities are reasonably well defined, public engagement activities can be adapted based on the feedback of a Project Advisory Committee and other community interest holders, provided it meets overall project timelines and objectives.

Planning Process Timeline

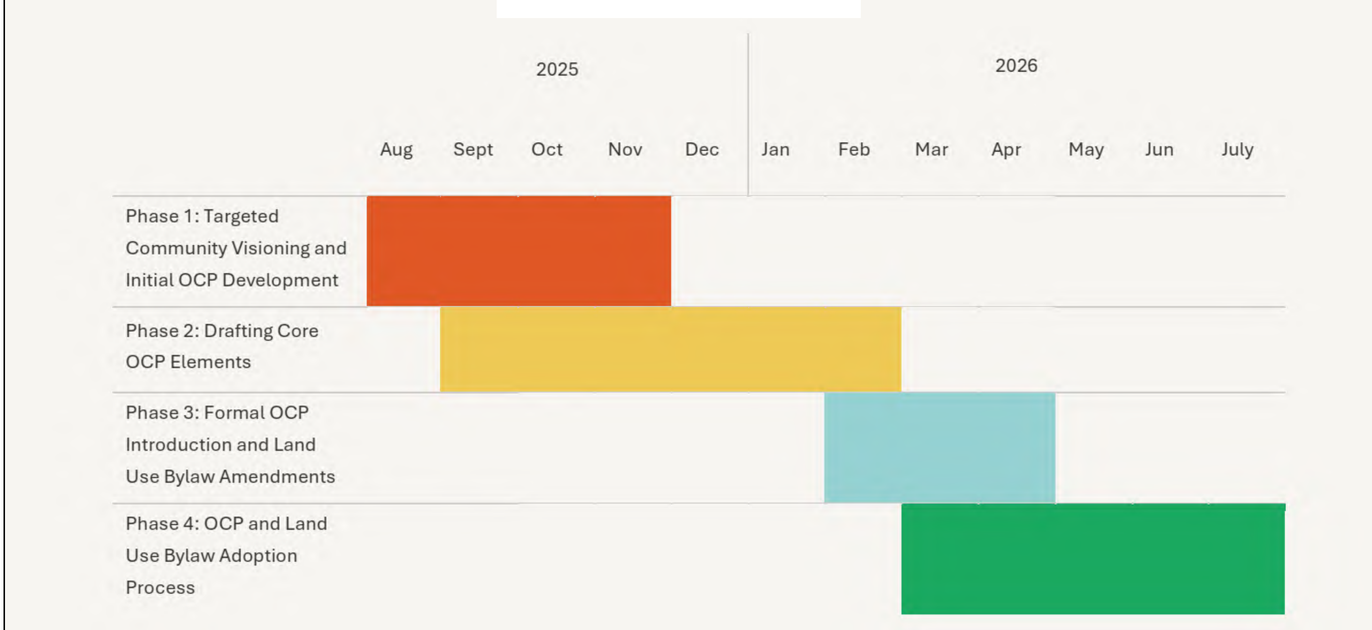

Table 1: Planning Process

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.)*

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs. (~1,800 hours/year/staff = 1.0 FTE)

- RPM: 0.15 FTE (270 hours)
- Island Planner: 0.75 FTE (1350 hours)
- Planner 2: 0.4 FTE (720 hours)
- Admin: 0.1 FTE (180 hours)
- Information Services (Mapping): 0.1 FTE (180 hours)

Service support will be needed from Administrative Services for Information Services, Finance Support. Trust Area Services will also contribute non-extraordinary advisory and role in supporting public engage. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

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?)*

A change management structure is proposed to ensure that the project achieves its intended objectives and outcomes on time and on budget. However, it is also understood that new information or developments often emerge in the course of public policy processes that may impact the original project plan. The Regional Planning Manager will bring forward substantial changes that would affect the project budget or timeline outlined in this Terms of Reference for LTC and approval. The evaluation will assess the following, as necessary:

- Budget and schedule impacts
- Alignment to the project objectives
- Contract implications
- Relational implications (public, inter-governmental)
- Feasibility and benefits of the change
- Complexity and/or difficulty of the change options requested
- Scale of the change solutions proposed
- Risk to the project in implementing the change
- Risk to the project in not implementing the change
    - Impact on the project in implementing the change (time, resources, finance, quality)

Requested by: Salt Spring Island Local Trust Committee

Prepared by Chris Hutton, MCIP, RPP, Regional Planning Manager, September 15, 2025
Amended per LTC Direction:

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	**Planning Services**	**Date Prepared:**	February 13, 2026
SUBJECT:	**Planning Services – Projects Feasibility Assessment - Updated**		

PURPOSE

To provide Trust Council with an updated feasibility assessment comparing Planning Services budget case submissions for FY2026/27 with projected available staff resources.

SUMMARY

In December 2025, staff advised Trust Council that Planning Services had 11 major projects requesting resources for the next fiscal year (Feasibility Report dated December 12, 2025). The total funding request was $253,500 (including $71,500 from unspent special tax requisition). Estimated Regional Planning Team (RPT) requirements totalled 4,700 hours, which exceeded anticipated staff capacity.

After consideration, Trust Council:

- did not approve the new major project business case for Galiano Island Local Trust Committee;
- eliminated funding for the Salt Spring Groundwater Sustainability (well-monitoring) project in accordance with Operational Review recommendations;
- eliminated funding for the Salt Spring Watershed Protection Plan 2022–2032 coordination (SSIWPA) in accordance with the approved Operational Review recommendations;
- split the Freshwater Sustainability Strategy business case, supporting the review component and deferring development of an implementation plan; and
- requested that unspent special tax requisition funds remain in reserve until a project is brought forward to coordinate Actions 16–19 of the Salt Spring Island Watershed Protection Plan (2023–2032).

Staff have since updated business cases to reflect revised timelines, milestones, and distribution of the Provincial First Nations Reconciliation Grant, which will be provided to First Nations through capacity funding agreements to support engagement in major LTC projects.

Amendments from Local Trust Committees include:

- Lasqueti LTC – replaced the year-two request ($14,000) with the original year-one request ($15,500), as the project did not proceed in the current fiscal year.
- Salt Spring LTC – increased the funding request to support additional engagement activities and adjusted timelines and milestones.

As a result, the number of major projects has been reduced from 11 to 8, and the total request from $253,500 to $246,500. Of this, $42,000 will be distributed from the First Nations Reconciliation Grant to support engagement in LTC projects next fiscal year (see Table 1).

Table 1 RPC and LTC Committee 2026/27 Projects Summary

Body	Item	2026 / 27 Request	FN Reconciliation Grant	RPT (hours)	Phase
DE	OCP / LUB Review	$5,000	$2,000	100	Drafting
GB	OCP / LUB Review	$35,000	$4,000	450	Engagement
GM	OCP / LUB Review	$8,000		450	Drafting and Engagement
HO	OCP / LUB Review	$5,000	$10,000	450	Legislative
LA	OCP/LUB Review	$15,500		450	Initiation
SS	OCP/LUB Review	$121,000	$26,000	1,350	Engagement / Analysis
RPC	Housing Strategic Action Plan	$0		300	Various initiatives
RPC	Freshwater Sustainability Strategy	$15,000		450	Analysis
	Total	**$204,500**	**$42,000**	**4,000**	

The revised estimate of requested Regional Planning Team staff hours is 4,000 hours. This request is feasible within staffs estimated available 4,050 hours.

ATTACHMENT(S)

1. Amended Business Cases elsewhere in Agenda package.

Prepared By: Stefan Cermak, Director, Planning Services
Concurred By: Rueben Bronee, CAO

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Requested by*:* **Executive Office**	**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
Department: **Trust Council**	
Name of Request: **2026 Election Onboarding Expenses**	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* For fiscal 2026/27: $32,000, including: • $6,000 for in-person committee meetings • $20,000 for Trust Council training and conferences, with priority given to training to support trustee onboarding and orientation • $6,000 for trustee travel or training	
Date of Submission to Finance: Oct 15, 2025	**Funding Required for (date range):** April 1, 2026 – March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Budget guidelines for 2026/27 include a guideline that Trust Council consider any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.

Strategic Plan initiative 1.2.4 commits to “prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report.” This initiative is among the priorities identified by Trust Council for the current term.

At its September 2025 meeting, Trust Council provided direction to prioritize recommendation 7 from the Governance Report: “To help Trustees fulfil their role, post-election briefings and workshops should be held, covering both procedural and substantive matters integral to their duties at Trust Council.” Staff also committed to undertake related work to improve onboarding and orientation of a new Trust Council following the October 2026 election.

ISSUE/OPPORTUNITY:

Both through the 2022 Governance Report and in subsequent discussions with trustees, Trust Council has highlighted a need to more effectively support onboarding and orientation of the next Trust Council.

Staff have existing onboarding and orientation materials, but also recognize the opportunity to enhance those in preparation for the 2026 election.

The proposed $32,000 in funding is intended to support:

- In-person meetings for the first meetings of Standing Committees (FPC, RPC, TPC and Governance) to help establish relationships early in the term ($6,000)
- Facilitated training early in the council term on topics such as meeting procedures and chairing, and trustee standards of conduct ($20,000)
- Travel if needed for trustees to participate in related training ($6,000)

Exact topics for training will be confirmed through planning work undertaken by staff during the current fiscal year, with input from trustees. It is anticipated this will be delivered through a mix of internal staff resources and contracted expertise.

Notably, the Province is proposing legislative amendments to introduce a new provincial code of conduct for local governments to take effect following the 2026 elections, which staff expect will also apply to Islands Trust. It will be particularly important for incoming and returning trustees to be oriented to the provisions of this new code and its implications for their role.

The $6,000 includes $1,500 for one in-person meeting for each of the four standing committees. This is intended to cover all meeting expenses, including food and travel. There has been no funding for in-person committee meetings in the past two fiscal years. Trustees have repeatedly emphasized the value of in-person meetings early in a Council term to help establish positive work relationships.

For fiscal 2025/26, $19,000 was budgeted for Trust Council training and conferences, so the $20,000 proposed is a $1,000 increase. However, $15,000 of that prior year $19,000 was funded through a grant from the Local Government Management Association to support conduct and chair training sessions this fiscal. No grant funding is expected in fiscal 2026/27, therefore the net impact to Islands Trust budget is a $16,000 cost increase.

For fiscal 2025/26, $4,000 was budgeted travel for trustee training. This is proposed to increase to $6,000 for fiscal 2026/27 to allow for the potential for some in-person attendance at training if needed. This is separate from the budget for attendance at Trust Council meetings, which will include an initial in-person first meeting for the new Council.

Executive Committee has requested the proposed $26,000 for training and related-related travel as part of its budget submission for 2026/27 on the understanding it would be used for training to support onboarding and orientation of a new Trust Council as the priority. If not fully needed for this purpose, available funding may also be allocated to support trustee attendance at other training events, such as the Local Government Leadership Academy Forum in early 2027.

PROJECTED RESULTS/DELIVERABLES:

The election preparation work being undertaken by staff will focus on helping ensure returning and new trustees have a clear and consistent understanding of:

- The role and responsibilities of trustees, Trust Council and committees;
- Essential policies, procedures and processes; and
- Conduct expectations and accountabilities.

Staff will bring forward a proposed onboarding and orientation plan to Executive Committee and Trust

Council in spring 2026, including updates to the Continuous Learning Plan where appropriate.

The goal is to improve collaboration and productivity of Trust Council and committee business, enabling more effective and efficient decision making to support deliver of priorities and improve the reputation of Islands Trust.

RISK ASSESSMENT:

Risks that may impeded delivering on the proposed funded initiatives include:

- Inability to contract external facilitators to deliver identified training needs.
  - Mitigation: staff plan to identify needs by June 2026 and secure contracts as soon as possible.
- Inability to schedule training and in-person committee meetings.
  - Mitigation: staff will schedule meetings and training prior to the election, with potential alternatives identified, so dates can be confirmed early with incoming Council.
- Insufficient funding to fully address identified training needs.
  - Mitigation: estimates are based on recent experience contracting similar training, and staff will work within the approved budget amount to maximize value. Staff will deliver training as much as possible to minimize costs.

Risks resulting from not funding the proposed initiatives include:

- Incoming Council is less prepared to fully succeed in their role early in the term, presenting risks to Council effectiveness and the reputation of Islands Trust.
  - Mitigation: staff will provide as much training as possible.
- Standing Committees have limited opportunity to engage in-person and build productive working relationships, as recommended by current trustees.
  - Mitigation: Trustees will still have the opportunity to engage in-person at Trust Council

ALTERNATIVES CONSIDERED:

Option 1: Fully fund the proposed $32,000 for in-person committee meetings, and Trust Council onboarding training
Benefits – Supports a stronger onboarding and orientation for incoming Council to enable more productive meetings form the start of term
Risks – Scheduling challenges
Financial implications – An increase of $9,000 over 2025/26 budgets for the same line items ($24,000 not including the 2025/26 grant funding) in recognition of the context of an election year
Resource requirements – Contracted resources for some training, supported by staff onboarding activities.
Other implications – Reduced reliance on staff to support onboarding training

Option 2: Status quo training funding of $4,000 and no related travel funding, maintain proposed $6,000 for in-person committee meetings ($10,000 total)
Benefits – Reduced overall cost, allows for some virtual training support and benefits of in-person committee meetings
Risks – Less intensive training and onboarding for incoming Council
Financial implications – Total funding increase of $2,000 over 2025/26 budgets for the same line items
Resource requirements – Greater demand on staff for onboarding training
Other implications – Risk that incoming new trustees feel inadequately supported to adopt their roles

Option 3: Status quo training funding of $4,000 and $4,000 in related travel funding, with no funding for in-person committee meetings ($8,000 total)
Benefits – Reduced overall cost, allows for some training support but most primarily staff led and mostly virtual
Risks – Less intensive training and onboarding for incoming Council, no in-person meetings for

committees
Financial implications – Status quo funding relative to 2025/26 budgets for the same line items
Resource requirements – Greater demand on staff for onboarding training
Other implications – Risk that incoming new trustees feel inadequately supported to adopt their roles

Option 4: No funding for training, related travel or in-person committee meetings ($0 total)
Benefits – Overall budget savings of $8,000 from 2025/26 budgets for the same line items
Risks – Complete reliance on staff for Council onboarding and orientation, which will provide scaled back training on some key areas. No funding for any other Council training in 2026/27
Financial implications – Overall budget savings of $8,000 from 2025/26
Resource requirements – Increased reliance on staff to fully support onboarding
Other implications – Risk that incoming new trustees are inadequately supported to adopt their roles, resulting in ineffectiveness and inefficiency longer term

CRITICAL SUCCESS FACTORS:

- Sufficient staff time to develop and deliver the onboarding for the incoming Trust Council
- Availability of qualified contractors for delivery of training identified by staff
- Trustee participation in provide onboarding training and engagement activities

RECOMMENDED OPTION:

Option 1: Fully fund the proposed $32,000 for in-person committee meetings, and Trust Council onboarding training

COST/BENEFIT ANALYSIS:

- Investing in up-front training for the new Trust Council, especially on topics like conduct and meeting procedures, should result in longer-term savings by avoiding the need for training on these topics later in the term if issues arise.
- Anticipated training and a more robust onboarding approach should yield the benefit of more effective and efficient Council and committee meetings throughout the term, which would translate into broader operational productivity benefits.
- Particularly if there is a significant number of new trustees elected, the investment in onboarding will better prepare trustees to fulfil their roles effectively with reduced risk of conduct-related issues.

PURCHASING PROCEDURE:

Subject to confirmation of training needs, procurement of any contracted training services is expected to be within the threshold for direct awards. If possible and appropriate, staff may also draw on contracted legal counsel for some training content.

PROPOSED IMPLEMENTATION STRATEGY:

November 2025 – April 2026: Engagement with current trustees through the Onboarding Working Group to inform onboarding approach design and planning

May 2026: Executive Committee review of proposed approach to onboarding

June 2026 – August 2026: Procurement of any required contracted training resources and scheduling for post-election implementation

September 2026: Final onboarding timeline reviewed by Trust Council

December 2026 – March 2027: Onboarding and in-person committee meetings

STAFF RESOURCING: Estimates of staff time requirements cannot be finalized at this point because it depends on developing the overall plan for trustee onboarding and orientation. That planning will be a priority for the CAO and Director of Legislative and Information Services, supported by other staff as needed. The scope of that planning work is roughly the same regardless of the final onboarding approach. Similarly, a significant amount of staff time is required to support onboarding under any circumstance. However, anything other than the recommended option would likely require more staff time because it may require staff to deliver additional training. The estimates below, therefore, are for the incremental administrative increase in work that would be involved in implementing the recommended option. Trust Council and related travel training: • O.2 FTE (June 2026 – Feb 2027): Executive Coordinator • 0.1 FTE (Nov 2026 – Feb 2027: Executive Administrative Assistant In-person committee meetings: • O.1 FTE (Nov 2026 – Jan 2027): Legislative Service Clerk • 0.2 FTE (Nov 2026 – Jan 2027): Executive Administrative Assistant
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: The approach to onboarding will be informed by the Onboarding Working Group and the Governance Committee, with oversight from Executive Committee. Any related public communication on Council onboarding will proceed as per established practice related to election transition. Communication of in-person committee meetings will be managed per established practices for committee meetings.

Requested by: Executive Office

Prepared by: Rueben Bronee, CAO/Oct 14, 2025

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit)**:***	<u>**Budget Source**</u> (select all that apply): ☐ **Specific Project Funding** (select all that apply) X Third Party Contractors/Temp Staff ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** **XX Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ______________ ☐ **Other – please describe:** ______________
Department: Legislative and Information Services	
Name of Request: Trustee Laptops	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $32,400 (15 laptops) - $24,900 for laptop purchases - $7,500 for MS Office 2024 licenses	
Date of Submission to Finance: October 2025	**Funding Required for (date range):** April 1, 2026 to 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.*

Approved by the Executive Committee on October 29, 2025

Trust Council's Object – no
Strategic Plan item – no
Policy Statement directive – no
Council bylaw – no
Work programs -no
Legislation – No

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.)*

Background:

In 2026 the local government elections will occur in October. In past years we have offered in-coming trustees the option to have a laptop provided by Islands Trust for use as a trustee. The take up had been around 15 out of the 26 trustees, with others preferring to use their own equipment. The package includes support, Office software suite, headphone, and tracking device. The advantage to trustees using an Islands Trust provided laptop is that the software is standardised and supported. This reduces the work for Islands Trust Information Services staff in dealing with technical issues.

From a privacy perspective, it is desirable to encourage trustees to use Islands Trust equipment for work, as we have more control over security features than we would if they are using their own equipment.

Historically, we have recycled the old trustee laptops, that are out of warranty, and use them as backup and take-home laptops (for work from home). Not all laptops retrieved are suitable for this as some are damaged, or missing keys, or have hardware issues. We will use the 2022 trustee laptops to replenish our supply of backup laptops for staff (as those we currently have are past end of life, and many have failed completely). This saves the organisation money and extends the usefulness of the laptops.

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.*)

This project would:

- Provide option for incoming trustees to have an Islands Trust laptop with appropriate office and other software installed, appropriate drivers, and configurations.

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

The funding for 15 laptops is based on past experiences. There is risk that more than 15 trustees would want a laptop. This could be mitigated my over-spending in this budget item to accommodate and under-spending in another Information Services area to compensate.

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: provide the laptops as we have done in previous years

Benefits – Provided laptops, enhanced security, support experience for trustees, common software provided.

Risks – risk that more than 15 would want to have a laptop.

Financial implications – Cost of providing the laptops and software, and staff time to configure the laptops. Ongoing support – this has been minimal over the years.

Resource requirements – None.

Other implications – Subject to the risk assessment mitigation measures above, the provision of laptops to those who want them is fair to all trustees, and will provide those who do not have a laptop, or cannot afford a laptop, or simply do not want to use their own laptops, with the appropriate tools to do their work. Old laptops from previous term that are in serviceable condition are rolled over for use as backup laptops for staff for the following years. This reduces the need to purchase additional laptops to provide this backup pool for staff. his pool of laptops relies on previous trustee laptops that are out of warranty, saving cost of purchasing extra laptops for this purpose. Laptops provided to incoming trustees would be newest, most up to date wifi and Bluetooth, and hardware and software. These computers are consumer grade laptops.

Option 2: Recycle Laptops from Previous Term
Benefits – would reduce cost by reusing laptops.
Risks – Laptops are out of date and no longer supported and out of warranty. These laptop are usually rolled over to our work from home and spare laptops to be used as backups. If they are recycled for incoming trustees, additional laptops would need to be purchased for staff backup pool, and funding included in the budget to cover replacement costs should an out of warranty trustee laptop fail.
Financial implications – as the laptops are out of date, there would be costs associated with supporting out of date technology, dealing with security issues.
Resource requirements – more staff time to deal with out of date hardware.
Other implications – This could disadvantage some trustee who may find that they have out of date and computers in which Islands Trust staff are unable to support.

Option 3: Stipend
This option would involve developing policy on providing partial reimbursement for using a personal computer, and then providing a monthly, or annual sum to each trustee. The mount would likely be based on percentage of time the trustee uses their computer for work, and establishing two or three payment tiers.
Benefits – would reduce costs as the stipend would be significantly less than buying computers and software.
Risks – Could be difficult to ascertain a fair policy on use of the computers and how much to reimburse due to many factors at play.
Financial implications – a monthly or annual payment to trustees, and staff time to process those payments.
Resource requirements – staff time to develop the policy and administer the program.
Other implications – This option could be detrimental to trustees who do not have computers or cannot afford to buy a computer. The partial payment would not take into account the ability of the trustee to pay for their own equipment, but only to the extent it will be used for Islands Trust work.

Option 4: Not offer laptops
Benefits – No additional costs.
Risks – Each trustee would have to provide their own laptops, and some trustees may not be able to do so. No control over the software used. Potential security issues.
Financial implications – No staff support or purchases, so no implications.
Resource requirements – No resource implications.
Other implications – This option could be detrimental to trustees who do not have computers or cannot afford to buy a computer.

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.)*

- Trustees have the tools needed to undertake their work
- Efficient use of resources
- Fair access to technology for all trustees

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

Option 1. This option is the most effective and provides a balance between those trustees that want to use their own and those that would prefer or need a laptop to be provided.

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.)* The provision of laptops to some but not all trustees (self-selected) provides ability to do the work, attend electronic meetings and respond to Islands Trust emails. Over the four year period, have trustees working with equipment they are comfortable with (their own) or with equipment they know they can get assistance on (Islands Trust provided) reduces demands on staff and enhances productivity.
PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. 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 (i.e.: external competition, government-restricted internal competition, etc.)* We will purchase through our technology consultants (Blackmans) from our supplier Lenovo.
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 Information Systems team will procure, and prepare the machines for use, and will ensure Use of Islands Trust equipment forms are signed by Trustees on obtaining the computers.
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.)* Project Management: Blackmans Procure computers: Blackmans with Information Services assistance and direction Prepare machines: Blackmans and Information Services staff.
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?)* Recommendation would be forwarded to Trust Council for adoption.

Requested by Legislative and Information Services

Prepared by David Marlor, Director, Legislative and Information Services.

Reviewed by Accessibility Committee, October 7, 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)**:*** Accessibility Committee .	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) X Third Party Contractors/Temp Staff ☐ 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:** _______________________
Department: Legislative and Information Services	
Name of Request: Accessibility Plan Development	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $19,000	
Date of Submission to Finance: October 2025	**Funding Required for (date range):** April 1, 2026 to 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.*

Approved by the Accessibility Committee on October 7, 2025

This is a continuation of a project started in FY2025/26.

Trust Council's Object – no
Strategic Plan item – no
Policy Statement directive – no
Council bylaw – no
Work programs -no

Legislation – YES – this is a requirement of the *Accessible British Columbia Act.*

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.)*

Background:

Accessible British Columbia Act requires all local government to have an accessibility committee, a means for the public to provide feedback on accessibility at the Local Government, and an Accessibility Plan that identifies barriers and offer means to mitigate those barriers to accessibility. The Act required all local governments to have, at minimum, a draft plan in place by September 1, 2023. The plan is required to include public input and must be reviewed every three years.

Islands Trust has established an Accessibility Committee, and the Islands Trust website has been updated to include a means for public feedback on accessibility issues at the Islands Trust. Due to limited staff resources, and lack of expertise in the area of accessibility, no progress has been made on an Accessibility Plan.

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.*)

This project would:

- Assess Islands Trust operations and help the Accessibility Committee identify gaps in accessibility, and develop means to mitigate those gaps
- Draft an Accessibility Plan for the Islands Trust operations
- Obtain feedback on the draft from the public, and develop a final version of the Accessibility Plan for consideration by the Accessibility Committee
- Develop a plain language version of the Accessibility Plan
- Include in the Accessibility Plan a section on implementation of the Accessibility Plan

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.)*

Lack of Accessibility Plan means Trust Council is not compliant with the *Accessible British Columbia Act.* While the penalties in the Act for not being compliant are not yet in force, they may be brought in force at any time by Regulation. The Act allows the minister to levy fines up to $250,000. While it is unlikely Islands Trust would face a penalty of that magnitude, it would also not reflect well on the organization to have intentionally delayed steps to come into compliance.

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: Status Quo

Benefits – No plan would be developed.
Risks – non-compliance with the *Accessible British Columbia Act*. While no penalties at the moment, the *Act* allows the minister to levy up to $250,000 fines. This provision is not yet in force, but would come into force by Regulation.
Financial implications – potential fines as per above.
Resource requirements – None.
Other implications – Reputational risks of Islands Trust intentionally deciding to delay coming into compliance with a legislated requirement. It would also impede the ability of the Accessibility Committee deliver any effective advancement of its mandate.

Option 2: Undertake the work by a consultant
Benefits – consultants will bring expertise in this area, and can undertake the work as priority.
Risks – need to find an appropriate consultant with understanding of the unique structure of the Islands Trust, and the *Accessible British Columbia Act*.
Financial implications – consultant ($15,000) and advertising fees ($4,000)– note that consultant fees could be substantially higher depending on scope – this estimate to undertake review, develop draft, develop feedback mechanism, review feedback and develop final document.
Resource requirements – some staff time would be required to manage the contract, and substantial staff time could be consumed depending on how familiar the consultant is with the unique structure of the Islands Trust.
Other implications – No other implications identified.

Option 3: Undertake Work in House
Benefits – reduce costs.
Risks – No in-house expertise in accessibility. Likely other priorities will interfere and the work may be delayed or not completed.
Financial implications – staff time to undertake the work reduce staff time available for other Trust Council priorities.
Resource requirements – Staff time take from other projects.
Other implications – No other implications identified.

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.)*

- Recruitment of a suitable consultant
- Feedback from the public and input from the Accessibility Committee
- Trust Council support through funding

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

Option 2. This option is the most effective, given that the work would be undertaken by a consultant with experience and expertise in this area.

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.)*

As this is a mandatory requirement under the *Accessible British Columbia Act*, the benefit is mostly qualitative in that this would move Trust Council towards compliance with legislation. Over the long term, there could be savings in fines if remaining non-compliant, should the Province proceed with enacting the penalty clauses in the *Accessible British Columbia Act*.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. 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 (i.e.: external competition, government-restricted internal competition, etc.)*

Given the budget, we would reach out to known organisations that do this work via invitation to quote.

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?)*

Work would be largely managed and undertake by administrative staff assigned to Accessibility Committee.

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.)*

Contract Management: Director, Legislative and Information Services
Administrative Support: Executive Administrative Assistant

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*?)

Recommendation would be forwarded to Trust Council for adoption.

Requested by Accessibility Committee

Prepared by David Marlor, Director, Legislative and Information Services.

Reviewed by Accessibility Committee, October 7, 2025

APPENDIX 4: MANAGER OF INDIGENOUS RELATIONS BUSINESS CASE

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).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):
CAO</td><td rowspan="4"><u>Budget Source</u> (select all that apply):

☐ ecific 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:
____________________</td></tr>
<tr><td>Department:
Trust Area Services</td></tr>
<tr><td>Name of Request:

Manager of Indigenous Relations</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

Estimated salary and benefits: $110,000*
Travel: $1,500
Training: $1,000
Laptop: $2,500
Total: $115,000

*Prorated for July start and subject to PSA classification review. Assumes Excluded Band 3 classification.</td></tr>
<tr><td>Date of Submission to Finance:</td><td>Funding Required for (date range):
July 1, 2026-March 31, 2027</td></tr>
<tr><td colspan="2">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.</td></tr>
</table>

The proposed Manager of Indigenous Relations supports the reconciliation declarations adopted by Trust Council and the Islands Trust Conservancy in 2019. It will also play a key role in responding to the direction from the Minister of Housing and Municipal Affairs that Islands Trust must demonstrate a commitment to collaborating with First Nations to work toward consensus in its bylaw and policy work.

The manager will also lead work to deliver on the strategic initiatives set out in Trust Council's Strategic Plan under the focus area of First Nations Relations and Reconciliation.

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.)*

As described in the CAO's 2025 Operational Review, despite efforts and successes to-date, Islands Trust lacks a coordinated, coherent and consistent framework for how it advances its engagement with First Nations and to fulfil its mandate. This lack of consistency and coordination presents an increasing risk to relationship building, and has been noted as a barrier by some First Nations.

The work required exceeds the already strained capacity of the existing Senior Indigenous Relations Advisor role and the Director of Trust Area Services. Multiple other staff work to support reconciliation as part of their ongoing project work. But there is a need for additional dedicated capacity to more effectively support those projects and deliver on related priority policy work.

The Manager if Indigenous Relations will be tasked with working across the organization to design and implement a consistent and coordinated approach to support Trust Council's Indigenous relations priorities. This role would work with Planning Services and Islands Trust Conservancy staff in particular – not to direct their work but to provide a framework that enables consistency while also allowing for flexibility where needed to advance individual projects. The manager would serve as "air traffic control" for the overall coordination of all Indigenous relations initiatives.

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 priority for this Manager in their first year will be to collaborate with staff across Islands Trust in developing a new framework to ensure a coordinated, consistent approach to First Nations relations across the organization, including the Islands Trust Conservancy. In delivering this framework, they will also play a key role advising on:
The delivery and implementation of a new Reconciliation Action Plan
Advancing agreements with First Nations
The implementation of a new capacity funding policy
Advancing work on the First Nations referral project
Trust Council's related Strategic Plan initiatives.
Islands Trust Conservancy's Five Year Plan development and related initiatives

Alongside the Senior Indigenous Relations Advisor, the Manager would serve as a liaison and advisor in building and sustaining effective, respectful and productive relationships between Islands Trust and First Nations.

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 Indigenous Relations comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those 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.

Adding to Islands Trust's capacity to advance relationship building with Indigenous Governing Bodies will play an important role in mitigating the growing risk that Islands Trust is not able to achieve its policy objectives if it does not effectively and respectfully engage in meaningful reconciliation efforts.

As with the addition of any new position, as a permanent hire this position requires an ongoing budgetary commitment.

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 the Manager of Indigenous Relations as proposed
Benefits – Provides the opportunity to establish the proposed Indigenous relations framework, provides additional capacity to support broader work to advance Trust Council's reconciliation priorities, and allows for more productive relationship building with First Nations.
Risks – As above.
Financial implications – Does require an ongoing increase in the staffing budget ($140,000).
Resource requirements – Staff time to complete a hiring competition and onboard successful applicant.

Option 2: Contract the development of the framework
Benefits – Provides the opportunity to establish the proposed Indigenous relations framework without a permanent staffing commitment.
Risks – Does not resolve the capacity challenge Islands Trust will face to adequately support its related goals and obligations. Does not allow for establishing long-term staff relationships with key Indigenous Governing Body partners.
Financial implications – Given the scope of the work required, the anticipated cost for fiscal 26/27 would be at least the same as the cost of hiring the Manager position.
Resource requirements – Does not provide staff capacity to support the broader duties proposed for the Manager position.

Option 3: Hire a new position but at a lower classification and salary
Benefits – Provides the opportunity to establish the proposed Indigenous relations framework and some additional staff capacity for the ongoing work.

Risks – Unlikely to attract a candidate with the appropriate level of experience and expertise to lead the development of the proposed framework or provide the level of advice to other staff that is required.
Financial implications – Depending on the classification level, potential salary and benefit costs may be approximately $20,000 lower.

Option 4: Status Quo - not dedicate any additional staff capacity to support reconciliation
Benefits – No budget increase for 26/27
Risks – Islands Trust will continue to be unable to fully meet its commitments to establish and maintain mutually-respectful relationships with First Nations and Indigenous Peoples and Trust Council will need to reconsider its expectations for what can be achieved in that area.

As has happened with the Conservancy Five Year Plan, insufficient engagement with First Nations during development of bylaws risks having them returned. The Ministry is expecting the Islands Trust to undertake robust engagement with the Nations in the development of bylaws to ensure that proposals can be heard from Nations early, considered by the relevant Trust body(ies) and, modifications or adjustments made.
Financial implications – No budget increase for 26/27.
Resource Implications – The CAO may consider reallocating a vacant existing FTE to support Indigenous relations, which would reduce staff capacity in another department thereby impacting the ability to advance other work.

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.)*

Successful recruitment of a suitably qualified candidate with the level of experience and expertise to advance the required work at an appropriate level.
Collaboration and engagement from staff across Islands Trust with a willingness to buy into a more coordinated and consistent approach to reconciliation work.
Support from Trust Council and management to support ongoing work with adequate long-term resourcing and consistent political and policy guidance.

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

Option 1: Hire the Manager of Indigenous Relations as proposed
Islands Trust is not in a position to fulfil its obligations and goals related to Indigenous relations with existing staff capacity. Without the proposed Manager position, efforts will continue to lack a coordinated and consistent approach, which will continue to impede progress and relationship-building with First Nations.

The Manager position will provide additional capacity at a level of experience and expertise that can effectively and professionally engage with internal and external partners to establish a new framework to advance Indigenous relations at Islands Trust and enable effective delivery of the mandate.

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.)*

The ongoing annual cost of hiring a permanent Manager of Indigenous Relations will still be less than contracting services to provide a similar level of work. It will also help free up capacity for the Senior Indigenous Relations Advisor and Director of Trust Area Services to focus on other priorities.
Both staff and trustees have identified the need to more effectively advance work related to reconciliation, which has been impeded by the limited staff capacity to-date. The Manager's work will help lead to greater coordination of these efforts across Islands Trust, resulting in a more coordinated experience for First Nations in their engagement with Islands Trust. This in turn should enable the more efficient and effective advancement of policy, bylaw and other referrals and related 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.)*

The Manager position would be filled through a competition open to external and internal applicants in accordance with standard Public Service Agency hiring process and practices.

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?)*

Subject to Trust Council endorsement of the related recommendation in the Operational Review Report, staff will work to finalize the draft job description and submit it to the Public Service Agency for approval.
Once final budget approval is secured in March 2026, the competition will be posted with the goal of an early July start date.

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:
• Director, Trust Area Services – draft job description for new staff, screen applicant resumes, prepare and mark written assessment for applicants, conduct interviews, conduct reference checks, conduct offer – estimated 50 hours
• Employee Services Coordinator – administer job posting/resume collection/administer written assessments and interview scheduling, prepare offer letter, file for criminal record check – total 15 hours
• Interview Panellists (DTAS + likely 2 others) – conduct interviews and post-interview discussions, 2 hours/interviewee per panellist.
Post-hiring activities:
• Director, Trust Area Services – training/orientation with new staff, 2-3 months
• Employee Services Coordinator – process new hire paperwork, schedule/deliver basic new hire orientation and on boarding sessions – total 15 hours
• Others across organisation – orientation to other departments and relevant processes – 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?)*

Internal communications to staff once approved and competition posted.
Competition posted by the BC Public Service Agency

Attachment: Draft Job Profile
Requested by: Trust Area Services
Prepared by: CAO, November 5, 2025
Reviewed by Director, Trust Area Services

Islands Trust

JOB PROFILE

TITLE:	**MANAGER, INDIGENOUS RELATIONS**	**CLASSIFICATION:**	TBC
MINISTRY:	ISLANDS TRUST, MINISTRY OF MUNICIPAL AFFAIRS	**WORK UNIT:**	TRUST AREA SERVICES
SUPERVISOR TITLE:	DIRECTOR, TRUST AREA SERVICES	**SUPERVISOR POSITION #:**	00036525

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 First Nations on key issues impacting the area, and protects land through the Islands Trust Conservancy.

JOB OVERVIEW

The Manager of Indigenous Relations leads the design and implementation of a coordinated and collaborative approach to intergovernmental relationships among Islands Trust bodies and First Nations in the Islands Trust Area, as well as regional districts, and provincial and federal agencies. The Manager of Indigenous Relations also plays a key role in the development of productive relationships and innovative reconciliation and engagement strategies.

KEY ACCOUNTABILITIES

- Leads the coordination of Islands Trust's approach to relationship building with First Nations, Indigenous groups, and Indigenous community members to ensure a consistent experience across multiple projects.
- Provides expert policy advice to staff and elected officials to help ensure Islands Trust's policies, procedures and practices reflect effective approaches to relationship building and the prevailing legal context.
- Serves as a lead advisor in negotiations, supporting project teams in obtaining mutually beneficial agreements (both short, and long-term) with Indigenous Governing Bodies.
- Represents Islands Trust priorities and operations in intergovernmental dialogue with First Nations and other governments.
- Coordinates and communicates First Nations' requests and interest to Islands Trust staff and trustees and Trust bodies, and works collaboratively with all parties to respond to requests and address issues raised including, but not limited to, opportunities for information sharing and cooperation.

- Leads and oversees referrals to First Nations on Islands Trust projects.
- Supervises the coordination of government-to-government meetings between First Nations and Trust bodies.
- Attends meetings of elected officials to provide advice on matters pertaining to intergovernmental relations.
- Oversees the drafting, management, and monitoring of protocol and coordination agreements with First Nations and other governments.
- Leads the implementation of Islands Trust policies and procedures regarding capacity funding to support projects across the organization.
- 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 the Islands Trust, including responding to enquiries from the media.
- Other duties as requested by the Director, Trust Area Services.

SELECTION CRITERIA

Education and Experience Requirements

- A Master's degree in community, land use, or rural planning, social sciences, public administration, or related field, OR
- A Bachelor's degree in the above disciplines plus five years' of related experience including consultation with First Nations regarding land use planning and resource management.
- Minimum five years' experience in intergovernmental or interagency relations, including relationship building with First Nations and Indigenous Peoples.
- Demonstrated experience working collaboratively with commissions, councils, committees, elected officials, senior staff and/or community partners to deliver results.
- Minimum three years' experience supervising staff.
- An equivalent combination of experience and continuous learning may be considered.

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

- Supervisory experience in a unionized public sector employment environment.
- BC local government land use planning experience.
- Experience engaging First Nations regarding land use planning and/or natural resource management.
- Demonstrated experience working with Indigenous Peoples and First Nation governments in the Salish Sea region.
- Demonstrated senior level leadership experience fostering change and building awareness.

PROVISOS

- Some overnight travel is a requirement of this position.
- Possession and maintenance of a Class 5 BC Drivers' License.
- Criminal Record Check is required.

Knowledge, Skills and Abilities

- Knowledge of social, environmental, political, economic, and land use planning issues relevant to the Islands Trust Area and its residents.
- Demonstrated knowledge of the Local Government Act, Community Charter, official community plans and land use planning bylaws, regulations and other legislation.
- Demonstrated knowledge and experience with First Nations government interests that intersect with local government interests in British Columbia, particularly as they relate to land use planning and regulation; familiarity with relevant legislation and case law.
- Exceptional diplomacy, tact, and communication skills.
- Strong supervisory skills with a focus on building strong staff engagement and a collaborative working environment.
- Contract management and 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's reputation and operations as the basis for recommending options and responses to senior staff and Islands Trust bodies.
- 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

Leadership implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
Fostering trust involves knowledge and skills to build and sustain trust in an organization and between the leader and his/her colleagues, through integrity, concern for others and consistent behaviour, following through on commitments and open communications.

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.

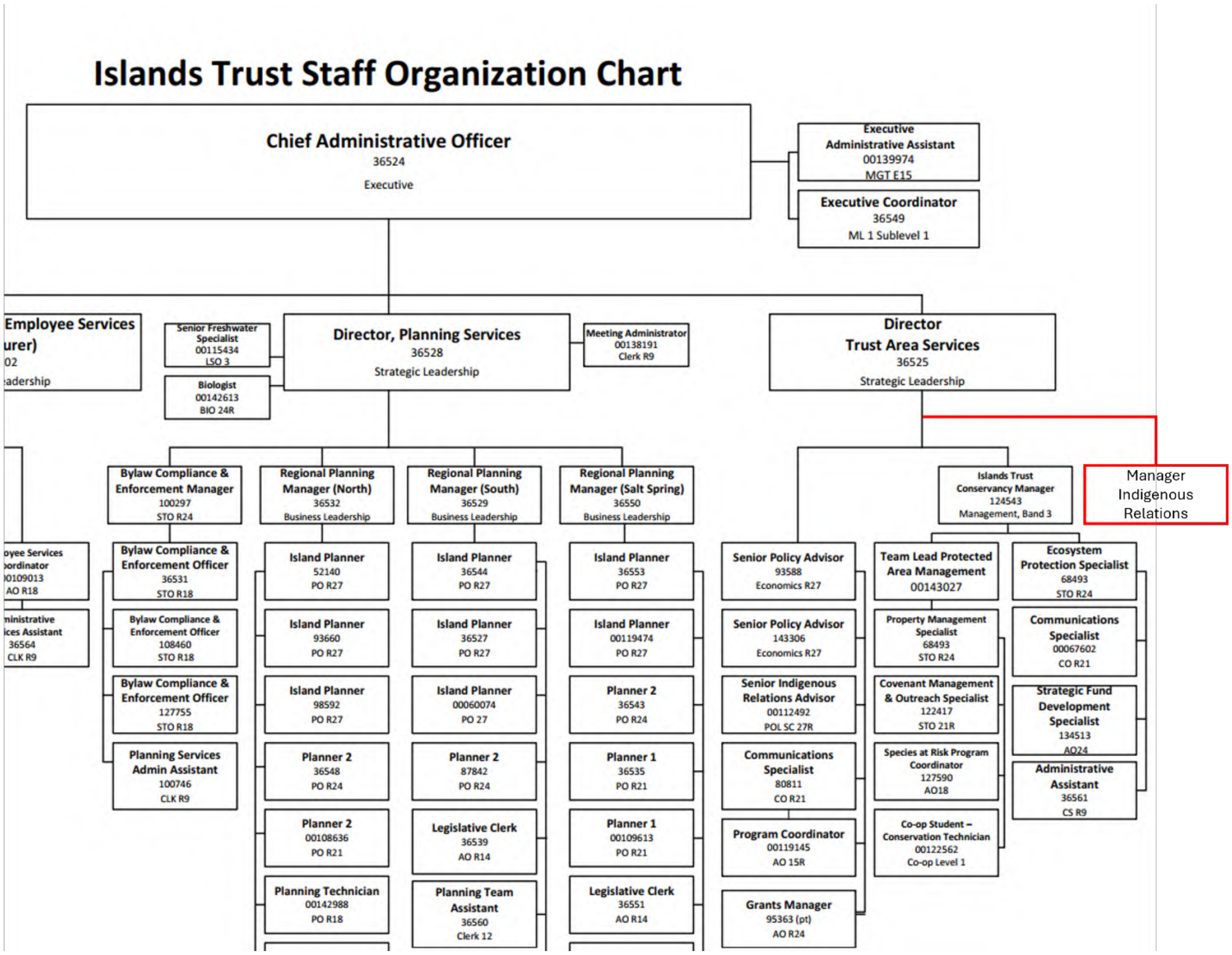
INDIGENOUS COMPETENCIES

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
Chief Administrative Officer
36524
Executive
Executive Administrative Assistant
00139974
MGT E15
Executive Coordinator
36549
ML 1 Sublevel 1
Employee Services
urer)
02
adership
Senior Freshwater Specialist
00115434
LSO 3
Biologist
00142613
BIO 24R
Director, Planning Services
36528
Strategic Leadership
Meeting Administrator
00138191
Clerk R9
Director
Trust Area Services
36525
Strategic Leadership
Manager Indigenous Relations
Islands Trust Conservancy Manager
124543
Management, Band 3
Bylaw Compliance & Enforcement Manager
100297
STO R24
Regional Planning Manager (North)
36532
Business Leadership
Regional Planning Manager (South)
36529
Business Leadership
Regional Planning Manager (Salt Spring)
36550
Business Leadership
oyee Services
oordinator
00109013
AO R18
ministrative
ices Assistant
36564
CLK R9
Bylaw Compliance & Enforcement Officer
36531
STO R18
Bylaw Compliance & Enforcement Officer
108460
STO R18
Bylaw Compliance & Enforcement Officer
127755
STO R18
Planning Services Admin Assistant
100746
CLK R9
Island Planner
52140
PO R27
Island Planner
93660
PO R27
Island Planner
98592
PO R27
Planner 2
36548
PO R24
Planner 2
00108636
PO R21
Planning Technician
00142988
PO R18
Island Planner
36544
PO R27
Island Planner
36527
PO R27
Island Planner
00060074
PO 27
Planner 2
87842
PO R24
Legislative Clerk
36539
AO R14
Planning Team Assistant
36560
Clerk 12
Island Planner
36553
PO R27
Island Planner
00119474
PO R27
Planner 2
36543
PO R24
Planner 1
36535
PO R21
Planner 1
00109613
PO R21
Legislative Clerk
36551
AO R14
Senior Policy Advisor
93588
Economics R27
Senior Policy Advisor
143306
Economics R27
Senior Indigenous Relations Advisor
00112492
POL SC 27R
Communications Specialist
80811
CO R21
Program Coordinator
00119145
AO 15R
Grants Manager
95363 (pt)
AO R24
Team Lead Protected Area Management
00143027
Property Management Specialist
68493
STO R24
Covenant Management & Outreach Specialist
122417
STO 21R
Species at Risk Program Coordinator
127590
AO18
Co-op Student – Conservation Technician
00122562
Co-op Level 1
Ecosystem Protection Specialist
68493
STO R24
Communications Specialist
00067602
CO R21
Strategic Fund Development Specialist
134513
AO24
Administrative Assistant
36561
CS R9

APPENDIX 5: ENGAGEMENT AND COMMUNICATIONS LEAD BUSINESS CASE

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):* CAO **Department:** Trust Area Services **Name of Request:** Engagement and Communications Lead	**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
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* Estimated salary and benefits: $90,000* Travel: $1,500 Training: $1,000 Laptop: $2,500 Total: $95,000 *Prorated for July 1 start and subject to PSA classification review.	☐ **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):** July 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 proposed Engagement and Communications Lead would support:
Strategic Plan initiative 1.2.2: explore new engagement models (virtual and in person forums) to reach more community members.
Trust Council Policy 6.10.2: Communications
In recent years, Trust Council has approved an annual communications strategy, with the expectation that a companion Islands Trust engagement strategy will also be developed at a later date to support engagement on projects. To-date, limited staff capacity has not allowed for development of that engagement strategy.

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.)*
Islands Trust and some local trust committees have been criticized for a perceived lack of communication and engagement in relation to various projects and initiatives. Maintaining day-to-day communications support for core functions (social media and website content, media relations, publications etc.) and major Trust Council projects like the Policy Statement Amendment Project consumes all of the available capacity of the one Communications Specialist supporting Trust Council and local trust committees. This leaves very limited capacity to support local trust committees and to effectively and more proactively address emerging communications needs. While the position is currently vacant, the second Communications Specialist position (currently vacant) dedicated to the Islands Trust Conservancy also has been at full capacity.

With staff additional capacity, there would be more opportunity to:
Better support local trust committees in communicating about their projects and priorities so the public could be more informed and more likely to participate.
Improve awareness and understanding of Islands Trust and its role through more proactive and strategic communications.
Address public feedback about perceived issues like the difficulty of finding information on the website.
Better support staff and trustees in providing more accurate, transparent and timely information about projects and priorities.

Currently, public engagement is planned and implemented largely independently by Trust Area Services and Planning Services staff working on projects. There is no overall coordination of engagement resulting in a lack of efficiency and consistency. Each time a local trust committee undertakes an engagement process they often start from scratch and develop their own methods and materials with little reference to past initiatives and little coordination with other departments in terms of timing of other events/surveys. The Trust does not collect information in a standardized way that would support analysis of engagement processes or public satisfaction. Also, the Trust has been challenged to reach hard-to-reach audiences.

The current Program Coordinator position has begun devoting some of their time to support engagement practices, but there is still a lack of capacity to develop and implement a more

coordinated and consistent engagement approach. The draft budget for fiscal 2026/27 includes a request for $10,000 to hire a consultant to develop an engagement strategy. The proposed Engagement and Communications Lead would still be needed to support full implementation of that strategy. This new role could also potentially take on development of the strategy and the budget request for the $10,000 could be withdrawn.
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 priority for this Manager in their first year will be to develop a new framework to ensure a coordinated, consistent approach to communications and engagement across the organization, including the Islands Trust Conservancy. In delivering this framework, they will also play a key role advising on: Improved capacity to support communications on both Trust Council and local trust committee projects and priorities in a more strategic and proactive manner. Improved, more consistent approach to public engagement, supported with a strategic annual engagement plan. Regularly and consistent reporting to Trust bodies, Bowen Island Municipality and the public about engagement to inform decision making. Improved analytics and measurement of communications and engagement activities. Improved alignment and coordination between Trust Council, local trust committee and Islands Trust Conservancy communications and engagement.
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.)* Investing in engagement and communications staff can sometimes be perceived as a lower priority than investments in direct service delivery. However, improving communications and engagement support for the work of Islands Trust and the Islands Trust Conservancy will help reduce risk and improve delivery of projects across the organization. As with the addition of any new position, as a permanent hire this position requires an ongoing budgetary commitment. However, it may allow for some reduction in funding for contractors to support engagement and communications on major projects.
ALTERNATIVES CONSIDERED: (*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.*) **Option 1: Hire the Engagement and Communications Lead as proposed** Benefits – As outlined above, this new position provides the opportunity to improve coordination and delivery of engagement and communications across the organization, including the Islands Trust Conservancy. It will also reduce some of the workload for the Director of Trust Area Services, who is already over-stretched in their responsibilities. Risks – As above. Financial implications – Does require an ongoing increase in the staffing budget (estimated $115,000 annually), although it could eliminate the requested $10,000 for a consultant to development an engagement plan and longer-term contracting costs for some projects. Resource requirements – Staff time to complete a hiring competition.

Option 2: Status Quo – no additional staff capacity for engagement and communications.
Benefits – No budget increase for 26/27
Risks – Staff will continue to have limited capacity to support communications and public engagement for some projects. Islands Trust will lack capacity to fully implement an effective engagement strategy.
Financial implications – No budget increase for 26/27.
Resource Implications – The Director of Trust Area Services will continue to need to dedicate a portion of her limited capacity to support engagement 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.)*

Successful recruitment of a suitably qualified candidate with the level of experience and expertise to advance the required work at an appropriate level.
Collaboration and engagement from staff across Islands Trust with a willingness to buy into a more coordinated and consistent approach to public engagement.

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

Option 1: Hire the Engagement and Communications Lead as proposed
Without additional capacity, public engagement and communications activities will continue to struggle to meet the needs of Trust Council and Local Trust Committees. This sustains the risk of further degradation of the reputation of Islands Trust, which undermines the organization's ability to advance its mandate and policy work.

The additional capacity provided by this role will support a more consistent engagement experience for all Islands Trust and Islands Trust Conservancy projects, which will provide a more positive experience the public and inform better decision making for trustees and board members.

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.)*

While major projects will likely still require some contracted engagement and communications services, bolstering internal capacity can help reduce that. Any contracted services will be able to use the engagement and communications framework used for all Islands Trust work, which should reduce some of their costs and also maintain a more consistent experience for the public.

Additional capacity will also allow Islands Trust to be more proactive in its communications activities, which will better meet the public desire for better, more transparent communications, and it will support trustees in being more effective in their 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.)*

The Engagement and Communications Lead position would be filled through a competition open to external and internal applicants in accordance with standard Public Service Agency hiring process and practices.
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?)* Subject to Trust Council approval, staff will work to finalize the draft job description and submit it to the Public Service Agency for approval. Once final budget approval is secured in March 2026, the competition will be posted with the goal of an early July start date.
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: • Director, Trust Area Services – draft job description for new staff, screen applicant resumes, prepare and mark written assessment for applicants, conduct interviews, conduct reference checks, conduct offer – estimated 50 hours • Employee Services Coordinator – administer job posting/resume collection/administer written assessments and interview scheduling, prepare offer letter, file for criminal record check – total 15 hours • Interview Panellists (DTAS + likely 2 others) – conduct interviews and post-interview discussions, 2 hours/interviewee per panellist. Post-hiring activities: • Director, Trust Area Services – training/orientation with new staff, 2-3 months • Employee Services Coordinator – process new hire paperwork, schedule/deliver basic new hire orientation and on boarding sessions – total 15 hours • Others across organisation – orientation to other departments and relevant processes – 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?)* Internal communications to staff once approved and competition posted. Competition posted by the BC Public Service Agency

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Attachment: Draft Job Profile
Requested by: Trust Area Services
Prepared by: CAO, November 6, 2025
Reviewed by Director, Trust Area Services

Islands Trust

JOB PROFILE

TITLE:	**ENGAGEMENT AND COMMUNICATIONS LEAD**	**CLASSIFICATION:**	TBC
MINISTRY:	ISLANDS TRUST, MINISTRY OF MUNICIPAL AFFAIRS	**WORK UNIT:**	TRUST AREA SERVICES
SUPERVISOR TITLE:	DIRECTOR, TRUST AREA SERVICES	**SUPERVISOR POSITION #:**	00036525

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 First Nations on key issues impacting the area, and protects land through the Islands Trust Conservancy.

JOB OVERVIEW

The Engagement and Communications Lead will play a key role in defining and delivering public engagement and communications activities to advance the priorities and work of Islands Trust, Trust Council and local trust committees. To be successful in this work, the Engagement and Communications Lead will combine strong relevant experience and skills, a current awareness and understanding of issues and audiences in the communities Islands Trust serves, and a strategic mindset to inform effective advice to senior staff and elected officials.

KEY ACCOUNTABILITIES

- Provide effective strategic engagement and communications advice to the CAO, senior staff and elected officials that supports organizational priorities and enhances the reputation of the Islands Trust, including the Islands Trust Conservancy.
- Lead the development of the annual communications plan and engagement plan for Islands Trust to help advance strategic priorities and support delivery of high-profile projects, with a focus on using analytics and metrics to assess and improve performance.
- Lead the development and implementation of a public engagement framework to provide a more consistent and effective approach to public engagement on diverse projects that enables greater transparency and more effective decision making.
- Lead and deliver public engagement plans and activities, including public events, surveys and related tactics.

- Work collaboratively with all staff to ensure Islands Trust's communications, branding and engagement standards and policies are consistently applied.
- Oversee the writing, design and production of print and digital communications content and materials to ensure accuracy, consistency of messaging, and alignment with strategic goals and priorities.
- Build and maintain positive relationships with media outlets to support communications objectives.
- Support the CAO and leadership team to deliver effective internal communications.
- Other duties as requested by the Director, Trust Area Services.

SELECTION CRITERIA

Education and Experience Requirements

- Post-secondary degree, diploma or certificate in Communications, Journalism, Public Relations, English or a related discipline.
- Minimum five years' experience delivering strategic communications in a public sector context, including communications planning, issues management, social media and digital communications, and media relations.
- Demonstrated experience applying public engagement best practices (e.g., IAP2) to community-based project planning.
- Demonstrated experience working collaboratively with elected officials, senior staff and/or community partners to deliver results.

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

- Supervisory experience in a unionized public sector employment environment.
- Experience working in a BC local government.
- Experience engaging First Nations and diverse communities.

PROVISOS

- Some overnight travel is a requirement of this position.
- Possession and maintenance of a Class 5 BC Drivers' License.
- Criminal Record Check is required.

Knowledge, Skills and Abilities

- Knowledge of social, environmental, political, economic, and land use planning issues relevant to the Islands Trust Area and its residents.
- Knowledge of effective digital communications practices and tools, including website development.
- Exceptional oral and written communications skills.
- Exceptional diplomacy, tact, and communication skills.
- Ability to prepare professional communications strategies, briefing notes and official correspondence, often on short notice, in order to maximize public awareness and understanding.

- Contract management and 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's reputation and operations as the basis for recommending options and responses to senior staff and Islands Trust bodies.
- 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.

BEHAVIOURAL COMPETENCIES

Fostering trust involves knowledge and skills to build and sustain trust in an organization and between the leader and his/her colleagues, through integrity, concern for others and consistent behaviour, following through on commitments and open communications.

Concern for Image Impact is an awareness of how one's self, one's role and the organization are seen by others. The highest level of this competency involves an awareness of, and preference for, respect for the organization by the community.

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.

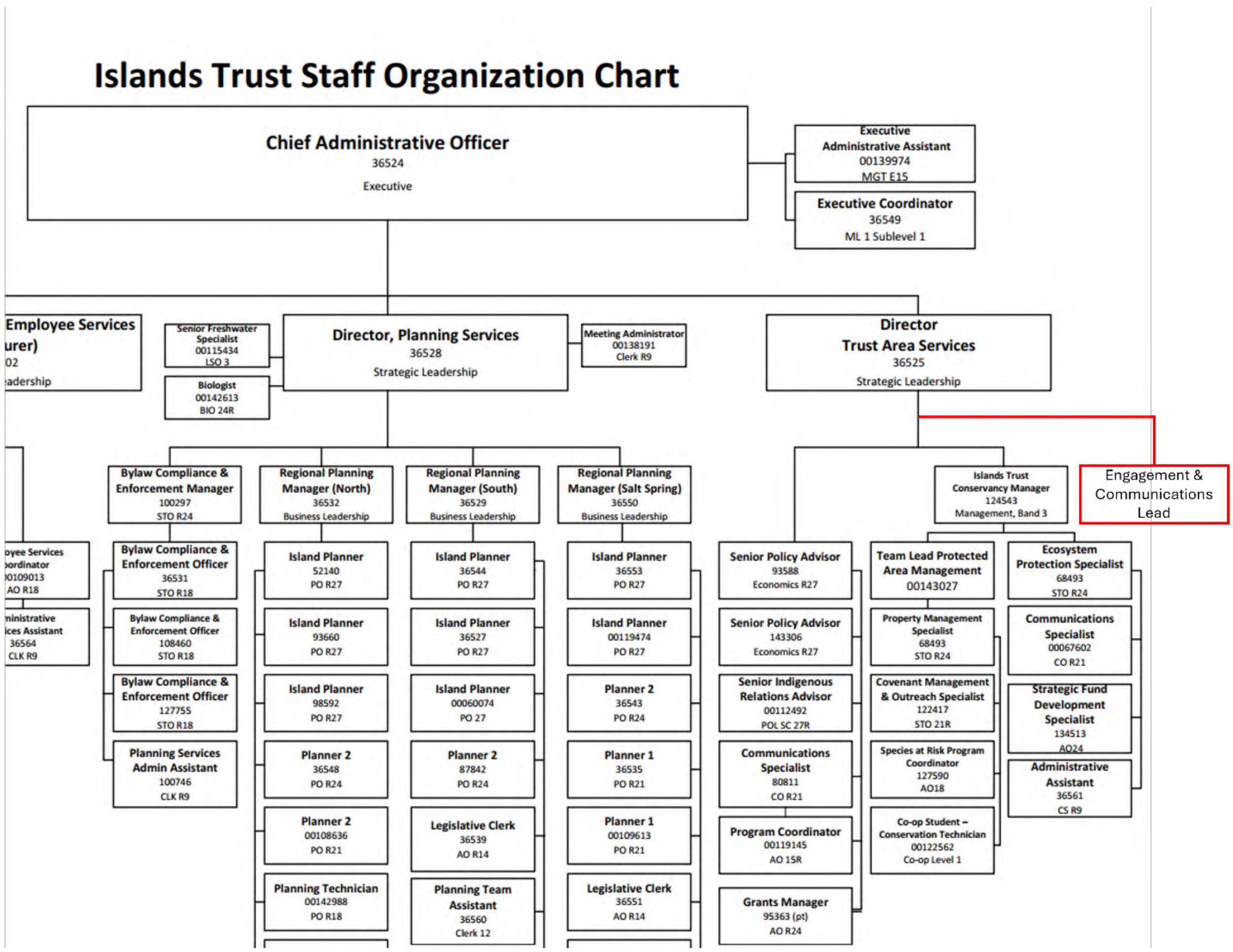
Teamwork and Co-operation is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

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.



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):* Trust Area Services **Department:** Trust Area Services **Name of Request:** Auxiliary (temporary) Senior Policy Advisor position (1.0 FTE) **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):* Value of Request, 2025/26: Salaries & Benefits $117,512	**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** **X** **Temporary** Temp Duration: ___**1 year**___________ ☐ **Other – please describe:** ______________________
Date of Submission to Finance: September 30, 2025	**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.*

Continuing an auxiliary Senior Policy Advisor position in 2026-27 will support implementation of Trust Council's Strategic Plan and routine work such as legislative monitoring and implementation of agreements.

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 drafted).

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.)*

Issue:

The permanent Senior Policy Advisor position is dedicated to the Policy Statement Amendment Project nearly full-time, as has been the case in recent years, and also has responsibility for preparing staff reports to Executive Committee for Bowen Island Municipal bylaws. This means that there is a critical lack of staff capacity to undertake the other regular duties that this position is responsible for, and this lack of capacity is expected to continue through 2026/27 if the Policy Statement Amendment Project is delivered as currently approved.

This situation is expected to continue through to March 2027 due to the anticipated timeline of adoption of a new Policy Statement bylaw in October 2026, and the expectation of work project-related work through to March 2027 that includes communicating about the adoption of a new Policy Statement to all staff and referral agencies, support to planning staff for implementation of the new Policy Statement and development of business case(s) associated with continued implementation and consideration of future amendments per Trust Council direction in the strategic Plan to *Work with Indigenous Governing Bodies to co-design and implement future Policy Statement amendment review processes that ensure ongoing and more regular review and amendment of the Policy Statement***.**

In recent years, the Director of Trust Area Services (DTAS) has undertaken many of the Senior Policy Advisor duties in addition to her regular responsibilities (outside of regular work hours), and the Grants Manager has taken on legislative monitoring, and drafting of local trust committee advocacy letters and thank you letters to Trust Council delegates, as time permits within regular work hours.
This informal backfill by the DTAS and the Grants Manager is not a reasonable or sustainable method of resourcing the work that has been displaced by the Policy Statement Amendment Project.

The Grants Manager (2 days/week) is no longer able to partially backfill the Senior Policy Advisor's role as the demand for grant-related support is on the rise and there is learning curve for the new staff person who started in June 2025.

In addition to supporting Trust Council, Executive Committee, and Council Committees, Directors are primarily responsible for leading and overseeing staff in their respective functional areas of work; for the DTAS, this includes six direct staff members in six functional areas. The DTAS leads strategic and operational work related to communications, annual report development, education program delivery, grants administration, Reconciliation initiatives and agreement development, indicator monitoring, including reporting on Census data, Policy Statement amendment project, including Trust Area-wide engagement, advocacy and inter-governmental relations, oversight of Islands Trust Conservancy operations, including the project in 2025-2027 to develop a new Five-Year Plan involving engagement with Indigenous Governing Bodies, and other duties.

The DTAS has only two 'working' days a week available to perform all required duties of the role (after removing hours for annual leave entitlement, time spent in meetings with staff, time spent in public meetings (TC, EC, TPC, FPC, Conservancy Board) and a modest assumption of one training day per quarter. Trust Area Services also does not have a dedicated administrative assistant. The recent departure of a long-standing staff person in the permanent Conservancy Manager position means that the Director of Trust Area Services is needing to dedicate more time to supporting the Conservancy.

The current approach of trying to sustain the regular duties of the Senior Policy Advisor without sufficient resources risks staff burnout, lowered staff morale, and frustration by Trust bodies due to continuing requests for Trust Area Services support that cannot be accommodated.

Trust Council approved this position for the 2025/26 fiscal year but it will not be filled until October 2025 as the Director's workload delayed the hiring competition.

Opportunity:

Filling this position will provide more capacity with Trust Area Services for regular duties of the Senior Policy Advisor that are not resourced including:

- implementing Trust Council/local trust committee advocacy communication and associated coordination activities,
- policy research/development,
- ongoing legislative monitoring,
- development of a quarterly report to Trust Council and Bowen Island Municipal Council,
- indicator reporting, agreement monitoring and development,
- organization of special Trust Council sessions,
- drafting annual report content, and
- other activities assigned through the Strategic Plan or by resolution of Trust Council, Executive Committee or Trust Programs Committee.

In addition, the position can provide support to the Director of Trust Area Services and Conservancy Manager with implementing a plan to engage with all First Nations in 2026/27 to develop a new Five-Year Plan for the Minister's approval. The Minister of Housing and Municipal Affairs has indicated this needs to be done in a manner that reflects the spirit of the UN Declaration on the Rights of Indigenous People.

Filling the requested position will not entirely resolve the staffing capacity issues within Trust Area Services. But it will have enough of an impact of freeing-up some of the DTAS' time to address high priority work that is currently not able to be advanced, such as the Reconciliation Action Plan.

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 creation of a one-year auxiliary Senior Policy Advisor position will create additional staff capacity for Trust Area Services to respond to current requests and to support projects expected to emerge from the Strategic Plan.

Other projected results are as follows:

- Time for the Director of Trust Area Services to work on core Director duties, such as supporting the Policy Statement Amendment Project, developing departmental work plans associated with corporate planning, and developing relationships with Indigenous Governing Bodies
- Support for Director of Trust Area Services/Conservancy Manager for implementation of a project to engage with Indigenous Governing Bodies on the Conservancy's next Five-Year Plan, freeing them up for day-to-day management
- Reduced timelines for addressing questions from staff and trustees across the organisation
- Reduced timelines for initiatives assigned to Trust Area Services
- Reduced risk of staff burnout: This will greatly benefit the personal health of individual staff members, supporting increased engagement of staff with their work

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 Trust Area Services team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those 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.

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 Temporary 1.0 FTE -recommended option

Benefits: As stated above in projected results/deliverables section
Risks: As stated above in risk assessment section
Financial implications: $117,512
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision

Option 2: Hire a temporary 0.5 FTE

Benefits: As above with reduced impact
Risks: Hiring a new staff resource to support the Trust Area Services team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those 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 part-time position and the Director would have one more staff position to supervise without the benefit of full-time productivity from the position. With only a part-time position to support Senior Policy Advisor work, and a Director of Trust Area Services who cannot absorb additional projects, Trust Council will have to make decisions regarding prioritization of regular duties and may have difficult decisions associated with how to implement elements of its new Strategic Plan.
Financial implications: $58,756
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision. Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

Option 3: Status Quo - No new staff resources

Benefits: No increase in costs
Risks: The organisation will not be properly supported to undertake many of the regular duties of Trust Area Services. There is risk of burnout if the Director of Trust Area Services continues to try to sustain her workload and the regular duties of the Senior Policy Advisor, as well as provide support to new staff. The unavailability of the Director to support staff throughout the organization 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. With no Senior Policy Advisor for regular duties and Strategic Plan initiatives, and a Director of Trust Area Services who

cannot absorb additional work, Trust Council will need to make decisions about the feasibility of implementing elements of its new Strategic Plan and about the continuation of functions such as legislative monitoring, advocacy, intergovernmental coordination and other Trust Area Services functions.
Financial implications: None
Resource requirements: None, except Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

<u>Option 4: Engage independent contractors for project-related work instead of hiring a staff position</u>

Benefits: Potential for highly-skilled labour for ad-hoc projects
Risks: Risk that no suitable contractor can be found or is not available, risk of incompletion of contracts with contractors
Financial implications: $50,000 - $125,000. Contractor hourly rates are significantly higher than staff hourly rates.
Resource requirements: Director of Trust Area Services 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

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
- 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 resources to it

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

Option 1: Hire a temporary one-year 1.0 FTE to the position of Senior Policy Advisor. This option addresses critical capacity issues in Trust Area Services and supports continuation of regular duties with additional staff time remaining to support some Strategic Plan project implementation.

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 one-year cost of $125,950 for salaries and benefits. No funding is requested for equipment as existing equipment will be used and no training funds are requested as will be taken from the regular department budget. 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 Trust Area Services, 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.

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?)*

Assuming an Auxiliary Senior Policy Advisor is already hired and performance is satisfactory, the staff person can be extended through 2026/27. If the job does need to be posted, the Director would screen candidates and run interviews. 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.)*

If a hiring process is required (i.e. auxiliary hire in 2026/27 is not continuing):

Pre-hiring activities**:**

- Director of Trust Area Services: 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 (Director of Trust Area Services+ two others): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

Post-hiring activities:

- Director of Trust Area Services: 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.

Requested by: Trust Area Services

Prepared by: Director, Trust Area Services/September 14, 2025

Reviewed by: Executive Committee/October 1, 2025 (directed amendments for clarity)

JOB PROFILE
Current Position #93588

TITLE: SENIOR POLICY ADVISOR **CLASSIFICATION:** 27

MINISTRY: ISLANDS TRUST **WORK UNIT:** TRUST AREA SERVICES

MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

SUPERVISOR TITLE: DIRECTOR, TRUST AREA SERVICES **SUPERVISOR POSITION #:** 36525

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 First Nations on key issues impacting the area, and protects land through the Islands Trust Conservancy.

JOB OVERVIEW

The Senior Policy Advisor plays a key role in developing and implementing corporate advocacy positions and inter-governmental relations strategies that advance the provincial object of the Islands Trust, the goals and policies of the Islands Trust Policy Statement and the Islands Trust Council's Strategic Plan. In order to provide time-sensitive advice to elected officials on high-profile issues, the Senior Policy Advisor stays current with emerging issues and trends through environmental scanning and monitoring of key indicators, and by building and maintaining strong working relationships with key officials in federal, provincial, First Nation, and other local governments. In addition, the Senior Policy Advisor supports implementation of the Islands Trust Policy Statement and, as required, develops bylaw amendments for Trust Council consideration, facilitates community and stakeholder input, and reconciles community and agency issues. The Senior Policy Advisor also leads the delivery and administration of the Islands Trust Community Stewardship Awards program.

ACCOUNTABILITIES

- Leads, coordinates and/or undertakes minor and major Policy Statement bylaw amendment projects in accordance with the requirements of the *Islands Trust Act*, using a full suite of project management tools, including defining objectives, formulating terms of reference, managing contractors, staff and financial resources and ensuring project completion and evaluation.
- Develops and implements processes for stakeholder consultations for Policy Statement bylaw amendments, in accordance with the requirements of the *Islands Trust Act*, including defining policies or priorities, identifying stakeholder preferences and recommending responses to community concerns.
- Independently leads organization-wide scanning of environmental, social, economic, legal and political decisions and trends in Canada and Washington State, filtering information relevant to advancing the Islands Trust Object and Policy Statement objectives, and formulating strategic recommendations on proactive and innovative advocacy strategies, positions and action plans.
- Independently analyzes legal decisions and policy recommendations to determine risks, financial impacts or organizational implications for the Islands Trust and recommends responses or actions.
- Acquires and maintains a sophisticated understanding of external stakeholder/partner viewpoint(s), ensuring their views are considered during the development of advocacy and inter-governmental relation strategies and messages.

- With direction from political bodies, independently leads, coordinates and/or undertakes intergovernmental focused research to advance the Policy Statement using best practice, current academic research and industry trends.
- Provides professional and strategic advice to senior management on implications of options for responding to emerging environmental, social, economic, legal and political issues that are relevant to the elected 26-member Islands Trust Council's coordination and assistance role in the determination, implementation and carrying out of municipal, regional and improvement district and government of British Columbia policies for the preservation and protection of the trust area and its unique amenities and environment.
- Independently provides advice directly to public and closed meetings of the Executive Committee, other standing committees, the designated spokesperson of the Islands Trust and to individual elected officials, while avoiding risks created by offering hasty or insufficiently researched advice.
- Leads the management of inter-agency letters of understanding and protocol agreements, monitoring for compliance, reporting on status of agreements, identifying need for new agreements or revisions to existing ones, and working with staff in external agencies to improve compliance and draft new or revised documents.
- With direction from political bodies, independently represents the Islands Trust on inter-governmental/jurisdictional working groups and at inter-governmental and other external meetings ensuring that the image, credibility and positions of the Islands Trust are maintained.
- Independently builds and fosters relationships with a diverse range of key officials in federal, provincial, First Nation and local governments, both in Canada and Washington State, and in business or not-for-profit organizations to facilitate information sharing and partnership development.
- 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 the Islands Trust, including responding to enquiries from the media and elected officials from other jurisdictions.
- Leads a team to administer the annual Islands Trust Community Stewardship Award program which encourages others to advance the objectives of the Islands Trust Policy Statement.
- Develops process to assess organizational priorities for indicator data, determines methodologies, collects and analyzes demographic, statistical, economic, environmental, and other data from a variety of sources, identifies deviations, problems or opportunities, utilizes and communicates findings.
- As part of the annual report process, drafts an executive summary of Policy Statement implementation achievements by all corporate bodies of the Islands Trust.
- At the request of elected officials and with minimal supervision, convenes special topic educational sessions and creates displays and presentations for public meetings of the Islands Trust Council.
- Independently recommends viable objectives and policy/program options to public meetings of Executive Committee to ensure consistency with Trust Council's strategic priorities – sometimes responding on-the-spot to new requests arising at public meetings.
- Participates in the development and evaluation of Trust Area-wide policies and services, and recommends improvements to senior management.
- Independently identifies resource and budget requirements for new initiatives or projects, develops budget requests for public consultation, conducts detailed cost-benefit analyses and makes recommendations that could lead to significant organizational commitments – financial and personnel.
- As needed, identifies, recruits, selects and manages contractors, auxiliaries and students.
- Independently manages contracts after establishing terms of reference, reviewing proposals and selecting successful bidders.

SELECTION CRITERIA

EDUCATION, TRAINING AND EXPERIENCE:

Requirements:

- Bachelor's degree in public administration, political science, social sciences, or other related fields such as geography, planning, or law.
- Experience with relevant legislation and policies applicable to land use planning in British Columbia;
- Experience with planning theory and best practices, particularly as they apply to rural community planning;
- A minimum of 5 years of progressively responsible experience in strategic policy development and implementation, including experience working directly with elected officials and external agencies.
- Experience conducting research and policy analysis with related public consultation; which may include analyzing, researching, planning, communicating, and delivering new programs.
- OR an equivalent combination of education, training and experience may be considered.

Preference may be given to candidates with the following experience:

- Experience working with teams and committees of elected officials on sensitive, high profile issues.
- Experience with inter-governmental and advocacy activities.
- Experience with land use planning and/or environmental management.
- BC local government experience;
- Experience working with First Nations on planning issues;
- Certified membership in the Canadian Institute of Planners;
- Experience leading an OCP review and processing complex rezoning applications.

KNOWLEDGE, SKILLS AND ABILITIES:

- Comprehensive understanding of the local government structure and function as well as strong familiarly with the political and administrative functioning of other levels of government.
- Knowledge of the process of developing policy and legislation within the BC and Canadian governments.
- Knowledge of social, environmental, economic and land use planning issues relevant to the Islands Trust Area.
- Knowledge and understanding of provincial and federal government Acts, regulations, and relevant policies, particularly the Islands Trust Act, the Islands Trust Policy Statement, the Local Government Act, and the Community Charter.
- Demonstrated ability to provide professional advice and recommendations in briefings and at meetings of elected officials
- Demonstrated ability to analyze complex policy and legislation initiatives or program reforms.
- Demonstrated ability to lead and manage high profile, complex projects, involving multiple stakeholders and multiple components.
- Demonstrated ability to develop expertise rapidly to fully understand project complexities.
- Demonstrated ability to create and foster successful working relationships with individuals representing federal, provincial and local governments, First Nations, business and non-profit agencies.
- Demonstrated ability to prepare briefing notes and official correspondence, often on short notice.

- Demonstrated ability to identify and analyze reputational, financial, legal and operational ramifications of proposed options and responses, leading to professional recommendations to elected officials and senior staff.
- Demonstrated ability to identify major public policy issues in Canada and the United States that may impact Islands Trust mandate or initiatives.
- Demonstrated ability to use initiative to respond appropriately to unanticipated issues with innovative solutions using strong business and political acumen.
- Demonstrated ability to use tact, diplomacy, judgment and discretion to communicate effectively with elected officials, senior staff in other agencies professionals in a way that enhances the employer's reputation.
- Demonstrated ability to develop and manage third party contracts including deliverables and cost accounting
- Demonstrated problem solving and analytical skills to support opportunities that cross political boundaries and to form linkages to leverage these opportunities.
- Must be flexible, adaptable and demonstrate the ability to work independently with minimal supervision to manage a diverse and rapidly evolving workload, showing initiative and good judgment.
- Superior oral and written communication skills, including negotiation.

Provisos:

- Possession and maintenance of a Class 5 BC Drivers' License.

WORK EXAMPLES

- Independently drafts policy, policy amendments, protocols, inter-agency agreements, briefing notes and decision documents, Chair correspondence, summaries of senior government legislative and policy changes, publications, presentations, graphic displays of statistics, public discussion papers, regulatory hearing submissions, and Policy Statement bylaw amendments, subject to review by senior management and approval by elected officials. Drafts resolutions for consideration at the annual Union of BC Municipalities convention. Organizes workshops and minster meetings at conventions and conferences. The public nature of these work products entails significant professional judgment to mitigate the risk of backlash from stakeholders, including possible legal action.

<u>BEHAVIOURAL COMPETENCIES</u>

Analytical Thinking is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then…") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.

Impact and Influence is the ability to influence, persuade, or convince others to adopt a specific course of action. It involves the use of persuasive techniques, presentations or negotiation skills to achieve desired results.

Information Seeking is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.

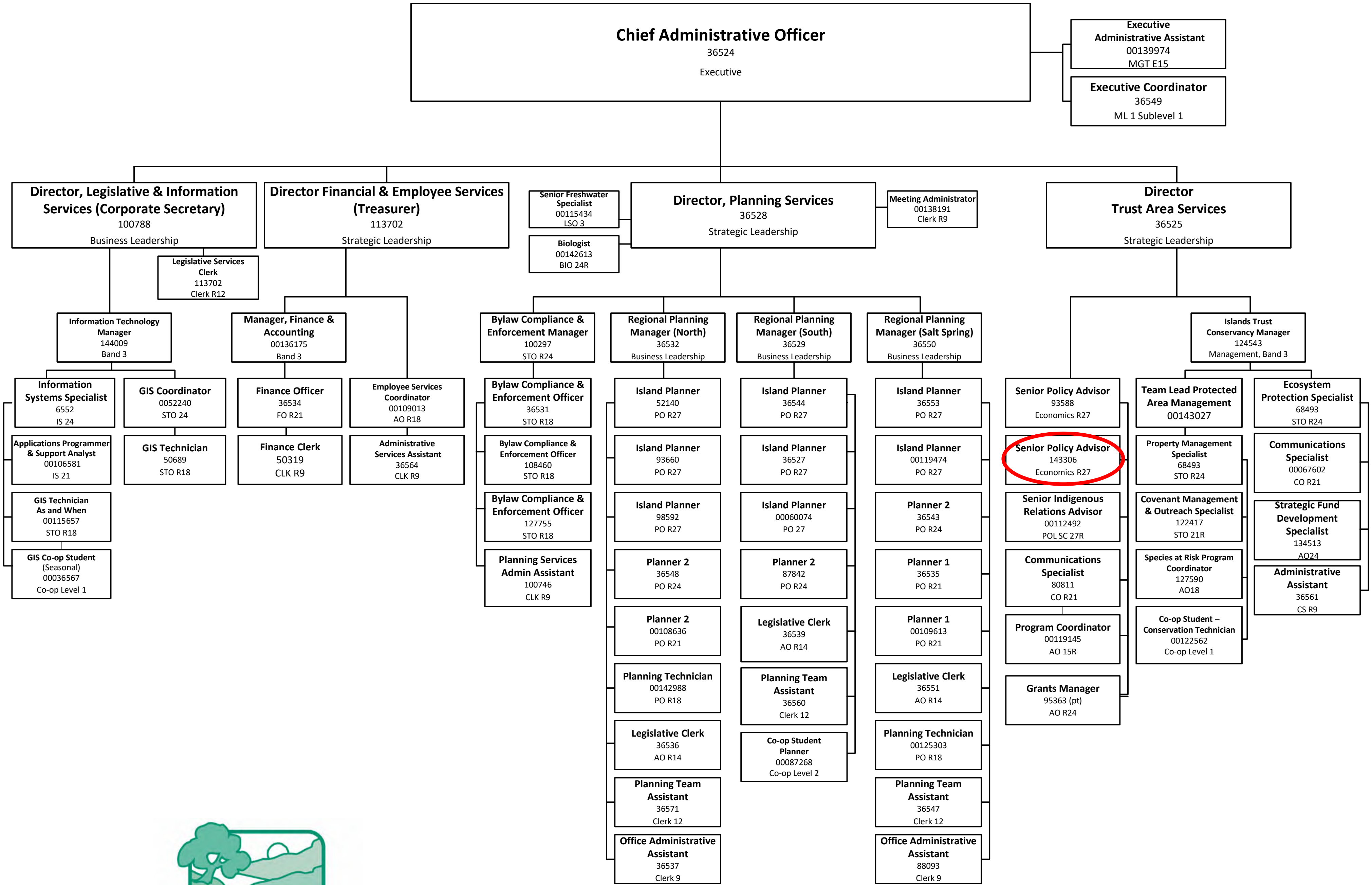
Organizational Awareness is the acumen to appreciate and the ability to use the power relationships in either one's own, or other, organization(s). This includes the ability to identify the real decision-makers and the individuals who can influence them; and to predict how new events or situations will affect individuals and groups within the organization.

Organizational Commitment is the ability and willingness to align one's own behaviour with the needs, priorities and goals of the organization, and to promote organizational goals to meet organizational needs. It also includes acting in accordance with organizational decisions and behaving with integrity.

INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCIES

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

Islands Trust Staff Organization Chart



Last Updated: September 26, 2025

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Islands Trust Conservancy Board

Department: Initiated by
Islands Trust Conservancy

Name of Request:

Indigenous Relations Advisor - .5 FTE
(Administrative Officer R24) - $55,668

$ 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: October 16, 2025	**Funding Required for (date range):** Beginning April 1, 2026

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

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

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

ITC Reconciliation Declaration (2019)

Regional Conservation Plan (2018-2027)
This position supports Goal 2.0 - Strengthen relationships with First Nations to identify and collaborate on shared conservation goals. Specified in Objectives 2.1 to 2.6.

Direction from the Minister of Municipal Housing and Affairs to initiate meaningful engagement with Indigenous Governing Bodies in land securement, protected area management planning and operations.

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)
- Current budget guidelines do not include consideration of the resourcing needs for ITC's Regional Conservation Plan or Five-Year 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.)*

Issues
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 (SIRA) is already beyond capacity. There is insufficient time available in this vital role for the addition of Conservancy's work. If the current SIRA is tasked with assisting with engagement for the Conservancy in addition to currently assigned work:

- Contributing to 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;
- Reviewing correspondence and planning docs; and
- Attending engagement meetings on behalf of local trust committees and Trust Council.

There is risk of burnout of the Senior Indigenous Relations Advisor, Conservancy Manager and the Director of Trust Area Services if they continue to try to sustain their workloads and the additional duties of an Indigenous Relations Advisor and engagement lead for the Conservancy. None of these positions can easily absorb additional work associated with the engagement on the Five-Year Plan development and ongoing work.

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.

Opportunities
The opportunity for ITC to develop lasting relations with the staff/elected officials/hereditary leaders of Indigenous Governing Bodies. A dedicated Indigenous Relations Advisor would fulfill the gap by providing the support needed to develop, guide and manage the Conservancy's relationships with Indigenous Governing Bodies and track engagement and relationship-type agreements in the future, provide needed support to ITC Staff, reduce the additional pressure on the Senior Indigenous Relations Advisor, increase staff morale and organizational cohesiveness.

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)

Benefits: For the Conservancy staff and Board, Director of Trust Area Services, Senior Indigenous Relations Advisor and ITC staff - as stated above in projected results/deliverables section.
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 April 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: Engage independent contractors for project-related work instead of hiring a staff position
Benefits: Potential for highly-skilled labour for ad-hoc projects
Risks: Risk that no suitable contractor can be found or is not available, risk of incompletion of contracts with contractors. Risk of the effort to build relationships, initiating engagement and agreement processes with a contractor/non-Islands Trust employee that will not be able to sustain those new relationships.
Financial implications: $65,000 - $125,000 (.05 FTE). Contractor hourly rates are significantly higher than staff hourly rates.
Resource requirements: Conservancy Manager time to run procurement processes, identify and engage with suitable contractors, manage the projects, ensure effective collaboration and knowledge transfer, manage associated financial approvals.

Option 5: 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.

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: Hire a Permanent 0.5 FTE ITC Indigenous Relations Advisor

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.

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 morale. Conservancy work will be aligned with the UN Declaration on the Rights of Indigenous Peoples.

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

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

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

The hiring process will be initiated in January 2026, subject to budget approval, with screenings and interviews taking place in March 2026. The anticipated start date for the new hire is in April2026. Comprehensive training for the new staff member will be conducted over a period of 2-3 months, ensuring they are fully equipped to fulfil their role.

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

Pre-hiring activities**:**

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

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 (updated Oct 15, 2025)

Reviewed by (name, title)/date: Clare Frater, Director, Trust Area Services, September 25, 2025 (updated Oct 15, 2025)

JOB PROFILE
Current Position #

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/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

- **Chief Administrative Officer** — Rueben Bronee
  - **A/Executive Administrative Assistant** — Corlynn Strachan (TA)
  - **Executive Coordinator** — Alexandra Trifonidis
  - **Director, Legislative & Information Services (Corporate Secretary)** — David Marlor
    - **Legislative Services Clerk** — Robert Barlow
    - **Information Technology Manager** — Vacant
      - **Information Systems Specialist** — Joshua Bard
        - **Applications Programmer & Support Analyst** — Daphne Shaed
      - **GIS Coordinator** — Kendra Hopper
        - **GIS Technician** — Aislyn King
  - **Director, Financial & Employee Services (Treasurer)** — Julia Mobbs
    - **Manager, Finance & Accounting** — Vacant
      - **Finance Officer** — Nancy Roggers
        - **Finance Clerk** — Jill McColl
    - **Employee Services Coordinator** — Nicole Miller
      - **Administrative Services Assistant** — Devin Snider
  - **Director, Planning Services** — Stefan Cermak
    - **Senior Freshwater Specialist** — William Shulba
    - **Biologist** — Patricia Woodruff
    - **Meeting Administrator** — Lisa Millard
    - **Bylaw Compliance & Enforcement Manager** — Warren Dingman
      - **Bylaw Compliance & Enforcement Officer** — Bruno Novais
      - **Bylaw Compliance & Enforcement Officer** — Daniel Schneider
      - **Bylaw Compliance & Enforcement Officer** — David Worthington
      - **Planning Services Admin Assistant** — Rob Kroeker
    - **Regional Planning Manager (North)** — Reneé Jamurat
      - **Island Planner** — Sonja Zupanec
      - **Island Planner** — Marlis McCargar
      - **Island Planner** — Stephen Baugh
      - **Planner 2** — Ian Cox
      - **Planner 2** — Margot Thomaidis
      - **Planner 1 (TA)** — Alan Cavin
      - **Legislative Clerk** — Nadine Mourao
      - **Planning Team Assistant** — Vacant
      - **Office Administrative Assistant** — Shalini Nakai
      - **Co-op Student Planner** — Vacant
    - **Regional Planning Manager (South)** — Robert Kojima
      - **Island Planner** — Brad Smith
      - **Island Planner** — Kim Stockdill
      - **Island Planner** — Narissa Chadwick
      - **Planner 2** — Bruce Belcher
      - **Legislative Clerk** — Jas Chonk
      - **Planning Team Assistant** — Emily Bryant
    - **Regional Planning Manager (Salt Spring)** — Chris Hutton
      - **Island Planner** — Chris Buchan (TA)
      - **Island Planner** — Vacant
      - **Planner 2** — Oluwashogo Garuba
      - **Planner 1** — Milad Panahifar (TA)
      - **Legislative Clerk** — Britt Holowaty
      - **Planning Technician** — Rob Pingle
      - **Planning Team Assistant** — Kalyaan Selvakumar
      - **Office Administrative Assistant** — Bhumika Joshi
  - **Director Trust Area Services** — Clare Frater
    - **Senior Policy Advisor** — Jason Youmans
    - **Senior Policy Advisor – (TA)** — Jill Marrack
    - **Senior Indigenous Relations Advisor** — Joe Elliott
    - **Communications Specialist** — Morgana van Niekerk
    - **Program Coordinator** — Chlöe Straw
    - **Grants Manager** — Tara Todesco
    - **Islands Trust Conservancy Manager** — Wendy Tyrrell (TA)
      - **Team Lead Protected Area Management** — Jemma Green
        - **Property Management Specialist** — Nuala Murphy
        - **Covenant Management & Outreach Specialist** — Vacant
        - **Species at Risk Program Coordinator** — Erica Wheeler
        - **Co-op Student – Conservation Technician** — Carlie Aston
      - **Ecosystem Protection Specialist** — Kathryn Martell
      - **Communications Specialist** — Vacant
      - **Strategic Fund Development Specialist** — Mike Richards
      - **A/Administrative Assistant** — Jill Allan

Indigenous Relations Advisor

Headquarters

- Victoria
- Salt Spring
- Gabriola

Islands Trust

Last updated: June 2nd, 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 *(Committee or Operational Unit):*

Islands Trust Conservancy Board

Department: Initiated by
Islands Trust Conservancy

Name of Request:

SAR Coordinator – One Month Extension
$7,179

$ 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: October 16, 2025

Funding Required for (date range):
April 1, 2026- April 30, 2026

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

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

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

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

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

The annual $220,000 Environment and Climate Change Canada (ECCC) Priority Places grant creating and supporting the Species and Risk Program is ending after six years.

Issue
There is a substantial final report due to ECCC that cannot be completed until 2025/26 project reports are complete and submitted, due on March 31st. Without a SAR Coordinator in place, the ITC Fund Development Specialist (part-time) and ITC's Manager would have limited capacity to take on this work for without significant impacts to routine work and prioritizing the Five-Year Plan engagement process.

Opportunity
Retaining the Species at Risk Program Coordinator until the end of April 2026 would allow for the most experienced and efficient person (the SAR Coordinator) to complete the final 2025-26 ECCC Priority Places Annual Report, including supporting documentation and records management associated with the Species at Risk Program and Protected Areas Management Program.

The existing coordinator would also be available to review final SAR-related reports and follow up with contractors and provide feedback on reports. In addition, the SAR Program Coordinator would streamline the process for securing the final ECCC disbursement of grant funds.

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

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

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

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

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

Option 1: $7,179 to extend Species at Risk Coordinator for one month to complete Species at Risk grant report (Recommendation)

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. Allow for the most experienced staff person (three years) with dedicated time allocated to the final reporting process and wrapping up the SAR Program Priority Places funding stream.

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, budget request, 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, taking more staff time than the SAR Coordinator would have, at higher salary rates.

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

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

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

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

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

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

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

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

Option 1: $7,179 to extend Species at Risk Coordinator for one month to complete Species at Risk grant report (Recommended)

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. Allow for the most experienced staff person (three years) with dedicated time allocated to the final reporting process and wrapping up the SAR Program Priority Places funding stream. Relieves ITC Manager and Fund Development Specialist and other ITC staff of taking this on at a very busy time of the fiscal year.

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 end accordingly.

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

Prepared by (name, title)/date: Wendy Tyrrell, Conservancy Manager, September 28, 2025 (updated Oct 15, 2025)

Reviewed by (name, title)/date: Clare Frater, Director, Trust Area Services, September 28, 2025 (updated Oct 15, 2025)

Islands Trust

Budget Funding Request
Short-Form Business Case

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<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

Legislative and Information Services</td><td rowspan="4"><u>Budget Source</u> (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
X Temporary
Temp Duration: _Co-op (4 months)
______

☐ Other – please describe:
____________________</td></tr>
<tr><td>Department:

Legislative and Information Services</td></tr>
<tr><td>Name of Request:

GIS Co-op Student (Level 1)</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

$23,070 salaries, benefits expense (16 weeks co-op) plus hardware requirements additional</td></tr>
<tr><td>Date of Submission to Finance:

August 30, 2025</td><td>Funding Required for (date range):

Sixteen-week Co-op work period likely starting in May 2026 (Fiscal Year 2026/27).</td></tr>
<tr><td colspan="2">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.

Approved by Executive Committee on October 29, 2025

Operational – to provide support to Information Services in bringing the applications used by staff for managing Trust Council, Islands Trust Conservancy, Council committees and local trust committee meetings to a robust industry standard. Further support in assisting with development of a reconciliation database.</td></tr>
</table>

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 co-op program is an effective way to obtain excellent support from university undergraduate and graduate students in various fields. In this case, the opportunity is to bring in a GIS technician for four months on the co-op program, to assist with managing our day-to-day mapping requests, data updates, managing our online mapping data and applications, and field collection as well as special GIS projects. This will benefit the GIS/IS team in helping share the load of work, shortening turn-around times for staff and public requests and give the experienced GIS team more time for streamlining and documentation. Additionally, co-op students bring fresh and up to date industry knowledge to the table, and can assist with new tools and applications.

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.*)

Over the four-month co-op we would identify the work this person can do, that will also align with their needs in the co-op program on reporting back to their school. The outcome will be additional staff support over the summer months when staff generally take vacation, to improve support coverage during this time. The position will also be tasked with deliverables on tangible actions that will improve the mapping analysis, mapping products and applications that staff use daily.

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.)*

Ensuring that we recruit the right person with the skills and interest to fit with the needs of the Islands Trust. We reach out to educational institutions with co-op programs, and follow a typical recruiting process to match the job to the right person.

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: Co-op
As described above. A four-month temporary position that works with and supports university co-op programs. A benefit is we get fresh thinking and skills and ideas injected into the organisation, exposes the organisation to the students, and have the benefit of the work done by that person during their work term with us.

Option 2: Temporary position
A temporary position would be recruited as a normal permanent position, at an appropriate job classification. It has similar benefits to the co-op; however, as it is not in the co-op program, we are likely not to get the same interest. The short-term duration would also be a negative factor in this competitive market. Cost would likely be higher depending on the classification of the position.

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.)*

- Funding in place
- Successful recruitment with the appropriate educational institutions

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

Option 1: GIS Co-op student for summer 2026

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.)*

Our experience with co-op program is we get great value for the money, we gain knowledge from the students, and they gain the experience they need to be successful in their area of expertise. It also exposes the Islands Trust to students, and in the past, we have in many occasions hired co-op students into permanent positions once they have completed their program.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. 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 (i.e.: external competition, government-restricted internal competition, etc.)*

As per Public Service Agency hiring policy.

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 would undertake a recruitment process for a co-op to being soon after April 1, 2026 for a four-month period.

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.)*

- GIS Coordinator – Estimated 5-10 hours per week for 4 months – 150-175 hours
- Information Technology Manager – Estimated 5-10 hours total for management questions
- Director, Legislative and Information Services – Estimated 2-5 hours for set-up and meetings

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*?)

- Discussion with GIS / Information Technology staff on integrating the co-op
- Discussion with department Directors on appropriate priorities for the co-op student.

Requested by Legislative and Information Services

Prepared by Kendra Hopper, GIS Coordinator, August 26, 2025

Reviewed by Director, Legislative and Information Services

Budget Funding Request
Short-Form Business Case

Islands Trust

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

TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* Planning Services **Department:** Planning Services **Name of Request:** Planner Co-op Student (Level 2) **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):* $26,697 (16 weeks salary and benefits)	**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** X **Temporary** Temp Duration: _**Co-op (4 months)** ______ ☐ **Other – please describe:** ____________________
Date of Submission to Finance: **October 17, 2025**	**Funding Required for (date range):** Sixteen-week Co-op work period likely starting in May 2026 (Fiscal Year 2026/27).

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.*

Approved by Executive Committee on October 29, 2025

Islands Trust Council Strategic Plan 2025–2028, emphasizes organizational excellence, accountability, and capacity building. The Co-op student supports staff implementing elements of the plan with a focus on:

- Building organizational capacity and resilience by investing in the development and interest of skilled, motivated staff;

- Supporting clear, accountable, and transparent decision-making through ongoing professional training that strengthens policy development and planning processes; and
- Strengthening Islands Trust's ability to meet its provincial mandate efficiently and responsibly, by fostering a workforce capable of implementing Council's priorities with professionalism and integrity.

ISSUE/OPPORTUNITY:

Planning Services annually hires co-op student positions over the summer, rotating the position between the three offices as demand requires. Last year the position was assigned to the Northern Office and was instrumental in assisting with major projects as well as providing an assessment of the organizations First Nation Referral process.

The Co-op Student Planner benefits by gaining work experience related to their education. The Islands Trust benefits from having additional support at the entry planner level and to cover planning staff absences during the summer months. There is the potential longer-term opportunity for co-op students to be hired as full-time Islands Trust employees. An example of a co-op planner (student planner) who then continued employment with the Islands Trust is Senior Policy Advisor Jason Youmans who now leads the Policy Statement amendment project – arguably one the most significant regional projects of the organization.

PROJECTED RESULTS/DELIVERABLES:

Over the four-month co-op we would identify the work this person can do, that will also align with their needs in the co-op program on reporting back to their school. The outcome will be additional staff support over the summer months when staff generally take vacation, to improve support coverage during this time. The position will also be tasked with deliverables on tangible actions that will assist with completing major projects this term and/or relieving duties of other staff to assist with such deliverables.

RISK ASSESSMENT:

Ensuring that we recruit the right person with the skills and interest to fit with the needs of the Islands Trust. We reach out to educational institutions with co-op programs, and follow a typical recruiting process to match the job to the right person.

ALTERNATIVES CONSIDERED:

Option 1: Co-op
As described above. A four-month temporary position that works with and supports university co-op programs. A benefit is we get fresh thinking and skills and ideas injected into the organisation, exposes the organisation to the students, and have the benefit of the work done by that person during their work term with us.

Option 2: Temporary position
A temporary position would be recruited as a normal permanent position, at an appropriate job classification. It has similar benefits to the co-op; however, as it is not in the co-op program, we are likely not to get the same interest. The short-term duration would also be a negative factor in this competitive market. Cost would likely be higher depending on the classification of the position.

CRITICAL SUCCESS FACTORS:

- Funding in place
- Successful recruitment with the appropriate educational institutions

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

Option 1: Planning Services Co-op student for summer 2026

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.)*

Our experience with co-op program is that we get great value for the money, we gain knowledge from the students, and they gain the experience they need to be successful in their area of expertise. It also exposes the Islands Trust to students, and in the past, we have in many occasions hired co-op students into permanent positions once they have completed their program.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. 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 (i.e.: external competition, government-restricted internal competition, etc.)*

As per Public Service Agency hiring policy.

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 would notify universities in January 2026 that a potential co-op position may be available pending approved funding. Staff would undertake a recruitment/hiring process late March 2026 when Trust Council approves the 2026/27 budget. The opportunity would last from May 1– September 1, for a four-month period.

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.)*

- Regional Planning Manager – Estimated average 5 hours per week for 4 months
- Island Planner – Estimated average 3-5 hours per week for 4 months
- Director, Planning Services – Estimated 2-5 hours for set-up and meetings

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*?)

- Discussion with Planning Services staff on integrating the co-op
- Discussion with department Directors on appropriate priorities for the co-op student.

Requested by Planning Services
Prepared by Stefan Cermak, Director Planning Services

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	**March 11, 2026**
From:	**Islands Trust Conservancy Board**	**Date Prepared:**	**February 13, 2026**

SUBJECT: **Islands Trust Conservancy Board proposed 2026/27 budget (revised)**

PURPOSE: To communicate to Trust Council the response from the Islands Trust Conservancy Board regarding the January 21, 2026 resolution to the Conservancy Board to reconsider a reduction of its 2026-27 budget request.

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.

See Attachment 1 for the Board's revised budget request for its January 30, 2026 meeting. Items of note and explanation of changes:

- **Professional services:** In FY2026 ITC had an approved budget for professional services of $19,000. The Board reduced it for the draft 2026-27 budget to $10,000 and subsequently reduced it in January to $7,000. The impact is the $3000 reduction of this budget line limits the opportunity for staff to contract out for services outside our expertise. The remaining budget will go towards a bookkeeper for ITC.
- **Board meeting expenses** (for in-person meetings): Typically, ITC Board has three in-person meetings per year, the Board's original budget submission reduced this to two, given the election year costs, and in January 2026 the Board reduced it to one meeting which brings down the requested budget by $2,200. The impact is that the ITC/EC meeting in July 2027 will be not be in person, and therefore removes the benefits that occur when meeting in-person.
- **Protected Area Management operations:** Reflects new program delivery model as a cost savings measure. The new model includes contract delivery of a significant percent of protected area monitoring which reduces travel 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.

  - In January 2026, staff secured a grant from Tree Canada for $26,000, in partnership with the Coastal Douglas-fir Conservation Partnership and the British Columbia Conservation Foundation, to be allocated to species at risk activities in fiscal year 2026-27. $9,500 of the grant are allocated to previously planned activities, resulting in $9,500 less needed in funds from taxation, while $16,500 is for new activities resulting a proposed budget increase in this budget line from $150,000 to $166,500.

- **Protected Area Management planning:** 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 operations

- **Five-year Plan development**: 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:** Reflects anticipated costs for the initiation, progression, and/or completion of three to five new land securement projects in 2026/27.

- **Two Staffing requests:**
  - New staff position: Permanent ITC Indigenous Relations Advisor (0.5)
  - Extension of temporary position: one-month extension for current Species at Risk Coordinator to complete Environment and Climate Change Canada Priority Places Final Report, due at the end of April 2026.

- **One Project:** Protected Area Data Management Software (GIS) Project

- **Reduced external funding:** No contribution agreement with Environment and Climate Change Canada in 2026/27 ($220,000 in 2025/26)

Attachments:

- Attachment 1: 2026-27 Revised Proposed ITC Budget

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Wendy Tyrrell, Manager, Islands Trust Conservancy

Reviewed By/Date: Clare Frater, Director, Trust Area Services / February 13, 2026

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

Description		2025/26				2026/27					Budget to budget change	
		Islands Trust contribution: Taxes	Grant Contribution: FN Engagement	Grant Contribution: SAR	Total Approved Budget	Islands Trust contribution: Taxes	Property Management Fund	Tree Canada Grant	Total Draft Budget	Business case?	*$ Change*	*% Change*
	Salaries and Benefits *	799,771		102,418	**902,189**	840,670			**840,670**		*(61,519)*	*-6.8%*
NEW	Salaries and Benefits - Indigenous Relations Advisor (part-time) and SAR Coordinator (1 month)				***0***	63,895			**63,895**	Yes * 2	*63,895*	*100.0%*
54500-210	Communications	4,500		5,500	**10,000**	8,000			**8,000**		*(2,000)*	*-20.0%*
56100-210	Professional Services**	6,000		13,000	**19,000**	7,000			**7,000**		*(12,000)*	*-63.2%*
56500-210	Contracted Temporary Staffing	15,000			**15,000**	15,000			**15,000**		*-*	*0.0%*
61100-210	Board Honoraria	7,000			**7,000**	7,000			**7,000**		*-*	*0.0%*
61200-210	Board Meeting Expense	2,850			**2,850**	2,300			**2,300**		*(550)*	*-19.3%*
61210-210	Board Training and Conferences	500			**500**	1,500			**1,500**		*1,000*	*200.0%*
NEW	Protected Areas Management Operations***	56,918		76,582	**133,500**	119,152	21,348	26,000	**166,500**		*33,000*	*24.7%*
NEW	Protected Areas Management Planning***	35,000			**35,000**	54,000			**54,000**	Yes	*19,000*	*54.3%*
NEW	Conservation Planning***	4,000			**4,000**	4,000			**4,000**		*-*	*0.0%*
NEW	Land Securement***	11,000		12,000	**23,000**	34,000			**34,000**	Yes	*11,000*	*47.8%*
61600-210	Ecosystem Mapping	5,200		4,000	**9,200**	5,000			**5,000**		*(4,200)*	*-45.7%*
63000-210	Legal	30,000			**30,000**	20,000			**20,000**		*(10,000)*	*-33.3%*
67500-210	Memberships	1,800			**1,800**	1,800			**1,800**		*-*	*0.0%*
74900-210	Safety****	3,300			**3,300**	3,300			**3,300**		*-*	*0.0%*
79500-210	Subscriptions	400			**400**	550			**550**		*150*	*37.5%*
80300-210	Mobile Devices	356			**356**	356			**356**		*-*	*0.0%*
81300-210	Training and Conferences	6,400			**6,400**	6,600			**6,600**		*200*	*3.1%*
81305-210	Travel for Training	4,500			**4,500**	5,000			**5,000**		*500*	*11.1%*
82300-210	Travel	19,500		6,500	**26,000**	15,000			**15,000**		*(11,000)*	*-42.3%*
73001-210-8062	First Nations Plan Engagement	10,000	10,000		**20,000**	110,000			**110,000**	Yes	*90,000*	*450.0%*
NEW	Protected Areas Data Management Software	0			0	30,000			**30,000**	Yes	*30,000*	*100.0%*
	TOTAL Direct ITC Costs	**1,023,995**	**10,000**	**220,000**	**1,253,995**	**1,354,123**	**21,348**	**26,000**	**1,401,471**		***(147,476)***	*11.8%*
	Admin Allocation - 14% (2025/26) estimated 15% (2026/27)	417,669		-		TBA			TBA			
	TOTAL	**1,441,664**	**10,000**	**220,000**	**1,671,664**	**TBA**			**TBA**			

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

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

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

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

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

New Requests

Islands Trust

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	October 22, 2025
From:	**Executive Committee**	**Date Prepared:**	October 16, 2025
SUBJECT:	**Executive Committee 2026/27 Budget Submission**		

PURPOSE:

To provide background to Financial Planning Committee on the 2026/27 budget requests from Executive Committee

BACKGROUND:

At its September 2025 and October 2025 meetings, the Executive Committee considered its budget needs for the 2026/27 fiscal year and has requested the following:

EC-2025-118
that Executive Committee forward its 2026/27 budget requests to Financial Planning Committee for inclusion in the draft 2026/27 budget:
1. $135,000 for Trust Council Meetings
2. $20,000 for Trust Council Training and Conferences
3. $6,000 for Trust Council Travel for Training
4. $1,000 for Trust Council Chair Travel
5. $6,500 for Executive Committee Meeting Expense
6. [$31,000] for Executive Committee on local trust committee costs
7. $1,500 for Executive Committee Training and Conferences
8. $1,000 for Executive Committee Travel for Training
9. $15,000 for UBCM/AVICC Conventions
10. $6,000 for History and Heritage Conservation Grants in Aid
11. $15,000 for Planning Application Sponsorship
12. $1,000 for NAPTEP Application Sponsorship
13. $47,600 for Public Communications
14. $50,000 for Reconciliation Action Plan Implementation
15. [$37,000] Policy Statement Amendment Project

Amounts above in [parenthesis] amended from original resolution based on subsequent EC resolutions.

EC-2025-127
that Executive Committee amend its 2026/27 budget request for Executive Committee on local trust committee costs to $31,000.

EC-2025-128

that Executive Committee forward the following 2026/27 budget request for $125,950 for an auxiliary (temporary) Senior Policy Advisor staff position in Trust Area Services to Financial Planning Committee for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025.

EC-2025-129
that Executive Committee forward the following 2026/27 budget request for $37,000 for the Policy Statement Amendment Project to Financial Planning Committee for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025.

EC-2025-130
that Executive Committee forward the following 2026/27 budget request of $122,270 for a permanent Biologist within Planning Services, as amended, to Financial Planning Committee for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025.

Support for EC's budget requests are as follows:

OPERATING BUDGETS			
Funding request	**Approved 2025/26 Budget**	**Proposed 2026/27 Budget**	**Notes**
1. Trust Council Meetings	$135,000	$135,000	Assumes four in-person Trust Council meetings, two in the gulf islands and two on Vancouver Island, adjusted for inflation to account for the rising costs of hosting Trust Council meetings and one electronic. In election years there are typically five Trust Council meetings to account for trustee onboarding. Therefore, to work within the proposed budget amount it is assumed either the June or September 2026 meeting would be held virtually. If all five meetings are to be held in-person, this amount should be increased by at least $30,000. Prior year actual spending: FY2024: $ 127,245 FY2025: $ 127,906
2. Trust Council Training and Conferences	$19,000 (included amounts related to responsible conduct training paid for by grant)	$20,000 *see related business case for TC Onboard Training	This program is guided by Trust Council Policy 6.12.1 Trustee Training/Conference Attendance. See also, Trust Council Policy 7.2.3 Trustee Travel. The proposed 2026/27 budget contemplates potential investment in training for newly elected trustees, such as committee chair and conduct training. It also includes allowance for potential

			trustee attendance at the 2026 Local Government Leadership Academy. Prior year actual spending: FY2024: $10,757 FY2025: $ 569
3. Trust Council Travel for Training	$4,000	$6,000 *see related business case for TC Onboard Training	This program is guided by [Trust Council Policy 7.2.3 Trustee Travel](). The proposed 2026/27 budget is increased to align with the potential activities outlined in the Trust Council Training and Conferences budget. Prior year actual spending: FY2024: $6,021 FY2025: $381
4. Trust Council Chair Travel **new budget line for 2026/27*	N/A	$1,000 *see related justification form	The current Chair requested addition of a new budget line specifically to support Chair travel to meet with staff as needed, outside of regular EC and TC business for which travel is funded elsewhere.
5. Executive Committee Meeting Expense	$6,200	$6,500	Assumes 4 in-person meetings. It is recommended that priority be given to an in-person meeting in early 2026 between EC and Bowen Island Municipality Council. Based on recent in-person meetings costs plus 2% increase to account for inflation. Prior year actual spending: FY2024: $4,096 FY2025: $7,300
6. EC on LTC (Travel Cost for LTC Chairs to attend in person meetings)	$30,600	$31,000	Draft 2026/27 budget is estimated based on current year (2025/26) amounts incurred in the first quarter, which is the best representation of current activity and cost levels associated with LTC Chair travel to LTC meetings. For fiscal year 2026/27, we will likely see a change in EC composition post-election, which may impact costs. Prior year actual spending: FY2024: $ 25,965 FY2025: $ 27,334

7. Executive Committee Training and Conferences	$1,500	$1,500	This item is guided by Trust Council Policy 6.12.1 Trustee Training/Conference Attendance. See also Trust Council Policy 7.2.3 Trustee Travel The proposed 2026/27 budget is reduced from previous years as a dedicated budget line for AVICC/UBCM Conventions has been created and as such amounts for these activities are reflected in the new line. Prior year actual spending: FY2024: $ 8,404 (includes AVICC/UBCM) FY2025: $ 5,681 (includes AVICC/UBCM)
8. Executive Committee Travel for Training	$1,000	$1,000	Reduced to reflect AVICC/UBCM in dedicated line (see below). Prior year actual spending: FY2024: $ 9,776 (includes AVICC/UBCM) FY2025: $ 11,398 (includes AVICC/UBCM)
9. UBCM/AVICC Conventions	$10,600	$29,200 *see related justification form	Attendance at UBCM and AVICC is guided by Trust Council Policy 6.12.2 UBCM/AVICC Membership and Resolutions FY2026 budget was based on known convention locations and assumed the following: two EC members attending, early bird registration rates, no extras such as banquet dinners or luncheons, no Islands Trust-sponsored breakfast at UBCM. The proposed amount for FY2027 is based on known locations and assumes attendance by all four EC members and two staff. It does not include funding for an Islands Trust-sponsored breakfast at UBCM.
TRUST COUNCIL PROGRAMS			
Potential funding request	**Approved 2025/26 Budget**	**Proposed 2026/27 Budget**	**Notes**
10. History and Heritage Conservation Grants-in-Aid	$6,000	$6,000	This program is guided by Trust Council Policy 2.1.14 (History And Heritage Conservation Grants-In-Aid) This program was not funded in FY2024 and FY2025 as such no spending on these prior years.

11. Planning Application Sponsorship	$15,000	$15,000	Sponsorship of Land Use applications is guided by Trust Council Policy 4.1.13 (Guidelines for Executive Committee Sponsored or Local Trust Committee Initiated Development Applications Application fees increased in FY2023 when LTCs adopted new fees bylaws. LTC fees bylaws stipulate an automatic increase in fees of 2% annually. Prior year actual spending: FY2023: $5,950 FY2024: $16,136 FY2025: $8,115
12. NAPTEP Application Sponsorship	$1,000	$1,000	In 2022 Trust Council approved Policy 2.1.16 Guidelines For Executive Committee Sponsored Or Islands Trust Conservancy Initiated NAPTEP Applications regarding sponsorship of NAPTEP applications. This budget supports implementation of that policy. Prior year actual spending: FY2024: $275 FY2025: $450
13. IT Public Communications	$45,000	$47,600 *see related justification form	This budget request supports implementation of the Islands Trust Communications Strategy, approved by Executive Committee in February 2024. In addition to supporting routine corporate communication functions (graphic design, signage, publication re-printing etc.) this budget request supports: • $3,000 - Trust Area-wide promotion of budget engagement • $4,300 - Annual report design, printing and mailing • $13,000 for graphic design support in producing communication materials • $10,000 - contractor support for work towards developing a public engagement strategy and supporting framework. Including templates • $5,000- continued website improvements • $6,000 for the Living in the Trust Area printing and mailing to new home purchasers

			The budget requests also includes $4,000 as contingency communication funds available to be responsive to emerging issues. Prior year actual spending: FY2022: $15,104 FY2023: $29,931 FY2024: $50,852 FY2025: $30,113
TRUST COUNCIL PROJECTS			
Potential funding request	**Approved 2025/26 Budget**	**Proposed 2026/27 Budget**	**Notes**
14. Reconciliation Action Plan Implementation	$50,000	$50,000	A new Reconciliation Action Plan is still in development. The proposed fiscal 2026/27 budget is based on a preliminary assessment of funds to support contract advisors; legal review of agreements and signing ceremony costs; trustee and staff travel, food, legal costs, venues and speaker honoraria/contract trainers for the Reconciliation Learning Group; and costs associated with working groups initiated under protocol agreements. The proposed budget is subject to finalization of the action plan and approval by Trust Council. Any substantive new direction or priorities set by Trust Council regarding reconciliation will require reconsideration of this amount before final budget approval. Prior year actual spending: FY2023: $ 7,219 FY2024: $17,925 FY2025: $20,758
15. Policy Statement Amendment Project	$53,500	$37,000 *see related business case	Business case will be provided at Executive Committee's October 1 meeting. Prior year actual spending: FY2022: $129,819 FY2023: $ 67,430 FY2024: $12,213 FY2025: $ 33,350

PERSONNEL REQUESTS

Potential funding request	Approved 2025/26 Budget	Proposed 2026/27 Budget	Notes
1. Auxiliary (temporary) Senior Policy Advisor, Trust Area Services	$128,048	$125,950 *see related business case	See business case for rationale.
2. Permanent Biologist within Planning Services	$134,390 (grant funded)	$122,270 *see related business case	See business case for rationale.

ATTACHMENT(S): None

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Executive Administrative Assistant

Reviewed By/Date: Director, Financial and Employee Services/October 17, 2025

Trust Council
Operating Budget Increase Justification Form

The following budget areas are excluded from the Operating Budget Increase Justification Form, as they are corporate-wide operating expenses explained on a consolidated basis in the Budget Overview Report, or they are justified in individual business cases:

<u>Budget Overview Report:</u>

- Base salaries and benefits
- Trustee remuneration and benefits
- Insurance
- Telephone, Mobile Devices, Internet charges
- Office Rent and Office Services
- Office Supplies
- Capital purchases

<u>Business Cases:</u>

- New personnel requests
- Project funding requests
- New program funding requests

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1. Department Information

Department Name: Trust Council (Chair Travel)
Current Fiscal Year Budget: $0 – New budget item
Requested Budget for Next Fiscal Year: $1,000
Dollar Increase Requested: $1,000
Percentage Increase Requested: New budget item

2. Executive Summary

At the request of the current Chair, Executive Committee is requesting the creation of a new budget line specifically to fund travel by the Chair of Trust Council. As a new budget item, staff recommended a modest $1,000 amount.

3. Historical Context

Description	FY23 actuals*	FY24 actuals	FY25 actuals	FY26 Approved Budget	**FY27 Draft Budget**	*$ Increase over Prior year*	*% Increase over Prior Year*
Travel – Trust Council (Chair)	-	-	-	-	**$1,000**	*$1,000*	*100%*

(denotes election year)*

Travel for the Chair to attend Trust Council and Executive Committee meetings is covered under the budget lines for Trust Council Meeting expenses and Executive Committee meeting expenses respectively. In addition, there is a separate budget for Executive Committee member travel to fulfil their roles as local trust committee chairs ($31,000 requested for fiscal 2026/27).

4. Justification for Increases

Currently there is no dedicated travel budget for the Chair to travel unrelated to their role representing any of these governing bodies. The current Chair has therefore suggested it would be appropriate to have a small travel budget for the Chair to, for example, attend the Victoria office to meet with the CAO and staff on matters related to their responsibilities as Chair. This may be particularly valuable for a new Chair post-election.

6. Alignment with Strategic Goals

N/A.

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7. Efficiency & Cost Control Measures

The proposed $1,000 budget is modest and would be closely monitored by the CAO to ensure all funded travel is appropriate and relevant to Islands Trust business in alignment with Trust Council Policy 7.2.3 Trustee Travel.

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8. Supporting Documents (Optional)

N/A

Prepared by: Rueben Bronee, CAO, October 15, 2025

Executive Committee
Operating Budget Increase Justification Form

The following budget areas are excluded from the Operating Budget Increase Justification Form, as they are corporate-wide operating expenses explained on a consolidated basis in the Budget Overview Report, or they are justified in individual business cases:

Budget Overview Report:
- Base salaries and benefits
- Trustee remuneration and benefits
- Insurance
- Telephone, Mobile Devices, Internet charges
- Office Rent and Office Services
- Office Supplies
- Capital purchases

Business Cases:
- New personnel requests
- Project funding requests
- New program funding requests

1. Department Information

Department Name: Executive Committee (Operating Budget Lines)
Current Fiscal Year Budget: $19,300
Requested Budget for Next Fiscal Year: $24,000
Dollar Increase Requested: $4,700
Percentage Increase Requested: 24.4%

2. Executive Summary

The discretionary operating expenses for Executive Committee are primarily related to meeting, training and related travel costs for the four trustees when serving in their capacity as Executive Committee. Expenses for their roles in chairing local trust committees and other Trust Council related business are included in the budget for Trust Council.

The increase in the budget request for fiscal 2026/27 is due solely to a modest increase in the budget for in-person Executive Committee meetings and a 42% increase in the budget for Executive Committee member attendance at the Association of Vancouver Island and Coastal Communities (AVICC) and the Union of BC Municipalities (UBCM) annual conferences.

3. Historical Context

Description	FY23* ACTUALS	FY24 ACTUALS	FY25 ACTUALS	FY26 APPROVED BUDGET	**FY27 BUDGET REQUEST**	*Increase $ over FY26*	*Increase % over FY26*
Professional Consultant Fees	-	-	1,150	-	**-**	-	*0%*
Meeting Expense	7,213	4,096	7,300	6,200	**6,500**	*300*	*5%*
Training & Conferences	6,706	8,404	5,681	1,500	**1,500**	-	*0%*
Travel for Training	6,716	9,776	11,398	1,000	**1,000**	-	*0%*
UBCM/AVICC Convention	-	-	-	10,600	**15,000**	*4,400*	*42%*

(denotes election year)*

The proposed budgets for training and conferences and for related travel remain unchanged from fiscal 2025/26. Note that the higher amounts in previous years are because these line items used to include costs associated with attending UBCM and AVICC. Beginning in fiscal 2025/26, UBCM and AVICC was pulled out into its own budget line.

Regarding meeting expenses, Executive Committee typically holds in-person meetings quarterly in Victoria for those meetings where they review the quarterly Trust Council agenda packages. Because of the volume of material, these tend to be longer and more complex agendas. Additionally, Executive Committee has one meeting annually with Bowen Island Municipality on Bowen Island, and an annual in-person joint meeting with the Islands Trust Conservancy Board in Victoria. In total, Executive Committee therefore has six in-person meetings throughout the year at a cost of approximately $930 per meeting.

Meeting expenses can fluctuate depending on the composition of Executive Committee. If all or most members are able to travel to and from Victoria for in-person meetings without requiring overnight accommodation, it reduces costs. Similarly, to help manage within its budget this year, only two members of Executive Committee attended the Bowen Island meeting in-person.

4. Justification for Increases

The proposed $300 increase in the meeting expenses budget is based on recent meeting costs and 2% to accommodate inflation. This includes the potential for one additional in-person meeting for preparation for the orientation of an incoming Council post-election. Because in-person meetings are not mandatory, Executive Committee has the flexibility to manage within the available budget by, if needed, making some in-person meetings virtual and/or reducing the number of attendees for the annual Bowen Island meeting.

Attendance at UBCM and AVICC is guided by Trust Council Policy 6.12.2 UBCM/AVICC Membership and Resolutions, which states in section 2.1 “Members of the Executive Committee and senior staff will represent the Islands Trust Council at the annual AVICC and UBCM conventions, subject to Trust Council approval of the expenditure during the annual budget process.”

The proposed $4,400 increase for UBCM/AVICC attendance is primarily driven by the UBCM convention being in Vancouver in 2026, which typically incurs higher costs for travel and accommodation. The AVICC conference will be in Victoria for 2026. Preliminary estimates concluded that for all four members of Executive Committee and two staff to attend both 2026 conferences would cost up to $29,200. As a result, Executive Committee reduced the requested budget to $15,000. This will allow all four members and two staff would attend AVICC ($8,000) and the Chair and one staff member would attend UBCM ($7,000).

6. Alignment with Strategic Goals

The proposed budget items support the Strategic Plan focus on Governance and Organizational Excellence. The meeting expenses support an effective and productive Executive Committee, which will be particularly important with a new committee following the election.

Attendance at AVICC and UBCM helps build relationships between Islands Trust and local government partners, and ensures Islands Trust’s voice is reflected in the advocacy those two representative bodies undertake. UBCM also provides a venue for advancing Islands Trust’s priorities with provincial government representatives.

7. Efficiency & Cost Control Measures

As noted above, Executive Committee reduced the potential budget request for UBCM and AVICC attendance by opting to send only the Chair and one support staff to UBCM. Where possible, additional savings will be sought by seeking the affordable travel and accommodation options for both events. AVICC being in Victoria in 2026 also means supporting staff will incur no travel costs.

The meeting expenses increase is modest, despite the potential for an additional meeting following the 2026 election. Executive Committee will reduce the number of in-person meetings and/or in-person attendance at the Bowen Island meeting as needed to keep expenses within budget.

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8. Supporting Documents (Optional)

N/A

Prepared by: Rueben Bronee, CAO, October 15, 2025

Trust Area Services Operating Budget Increase Justification Form

The following budget areas are excluded from the Operating Budget Increase Justification Form, as they are corporate-wide operating expenses explained on a consolidated basis in the Budget Overview Report, or they are justified in individual business cases:

Budget Overview Report:

- Base salaries and benefits
- Trustee remuneration and benefits
- Insurance
- Telephone, Mobile Devices, Internet charges
- Office Rent and Office Services
- Office Supplies
- Capital purchases
- Elections

Business Cases:

- New personnel requests
- Project funding requests
- New program funding requests

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1. Department Information

Department Name: Trust Area Services
Current Fiscal Year Budget: $63,800
Requested Budget for Next Fiscal Year: $67,150
Dollar Increase Requested: $3,350
Percentage Increase Requested: 5.25%

2. Executive Summary

The Trust Area Services department is seeking a $2,600 increase to support routine corporate communication functions (graphic design, signage, publication re-printing, etc.). These changes include:

- $3,000 - Trust Area-wide promotion of budget engagement
- $4,300 - Annual report design, printing and mailing
- $13,000 for graphic design support in producing communication materials
- $10,000 - contractor support for work towards developing an organizational public engagement strategy and toolkit with checklists and templates to ensure the application of guiding principles, a consistent engagement planning process, and metrics for engagement evaluation
- $5,000- continued website improvements
- $6,000 for the Living in the Trust Area printing and mailing to new home purchasers

The communications budget requests also include $4,000 as contingency communication funds available to be responsive to emerging issues.

There is also an addition of $750 for purchase of branded clothing for eligible staff and trustees per Trust Council's Communication Policy which will be reported in its own budget line in 2026/27.

No other operating budgets have been increased in Trust Area Services, as depicted in section 2 of this form.

2. Historical Context

Account	Location	Description	FY23* ACTUALS	FY24 ACTUALS	FY25 ACTUALS	FY26 APPROVED BUDGET	FY27 BUDGET REQUEST	*Increase $ over FY26*	*Increase % over FY26*
54500-150	150	Communications	29,931	50,852	19,043	45,000	47,600	*2,600*	*6%*
56500-150	150	Contracted Temporary Staffing	-	-	10,925	-	-	-	*0%*
63000-150	150	Legal "General"	-	-	10,820	4,000	4,000	-	*0%*
67000-150	150	Meeting Expense	158	-	-	-	-	-	*0%*
67500-150	150	Memberships	445	416	267	800	800	-	*0%*
79500-150	150	Subscriptions	949	1,178	1,143	2,000	2,000	-	*0%*
81300-150	150	Training & Conferences	1,204	4,054	3,005	5,000	5,000	-	*0%*
81305-150	150	Travel for Training	-	1,232	907	2,000	2,000	-	*0%*
82300-150	150	Travel	1,066	2,147	969	5,000	5,000	-	*0%*
			33,753	59,879	47,079	63,800	66,400	2,600	

There is no historical spending for branded clothing as it is a new program, approved by Trust Council in September 2025.

4. Justification for Increases

The increase is driven primarily by increase to the communications budget:

- the desire to include $4,000 in contingency communication funds available to be responsive to emerging issues,
- a proposed $900 increase to the annual report graphic design/printing costs ($3,400 to $4,300),
- a $1,000 increase to website improvements budget ($4,000 to $5,000),
- a $10,000 planned contract to support work towards an organizational engagement strategy and toolkit, and
- general increases for inflation.

It is also driven by a new budget of $750 for branded clothing to support a new program.

These increases are offset somewhat by:

- reductions to budgets for the Living in the Trust Area mailing program ($7,500 to $6,000),
- elimination of a budget for advertising the option to subscribe to notification e-mails ($1,000 to $0),
- reduction in budget for contractor support for graphic design and general support, and
- reduction in budget for other miscellaneous communication activities.

5. Alignment with Strategic Goals

The communications and branded clothing budget supports implementation of the Islands Trust Communications Strategy, approved by Executive Committee in February 2024.

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6. Efficiency & Cost Control Measures

Staff plan the communications and branded clothing budgets after reviewing the Communications Strategy and prior year spending. The Director of Trust Area Services approves any contingency spending.

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7. Supporting Documents (Optional)

None.

Prepared by: Clare Frater, Director, Trust Area Services
Reviewed By: Rueben Bronee, CAO

Financial & Employee Services
Operating Budget Increase Justification Form

The following budget areas are excluded from the Operating Budget Increase Justification Form, as they are corporate-wide operating expenses explained on a consolidated basis in the Budget Overview Report, or they are justified in individual business cases:

Budget Overview Report:
- Base salaries and benefits
- Trustee remuneration and benefits
- Insurance
- Telephone, Mobile Devices, Internet charges
- Office Rent and Office Services
- Office Supplies
- Capital purchases

Business Cases:
- New personnel requests
- Project funding requests
- New program requests

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1. Department Information

Department Name: Financial and Employee Services (FES)
Current Fiscal Year Budget: $ 104,285
Requested Budget for Next Fiscal Year: $ 125,010
Dollar Increase Requested: $ 20,725
Percentage Increase Requested: 20%

2. Executive Summary

The requested increase supports the following:
a) A 2-3% inflationary increase for non-discretionary operating costs ($770 of total increase)
b) Budget enhancements that support delivery of legislated obligations ($11,600)
c) Budget increases to enhance organizational effectiveness in select areas ($11,030 of total increase)
d) New budgets for new required activities ($750 of total increase)

3. Historical Context

Three years of historical spending, plus the FY2026 approved budget for the relevant budget areas are as follows:

DESCRIPTION	FY23* ACTUALS	FY24 ACTUALS	FY25 ACTUALS	FY26 APPROVED BUDGET	FY27 BUDGET REQUEST	Increase $ over FY26	Increase % over FY26
Bank Charges & Interest	2,376	5,078	4,278	3,600	**3,700**	*100*	*3%*
Moneris Fees	-	264	3,611	6,000	**6,100**	*100*	*2%*
Memberships	1,900	2,065	2,282	3,880	**4,000**	*120*	*3%*
Payroll Processing	-	20,864	21,552	22,200	**22,600**	*400*	*2%*
Safety	95	1,621	2,556	2,050	**2,100**	*50*	*2%*
Audit	20,660	29,173	29,215	26,900	**29,800**	*2,900*	*11%*
Professional Consultant Fees	-	-	8,500	-	**8,700**	*8,700*	*100%*
Training "Organization Wide"	3,006	3,130	2,419	2,500	**-**	*(2,500)*	*-100%*
Staff Meetings & Recognition	10,305	9,413	17,520	9,640	**16,700**	*7,060*	*73%*
Training & Conferences	675	1,811	1,480	2,725	**2,500**	*(225)*	*-8%*
Travel for Training	-	-	1,288	2,200	**1,500**	*(700)*	*-32%*
Travel	1,371	446	486	1,060	**1,060**	*-*	*0%*
Carbon Offset Purchases	-	-	-	-	**750**	*750*	*100%*
Recruitment & Labour Relations	16,820	22,059	25,004	21,530	**25,500**	*3,970*	*18%*
TOTAL	57,208	95,924	120,192	104,285	**125,010**	*20,725*	*20%*

** denotes election year.*

4. Justification for Increases

a) A 2-3% inflationary increase for non-discretionary operating costs ($770 of total increase) on the following budget lines has been requested:

- Bank charges and interest
- Moneris fees (credit card processing costs for application fees received)
- FES staff membership costs
- Payroll Processing
- Safety

b) Budget enhancements that support delivery of legislated obligations are as follows ($11,600 of total increase):

- Audit fees for Islands Trust and the Islands Trust Conservancy ($2,900 increase)

  Audit fees have steadily increased in recent years, driven in part by the introduction of new “technology fees” added to the standard audit charges beginning in FY2024. Fees also tend to rise in years when new accounting standards are implemented, reflecting the additional work required for auditors to assess the organization’s adoption and compliance with those standards.

  Two new accounting standards will take effect in FY2027, and the audit fees budget has been adjusted accordingly to account for the anticipated increase in audit effort and cost. The budgeted amount is based on FY2025 actual audit fees, with an added inflationary adjustment.

- Professional Consultant fees ($8,700 increase)

  Since FY2025, these costs have been incurred to fund a contractor responsible for preparing the Islands Trust Conservancy (ITC) year-end financial statements. The associated budget has been reallocated from other departmental lines and therefore does not represent a net increase to the overall Islands Trust budget.

  The historical cost of $8,500 has been increased by $200 to reflect inflation. This contracted support ensures timely completion of the ITC financial statements following year-end, enabling the finance team to focus more fully on the broader Islands Trust financial statement package.

  In years when new accounting standards take effect, this additional support becomes particularly valuable. With two new standards coming into force next fiscal year, this amount has been clearly identified as a separate line item in the budget.

c) Budget increases to enhance organizational effectiveness in select areas are as follows: ($11,030 of total increase)

- Staff Meetings and Recognition:

  Recognition:
  The Islands Trust Staff Recognition Program provides funding to acknowledge employees for their valuable contributions to the organization. The program includes informal thank-you cards, long-service awards with cash, quarterly recognition awards with cash, and annual awards with cash.

  The monetary amounts for each award category have remained unchanged since 2013, diminishing their real and perceived value over time due to inflation. The recognition policy has now been updated to allow for increased award amounts, which will require a corresponding increase in the program's budget.

  Staff Meetings:
  All Staff Meetings serve as a vital platform for management to communicate current and emerging issues, share organizational updates, and strengthen teamwork across departments and office locations. These meetings also play an important role in fostering collaboration and maintaining positive staff morale.

  Meetings are held quarterly, with two virtual sessions and two in-person gatherings. The June meeting traditionally includes a visit to one of the islands in the Trust Area, providing staff with opportunities to learn about the island's unique characteristics—through guided tours, presentations by planners or conservancy staff, and discussions on Indigenous connections to the land. To date, these excursions have primarily focused on the southern islands for reasons of time and cost efficiency.

  For the upcoming fiscal year, a trip to a northern island is being considered, which will involve higher travel and logistical costs. Staff have also noted growing difficulty in staying within existing meeting budgets, as costs in this area have risen faster than the rate of inflation.

- Recruitment and Labour Relations ($3,970 increase)
  This increase reflects an inflationary adjustment based on FY2025 actual spending, which provides a more accurate reflection of current recruitment activity than the approved FY2026 budget.

  Islands Trust continues to experience regular staff turnover and position changes, making sufficient funding for job postings a top priority to effectively market employment opportunities and attract qualified candidates.

d) New budgets for required activities ($750 of total increase):

- Carbon Offset Purchases ($750 increase)
  Islands Trust will need to purchase carbon offsets in future years to maintain carbon neutrality, as committed to under the Climate Action Charter and outlined in Trust Council's policy on Carbon Neutral Operations. In previous years, carbon neutrality was achieved using carbon credits carried forward from the Capital Regional District's Organic Waste Project. However, these credits have now been fully utilized, requiring the purchase of new offsets moving forward.

5. Alignment with Strategic Goals

The proposed budget increases are not geared towards any specific strategic plan initiatives, however they support the overarching Strategic Plan focus areas of Governance and Organizational Excellence, and Climate Change.

6. Efficiency & Cost Control Measures

Audit:
Islands Trust staff research, interpret, and implement new accounting standards internally. All related procedures, processes, and outcomes are thoroughly documented and provided to the auditors during the audit process. This proactive approach minimizes the additional audit hours required, helping to contain audit fee increases.

Professional Consultant Fees:
Islands Trust staff maintain detailed internal tracking of Islands Trust Conservancy (ITC) transactions throughout the year, ensuring each transaction is properly documented, categorized, and reconciled with bank statements. At year-end, ITC staff compile supporting documentation for non-bank transactions—such as land acquisitions and investment activities—to provide the consultant with complete financial information. This comprehensive preparation streamlines the consultant's work, reducing complexity and associated fees.

Staff Recognition:
Informal thank-you cards are subject to annual limits per staff member, ensuring prudent management of the program and adherence to budget parameters. Quarterly and annual awards are administered through a formal nomination process that promotes fairness and appropriateness. All award payments are reviewed and approved prior to disbursement to ensure compliance with policy and fiscal controls.

Staff Meetings:
Prior to FY2021, all four annual staff meetings were held in person. To help manage rising costs, the organization now holds two meetings virtually and two in person each year. Staff are encouraged to carpool to meetings to reduce mileage reimbursement costs. For meetings held on northern islands, a bus is typically chartered to maximize the value of travel time through team-building opportunities while minimizing total mileage and ferry expenses. The annual field trip meeting is generally scheduled in June, taking advantage of favorable weather to conduct sessions outdoors and avoid the cost of renting meeting facilities.

Recruitment and Labour Relations:
Job postings are purchased in bulk to reduce the cost per posting and provide flexibility to advertise positions as needed throughout the year. When budget constraints occur, other related budget lines may be reviewed to identify opportunities to support essential recruitment activities within the organization.

7. Summary of Request

Total Requested Increase: $20,725
Top 3 Drivers of Change: Inflation, new accounting standards for FY2027, enhanced staff meetings budgets for travel to a northern island.
Expected Outcomes if Funded: Smooth operations :)

8. Supporting Documents (Optional)

None.

Operating Budget Increase Justification Form

Updated: February 13, 2026

The following budget areas are excluded from the Operating Budget Increase Justification Form, as they are corporate-wide operating expenses explained on a consolidated basis in the Budget Overview Report, or they are justified in individual business cases:

Budget Overview Report:

- Base salaries and benefits
- Trustee remuneration and benefits
- Insurance
- Telephone, Mobile Devices, Internet charges
- Office Rent and Office Services
- Office Supplies
- Capital purchases
- Elections

Business Cases:

- New personnel requests
- Project funding requests
- New program funding requests

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1. Department Information

Department Name: **Information Services**
Current Fiscal Year Budget: **$487,030**
Requested Budget for Next Fiscal Year: **$576,830**
Dollar Increase Requested: **$89,800**
Percentage Increase Requested: **18%**

2. Executive Summary

Increases in the Information Services budget are driven mainly by laptops for new term of trustees starting in October 2026, expiring Windows server software that must be renewed, and many smaller increases in costs from vendors and suppliers.

2. Historical Context

Description	FY2023 Actual*	FY2024 Actual	FY2025 Actual	FY2026 Approved Budget	2027 Budget Request	*$ Change*	*% Change*
Hardware - Expense	-	-	-	-	**-**	-	
Hardware - Capital	85,924	105,054	201,968	156,100	**106,300**	*(49,800)*	*(32%)*
Hardware for New Trustees	7,500	-	-	-	**32,400**		
S/W support & licensing	96,861	154,455	170,009	206,700	**251,900**	*45,200*	*22%*
Software - Capital	-	-	-	-	**50,000**	*50,000*	*100%*
Technical Support	79,029	56,356	110,883	92,500	**78,000**	*(14,500)*	*(16%)*
Meeting Streaming Services	17,172	14,627	13,932	15,000	**15,000**	-	*0%*
Contracted Temporary Staffing	-	8,127	9,609	-	**-**	-	*0%*
Memberships	274	405	667	480	**480**	-	*0%*
Tech Supplies	14,221	12,965	10,099	10,000	**11,500**	*1,500*	*15%*
Training & Conferences	862	899	1,536	4,000	**4,000**	-	*0%*

Description	FY2023 Actual*	FY2024 Actual	FY2025 Actual	FY2026 Approved Budget	2027 Budget Request	*$ Change*	*% Change*
Travel for Training		-	1,762	1,500	**1,500**	-	*0%*
Travel	1,093	731	2,792	750	**750**	-	*0%*
Otherthophotos					**$25,000**		*100%*
TOTAL	302,935	353,619	523,258	487,030	**576,830**	89,800	18%
*denotes election year							

4. Justification for Increases

The information Services budget has increased from Fiscal year (FY) 2026 **$487,0300** to FY2027 **$576,830**, an increase of **$89,830**. The table below will provide the specific changes, and the rationale for those changes:

Description	FY26	DRAFT FY27	*Change*	Rationale	Discre-tionary	Business Case
Trustee Hardware and Software						
New laptops and software for trustees	$-	$32,400	*$32,400*	Provide up to 15 laptops and software for in-coming trustees after election.	**Yes**	**Yes**
SUB TOTAL	**$-**	**$32,400**	***$32,400***			
Hardware						
UPS Batteries	$3,000	$13,000	*$10,000*	Uninterrupted Power Supplies life expire – replacements required.	No	No
Sonic Wall routers	$-	$4,500	*$4,500*	Firewall – life expired – require replacement	No	No
Other	$123,785	$48.025	*($75,760)*	Staff laptops and computer rotational replacement and unplanned hardware replacement budget same as last year; projects undertaken last year and not required this year.	No	No
SUB TOTAL	**$126,785**	**$65,525**	***($61,260)***			
Software One-time License Purchases						
Windows Server 2025 Licenses	$-	$50,000	*$50,000*	Licenses required for all servers that have software coming to end of life; this is to replace multiple server software with the newer version.	No	No
SUB TOTAL	**$-**	**$50,000**	***$50,000***			
Software Support and Licensing – on-going						
Sonic Wall	$-	$8000	*$8000*	Firewall and antivirus and malware protection – five-year support	No	No
Cityview and Bluebeam	$51,382	$56,500	*$5,118*	Increase in annual costs and addition of bylaw enforcement module	No	No
Software: Canva Pro, Adobe, Foxit, communications software	$13,400	$15,800	*$2,400*	Productivity software for staff. Foxit is used by all staff, Canva and Adobe for communication and graphic design. Increase is inflation and, in case of Foxit a change in, how the licensing is being provided. Increase is from licensing fee increases.	**Yes***	No
Zoom meeting and phone licenses	$15,000	$43,340	*$28,340*	In 2027 the phone portion of the Zoom licenses has been included in this budget, accounting for about $17,000 of the increase. Zoom unlimited free licenses will end in 2026 resulting in an expected	No	No

Description	FY26	DRAFT FY27	*Change*	Rationale	Discre-tionary	Business Case
				significant increase. In 2026 staff will explore options to meet operation needs given this increase.		
File Cloud	$2,500	$4,000	*$1,500*	Secure document sharing software that will replace FTP server and WebDAV. Currently deployed for ITC field staff, deployment to rest of organization this fiscal (FY2026).	No	No
SolarWinds	$4200	$6,500	*$2,300*	Helpdesk ticketing system. This is crucial to Information Services for managing help requests. Expanded by one license to Fresh Water Specialist to manage requests.	**Yes****	No
ESRI	$20,000	$28,000	*$8,000*	Software MapIT ad GIS runs on. Increase in annual costs and upgrade required for our GIS services.	No	No
Departmental applications	$21,880	$26,400	*$4,520*	Time Tracking, Customer relationship management (CRM), Freshwater data management	**Yes**	No***
Other	$78,310	$63,335	*($14,975)*	Information and GIS services support, support for on-going departmental work, finance and meeting software	No	No
SUB TOTAL	**$206,672**	**$251,875**	***$45,203***			
Tech Support						
BASS	n/a	$10,000	*$10,000*	Required upgrade to SAGE – our accounting system	No	No
CAORDA	n/a	$8,000	*$8,000*	Website support- required to maintain the website throughout the year	No	No
SAN Server	$4,200	$3,800	*$400*	Replace servers coming to the end of their life.	No	No
MFA Implementation	$7,000	$2,800	*($4,200)*	Sonic wall upgrades in Victoria	No	No
CityView module implementation	$5,000	$2,200	*($2,800)*	Contractor support for implementation of CityView bylaw enforcement module.	No	No
Exchange server life cycle update	$5,000	$26,000	*$21,000*	Exchange (email) server end of life upgrade	No	No
UPS - EOL	$700	$4000	*$3,300*	Uninterrupted power supplies that protect servers are end of life and need replacing.	No	No
Servers upgrades	$7,400	$2,000	*($5,400)*	On-going server maintenance	No	No
Contract support	$58,000	$60,000	*$2,000*	Tech support for other projects		
SUB TOTAL	**$96,800**	**$118,800**	***$22,000***			
Meeting and tech supplies	$25,000	$26,500	*$1,500*	Technical support for meetings, and tech supplies	No	No
Training, Travel and memberships	$6,730	$6,730	*$0*			
GRAND TOTAL	**$487,030**	**$576,830**	***$89,800***			

*** Some of the software is optional; however, other options are just as expensive or more so. Foxit is required for redacting FOI requests.*

**** Not in the current year – business case was provided for original request in previous years.*

The following are the Information technology component of departmental budgets requests for FY 2026/27.

EDM Software – File Hold	$-	$46,500	*$46,500*	Electronic Document Management Software – business case provided.	**Yes**	**Yes**
EDM Software - Support	$-	$8,500	*$8,500*	Annual support for File Hold Electronic Document Management system	**Yes**	**Yes**
ITC Management Software	$5,000	$15,000	*$10,000*	Management software annual costs higher than originally planning in FY2026 business case.	**Yes**	**Yes**

6. Alignment with Strategic Goals

The Information Services budget provides the technical foundation on which all work of the Islands Trust is undertaken. There is no specific strategic goal that the technology supports.

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7. Efficiency & Cost Control Measures

Information Services staff constantly watch the market and adjust our procurement, and technology providers to ensure we remain in budget or reduce costs. The most recent example is our VMware provider has been bought out, and the new owner is significantly raising annual subscription prices. To mitigate this, we have switched to older perpetual license keys for the short-term, and exploring a migration option to a different vendor that should result in lower costs, albeit with a more hand-on requirement by our Information Services staff. This is a stop-gap until the market settles and a longer-term affordable solution is available.

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8. Supporting Documents (Optional)

None.

Prepared by: David Marlor, Director, Legislative and Information Services.

Reviewed By: Chief Administrative Officer/February 13, 2026

Planning Services
Operating Budget Increase Justification Form

The following budget areas are excluded from the Operating Budget Increase Justification Form, as they are corporate-wide operating expenses explained on a consolidated basis in the Budget Overview Report, or they are justified in individual business cases:

Budget Overview Report:
- Base salaries and benefits
- Trustee remuneration and benefits
- Insurance
- Telephone, Mobile Devices, Internet charges
- Office Rent and Office Services
- Office Supplies
- Capital purchases
- Elections

Business Cases:
- New personnel requests
- Project funding requests
- New program funding requests

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1. Department Information

Department Name: Planning Services
Current Fiscal Year Budget: 25/26
Requested Budget for Next Fiscal Year: 26/27
Dollar Increase Requested: $5,250 (Victoria staff); $2,325 (Salt Spring staff)
Percentage Increase Requested: 21.6% (Victoria staff); 14.4% (Salt Spring staff)

2. Executive Summary

The Planning Services department is requesting a modest $7,575 increase to the training and travel for training budget lines for both the Victoria and Salt Spring Island offices. This increase supports enhanced professional development needs identified through staff surveys, operational reviews, and succession planning efforts.

In recent years, more planners have pursued or achieved professional accreditation, which requires ongoing professional learning. Similarly, administrative staff have expressed interest in expanding their skillsets and preparing for advancement within the organization. Training budgets were minimized during the COVID-19 period; while online options remain valuable, in-person opportunities have resumed and continue to offer significant benefits for professional development, relationship-building, and cross-organizational learning. This modest adjustment ensures that Islands Trust can continue to invest in staff development and maintain a resilient, professional, and high-performing workforce.

3. Historical Context

For over a decade, Planning Services has based its training budgets on a standard cost-per-staff approach: approximately $1,500 per planner to attend one annual conference (including travel), and $500 per administrative staff member for relevant skill development.

Since COVID-19, training dynamics have shifted significantly. The rise of online learning has increased accessibility, while inflation has driven up travel and registration costs. Professional associations such as PIBC, CIP, ARDPM, and LGMA have expanded their training offerings but also increased membership and accreditation requirements and fees.

While online learning remains important, staff and management continue to recognize the value of in-person training for collaboration, knowledge exchange, and problem-solving — key aspects of maintaining a healthy and connected organization.

Location Code: 510/515
Victoria Office, Planners and Administration Staff

Description	FY23*	FY24	FY25	FY26	Budget Requested	*$ Change*	*% Change*
Memberships	2,062	3,408	4,177	2,650	4,100	*1,450*	*55%*
Staff Meetings & Recognition	165	-	-	200	-	*(200)*	*-100%*
Training & Conferences	2,559	1,821	856	3,500	6,500	*3,000*	*86%*
Training & Conferences	-	-	1,221	1,000	3,000	*2,000*	*200%*
Travel	8,707	9,331	5,928	9,000	8,000	*(1,000)*	*-11%*
						5,250	*21.6%*

Location Code: 520/525
Salt Spring Office, Planners and Administration Staff

Description	FY23*	FY24	FY25	FY26	Budget Requested	*$ Change*	*% Change*
Staff Meetings & Recognition	567	81	115	200	-	*(200)*	*-100%*
Training & Conferences	261	466	749	3,000	6,000	*3,000*	*100%*
Training & Conferences	1,156	1,500	1,090	1,125	1,200	*75*	*7%*
Travel for Training	375	980	1,205	1,500	1,500	*-*	*0%*
Travel for Training	532	175	1,659	450	400	*(50)*	*-11%*
Travel	4,999	1,615	2,546	3,000	2,500	*(500)*	*-17%*
						2,325	*14.4%*

denotes election year

4. Justification for Increases

Over the past two years, a greater number of planners in both the southern and Salt Spring offices have pursued professional accreditation, while administrative staff have sought targeted training to diversify skills and prepare for progression. Team-based training sessions tailored to Islands Trust needs have also increased in frequency and impact.
These activities directly benefit the organization by enhancing staff competence, retention, and readiness to assume new responsibilities. The proposed increases reflect these evolving professional development needs and the organization's commitment to supporting continuous learning.

5. Alignment with Strategic Goals

This modest budget increase aligns directly with the Islands Trust Council Strategic Plan 2025–2028, which emphasizes organizational excellence, accountability, and capacity building.
It supports the Plan's focus on:

- Building organizational capacity and resilience by investing in the development and retention of skilled, motivated staff;

- Supporting clear, accountable, and transparent decision-making through ongoing professional training that strengthens policy development and planning processes;
- Ensuring staff have the professional skills necessary to deliver on strategic initiatives related to growth management, ecosystem health, climate action, and reconciliation; and
- Strengthening Islands Trust's ability to meet its provincial mandate efficiently and responsibly, by fostering a workforce capable of implementing Council's priorities with professionalism and integrity.

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6. Efficiency & Cost Control Measures

The proposed increases are modest and carefully targeted. They account for the growing number of accredited professionals, rising travel costs, and the organization's renewed emphasis on in-person collaboration.

Planning Services continues to balance cost-effectiveness with staff development by combining online learning with selective conference attendance. This approach ensures that every training dollar contributes directly to the organization's strategic priorities and operational excellence.

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7. Supporting Documents (Optional)

None.

Prepared by: Stefan Cermak, Director Planning Services
Reviewed By: Rueben Bronee, CAO

Planning Services
Operating Budget Increase Justification Form

The following budget areas are excluded from the Operating Budget Increase Justification Form, as they are corporate-wide operating expenses explained on a consolidated basis in the Budget Overview Report, or they are justified in individual business cases:

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- Capital purchases
- Elections

Business Cases:
- New personnel requests
- Project funding requests
- New program funding requests

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1. Department Information

Department Name: Planning Services
Current Fiscal Year Budget: 25/26
Requested Budget for Next Fiscal Year: 26/27
Dollar Increase Requested: $15,500
Percentage Increase Requested: 67.2%

2. Executive Summary

The Planning Services department is requesting a $15,500 increase to support continuity of leadership and operational stability during a key staffing transition.

The request includes a $15,000 increase to the Contract Services budget line to retain critical expertise during the planned retirement of a long-serving Regional Planning Manager, and a $500 increase to Meeting Expenses to accommodate rising costs associated with venue bookings for departmental training sessions.

Our most senior Regional Planning Manager will retire in late FY 2026 or early FY 2027 after more than two decades of dedicated service. This individual holds extensive institutional knowledge, advanced project management skills, and deep familiarity with the unique governance and policy frameworks of the Islands Trust. To ensure a smooth transition, minimize onboarding time for new leadership, and maintain uninterrupted service delivery, the department proposes to engage this individual on a short-term, part-time contract basis following retirement.

This proactive measure will safeguard organizational continuity and ensure that key planning projects and strategic initiatives remain on track.

3. Historical Context

In recent fiscal years, Planning Services has not utilized the Contracted Temporary Staffing budget line. However, this line has been used effectively in the past for time-limited expertise, including preparing orientation materials for newly elected officials and addressing short-term staffing needs during election cycles.

Budget History
Location Code: 590
Planning Services

Description	*FY23**	*FY24*	*FY25*	*FY26*	*FY 27 Budget Request*	*Increase $ over FY26*	*Increase % over FY26*
Contracted Temporary Staffing	*35,594*	*9,900*	-	-	*15,000*	*15,000*	
Meeting Expense	3,806	4,782	5,523	6,000	6,500	*500*	*8%*
						15,500	

** denotes election year.*

4. Justification for Increases

This request represents a proactive and cost-effective approach to maintaining leadership continuity during a major staffing transition.

The proposed contract arrangement will:

- Preserve institutional and procedural knowledge essential to complex planning files;
- Maintain momentum on key organizational priorities and strategic initiatives; and
- Ensure service quality, accountability, and efficiency during the onboarding of a new Regional Planning Manager.

This modest and time-limited investment will mitigate the operational risks often associated with leadership turnover—such as delays in project delivery, reduced staff support, and the loss of historical context that informs consistent decision-making.

5. Alignment with Strategic Goals

This increase directly supports the Islands Trust Council Strategic Plan 2025–2028, particularly under the Governance & Organizational Excellence focus area, which seeks to strengthen decision-making, ensure workflow efficiency, and enhance employee satisfaction.
The request aligns with:

- Goal 1.2 – Strengthen governance, decision-making, and workflow processes
  Retaining senior expertise during transition ensures continuity in management, project oversight, and process efficiency, supporting better decision-making and consistent service delivery.

- Goal 1.1 – Update and adopt a new Policy Statement
  Maintaining experienced planning leadership helps ensure the ongoing Policy Statement implementation and related planning initiatives are well-supported during this period of change.

- Goal 1.3 – Advocate to the Province for legislative changes to the Islands Trust Act
  Sustaining institutional expertise contributes to the Trust's ability to advocate effectively and engage with external partners during times of transition.

In effect, this modest increase strengthens the organization's ability to:

- Maintain continuity of service;
- Retain critical institutional knowledge;
- Support effective governance and decision-making; and
- Manage transitions responsibly while upholding operational excellence.

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6. Efficiency & Cost Control Measures

Engaging the retiring manager on a short-term contract provides targeted access to senior-level expertise without the long-term financial commitment of a full-time position. This approach ensures operational stability and continuity while maintaining prudent fiscal management.

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7. Supporting Documents (Optional)

None.

Prepared by: Stefan Cermak, Director Planning Services
Reviewed By: Rueben Bronee, CAO

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	**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_______
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 budget line $11,000 increase from the previous budget of $23,000. (estimated allocation from the 2025/26 land securement and conservation planning budget lines)	
Date of Submission to Finance: October 16, 2025	**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)

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.)*

Issues

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. 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.

Opportunities

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.

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 (Salt Spring) and a third securement in early negotiations (Saturna)
- Increased 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, aligning with ITC's Reconciliation Declaration.

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: Increase ITC Land Securement budget by $11,000 from $23,000 (FY25/26) to $34,000 (Recommended)
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. Cultural features assessments and 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.

Option 2: 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.

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 1: Increase ITC Land Securement budget by $11,000 from $23,000 (FY25/26) to $34,000
Benefits of this option include:

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

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

<u>Quantitative:</u>
$34,000 Land Securement

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

<u>Qualitative:</u>
Increasing the land securement budget will support:

- More informed decision making by the Islands Trust Conservancy Board

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

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

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

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

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

- Consult with Indigenous Governing Bodies, the Senior Indigenous Policy Advisor (if approved for 26/27) and Indigenous Relations Advisor (if approved for 26/27) 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 improving 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 Board

Prepared by (name, title)/date: Clare Frater, Director, Trust Area Services and Kathryn Martell, Land Protection Specialist/September 29, 2025. (updated Oct 15, 2025)

Reviewed by (name, title)/date: Wendy Tyrrell, Conservancy Manager/September 29, 2025. (updated Oct 15, 2025)

Islands Trust

Budget Funding Request
Short-Form Business Case – Updated

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).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

Islands Trust Conservancy Board</td><td rowspan="4"><u>Budget Source</u> (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>Base budget</u>________</td></tr>
<tr><td>Department:

Trust Area Services</td></tr>
<tr><td>Name of Request:

Protected Areas Management Operations and Protected Areas Management Planning</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

$166,500 Protected Area Management Operations

$54,000 Protected Area Management Planning
Total combined: $220,500.

$52,000 increase from the 2025-26 combined budget of $168,500 (31%)

Offset by Tree Canada Grant ($16,500) and decreases to other budget lines, including travel and salaries/benefits (two less positions that were funded by the Priority Places ECCC grant).</td></tr>
<tr><td>Date of Submission to Finance: October 16, 2025
Date of Update: January 30, 2026</td><td>Funding Required for (date range):
April 1, 2026-March 31, 2027</td></tr>
<tr><td colspan="2">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 require ministerial approval. The Islands Trust Conservancy Board will potentially</td></tr>
</table>

have a total of three new NATEP Covenants (84 total) and two new Nature Reserves (36 total) 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

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.*

ITC Reconciliation Declaration (2019)

There are currently 81 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.

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.)*

In summary:
The issue is that the Protected Areas Management Team has been operating over capacity for some time and is unable to effectively manage the 115 protected properties under the ITC Board's responsibility while conducting compliance monitoring for all protected lands. This challenge stems from historical capacity constraints as well as ongoing operational and budgetary limitations. Budget increases are needed to meet a higher, more efficient and strategic management standard in our land protection program.

One solution is a hybrid monitoring delivery model which is proposed for the 2026/27 monitoring season. Under this model, the majority of protected areas would be monitored by a qualified external contractor and local island conservancy partners. This approach would allow the Protected Areas Management Team to focus its efforts on a select number of high-priority sites that require direct ITC involvement, due to management issues and covenant violations/issues. The onboarding of the new Team Lead position further enhances capacity and strengthens the future of the Protected Areas Management Program.

Background:

The core Protected Area Management Operations budget must support the ITC Board in complying with policy and external standards/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 27 ecological gifts; 18 as covenants and nine as nature reserves. ITC is also required under the Occupiers Liability Act to mitigate against serious risks such as a hazard tree or disintegrating staircase, such that a person or their property will be reasonably safe in using the protected area. Any evidence of breach or trespass must be documented thoroughly and be addressed promptly.

The ITC Board has a commitment to managing its lands in such a way that ecological integrity is maintained or improved over time. The Protected Areas Management Operations budget must also support the Protected Areas Management Team (Team Lead, Property Management Specialist and Covenant Management and Specialist) actively engaging in ecological integrity evaluation and monitoring and ongoing management activities such as restoration of degraded habitat, planting to enhance habitat, and post-restoration monitoring.

The Protected Area Management Program is comprised of two main functions:

<u>1. Protected area habitat assessment and management:</u> generally, includes the following types of activities:

- Assessing and mitigating risk in nature reserves (ie: danger trees assessments);
- Assessing habitat for ecological functioning and identifying threats, mapping invasive species;
- Prioritising identified management needs on protected areas;
- Implementing identified habitat enhancement needs (ie: invasive species management, plant installation);
- habitat restoration, exclosure fence installation and maintenance (e.g. to protect new plantings from over-browsing impacts);
- coordinating surveys and ongoing monitoring of species at risk;
- procuring biologists and other contractors, writing service contract requests and budgeting for management needs
- assessing, maintaining and replacing infrastructure, such as trail construction and maintenance, signage construction and maintenance, habitat enhancement structures (e.g. bat and bird box) installation and maintenance;
- manage recreational impacts, such as human and dog waste;
- conduct or coordinate safety hazard assessments;
- as necessary and guided by policy, mitigation of observed or imminent hazards and risks;
- Preventing trespass concerns or mitigating trespass incidents, such as unauthorized tree cutting, trail building and dumping;
- addressing breaches, including damage from recreational or unauthorized activities;
- assess and respond to referrals from Islands Trust Planning Services department;
- communicate and respond to management requests from active and prospective conservation partners; and
- communicate, assess and respond to covenant landholder requests, concerns and potential violations
- addressing historic disturbances of the land, etc.

<u>2. Annual compliance monitoring:</u> generally, involves the following types of activities:

- 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 observations of ecological, compliance, and trespass concerns on a GPS device;

- completing site monitoring forms that takes into account the standard land use restrictions under a conservation covenant;
- taking repeat photos at established monitoring stations;
- entering data into a geographic information system (GIS) system to support documentation and tracking of management needs*; and
- writing a final report with management recommendations

* Note: ITC does not have a data management software system, 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 to effectively use for management planning and budget forecasting for management needs. (See business case for new GIS data management software to support property management).

Historically, the property management budget has not adequately supported protected area management needs, and increases are needed to meet a higher, more efficient and strategic management standard in our land protection program.

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 protected lands. In its finally year, this grant funding will end in March 2026.

At this time, the ITC's core Protected Area Management Program, through annual compliance monitoring, ensures that major issues are identified. However, due to the significant amount of time that Protected Areas Management Team have to dedicate to coordinating/traveling and conducting annual monitoring of 115 properties, the core program <u>has not</u> had the capacity to:

- effectively mitigate identified major issues and violations in a timely manner
- develop and implement a systematic ecological monitoring program to determine if the ecological values protected are being sustained
- comprehensive monitoring and assessment of habitat for species at risk (identified through SAR surveys)
- conduct advanced trail maintenance for more than serious hazards
- facilitate archaeological assessments, capacity funding for review of management plans and for site visits – due to lack of funding and time
- Critical habitat management, such as invasive species management, at a pace and scale adequate for this growing ecological threat
- systematic tracking, mapping and mitigation of management concerns (including climate change impacts such as wildfire risk) to support proactive or long-range management planning, and pro-active, informed decision-making.

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 is adding to staff capacity to support overdue program improvements such as:

- sourcing a data management software solution;
- implementation of a GIS data system and data management best practices;
- developing a wildfire risk assessment and mitigation strategy;
- development of new/updated policies and procedures for ITC protected lands, etc.

There is an increasingly critical 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 ongoing 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 to five new protected areas by 2026/27 end – historically, there are about three new lands added to the Protected Areas Management Program per year;
- management of protected areas is becoming increasingly complex due to impacts of climate change; increased issues associated with invasive species, degraded ecosystems, wildfire risks - 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 and cultural monitors for both management planning and management operations;
- the implementation of a new GIS-based protected areas data management software system, 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.

Opportunities

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 qualified external contractor and local island conservancy partners, with select, prioritized protected areas being monitored and managed by ITC staff.

This solution allows for the Protected Areas Management Team to focus the delivery of their highest and best values to the program. Standard compliance monitoring being conducted externally has been successful in the past, but did not allow for a cohesive understanding of the protected lands, as staff were not getting out on the lands to track management needs. This new model allows for a hybrid approach, that sees ITC staff conducting ecological monitoring – identifying management needs, major threats and having the capacity to initiate mitigation of management concerns identified during site visits, and from compliance monitoring observations. In addition, this allows ITC staff to maintain important relationships with landholders and conservation partners.

Compliance monitoring conducted by external contractor/partners would involve a day of walking the site, completing the site monitoring form, mapping their route and any identified threats/concerns and documenting with photographs. These site forms would then be submitted to the Protected Areas Team, who would then complete final reports to submit to the ITC Board.

Other Relevant Information:

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 an anonymous 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.

This budget request reflects a reduction in the number of species at risk projects that ITC has been conducting over the last six years with the Priority Places funding grant, ending March 2026. Without a dedicated coordinator in place, the functioning of the SAR Program will be significantly limited. This will also impact the growing collaboration between the Planning Biologist and the SAR Program Coordinator, which has significantly benefited both the ITC and Planning Services.

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;
- increased capacity to engage meaningfully with Indigenous Governing Bodies and Indigenous Knowledge Holders;
- more cooperatively in management planning and management activities; and
- increased capacity to focus on management planning and prioritized 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: Increase the Protected Area Management Operations and Planning budget lines by $52,000 (31%).
(Approved by ITC Board)
$166,500 (~ $133,500 FY25/26) Protected Area Management Operations
$54,000 (~ $35,000 FY25/26) Protected Area Management Planning

Benefits – The Protected Areas Management Team will be better equipped to effectively address the declining ecological health of its protected areas (due to climate change, invasive species, recreational use pressures, etc.), deal with the backlog of issues and violations on covenants, 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).
This option provides the minimal and sufficient resources for the team to monitor and manage ITC's protected areas, relieving the pressure for the Board to contemplate putting a moratorium on in-stream securement projects for new nature reserves and covenants.

Risks – None.

Financial implications – an increase Protected Areas Management Operations and Planning budgets lines by $52,000 and reduction of Conservancy travel budget for 2026/27 by $11,000 due to less anticipated staff travel for compliance monitoring. In addition, the ITC's 2026/27 proposed salaries budget did not include salaries for a Species at Risk Program Coordinator, a co-op student or other seasonal employee(s). This is a minimal increase, considering the ending of ECCC grant contributions.

Resource Requirements – Team Lead to procure an external contractor for compliance monitoring, Property Management Specialist to do change orders to conservation partner contracts (three-year contracts), work with contractors on compliance monitoring processes for nature reserve lands, review monitoring site visit forms and complete the annual Nature Reserve Monitoring Report. Covenant Management Specialist to work with contractor and covenant landholders on compliance monitoring processes for covenanted lands, review monitoring site visit forms and complete the annual Covenant Monitoring Reports. Manager to support Protected Areas Management Team. Other ITC staff support provided as needed.

Other implications – Aligns with policies, strategic objectives and Regional Conservation Plan, as well as Reconciliation Declaration.

Option 2: 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.), address covenant issues and violations, 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 3: Increase Protected Area Management operations budget to continue Species at Risk Program at current levels
Benefits – Species at Risk Coordinator remains on staff, and the Species at Risk Program remains active. Species at risk surveys and monitoring continue to inform management planning and understanding of habitat management needs for species at risk. 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. Demands on Protected Areas Program Team are reduced, if SAR Program Coordinator position is continued.

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 – To implement this option, two budgets would need to be increased – requiring an additional $168,566 to the budget request.

1. The proposed Conservancy salaries and benefits budget for 2026/27 would need to be increased by approximately $96,566 for staff position (SAR Coordinator); and
2. Approximately $72,000 to continue 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 federally and provincially listed Species at Risk in the Islands Trust Area.

Option 4: 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 be 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.)* ***APPROVED BY ITC BOARD***

Option 1: Increase the Protected Areas Management Operations and Planning Budgets by $52,000.
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:

-
- $166,500 (~ $133,500 FY25/26) Protected Area Management Operations
- $54,000 (~ $35,000 FY25/26) Protected Area Management Planning
- 31% increase to budget line, offset by decreases to other Conservancy budget lines and elimination of two 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 response and resolution of covenant issues/violations
- 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 <u>timeline</u> and anticipated <u>date of completion</u> 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 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, see associated Business Case). 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 Board

Prepared by (name, title)/date: and Wendy Tyrrell, A/Islands Trust Conservancy Manager/September 29, 2025 (updated Oct 15, 2025)

Reviewed by (name, title)/date: Clare Frater, Director, Trust Area Services/September 29, 2025 (updated Oct 15, 2025)

Updated by Wendy Tyrrell, Islands Trust Conservancy Manager/February 9, 2026

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 6.3.1).

TO BE COMPLETED BY INITIATOR	
Requested by Trust Programs Committee	**Budget Source** (select all that apply):
Department: Trust Area Services	■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software
Name of Request: Secretariat Services Program	☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________
$ Value of Request: $17,000	☐ **Other – please describe:** ______________________
Date of Submission to Finance: October 6, 2025	**Funding Required for (date range):** Fiscal Year 2026/27

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

The Islands Trust Policy Statement provides that: "To achieve its object, the Islands Trust must be an educator, coordinator, and initiator, guiding individuals, organizations and other agencies in support of the object. While the Islands Trust can provide the necessary leadership, responsibility for stewardship of the Trust Area rests with many. Individuals, other government agencies, organizations, and the Province itself all have important roles to play. Cooperative actions are required of other agencies, organizations and individuals to ensure that activities are carried out in a manner that is sensitive to the needs of Trust Area ecosystems and island communities."

In the Islands Trust Council's Secretariat Services policy sets out the policy for providing secretariat services which is defined as "the provision of administrative support including, but not limited to, meeting organization, meeting administration, public notices, recording and distribution of meeting notes or minutes, and website hosting and updating.

ISSUE/OPPORTUNITY:

There are a number of coordinating bodies operating in the Trust Area, largely supported by volunteer or in-kind staff effort. These bodies bring together different levels of government, First Nations, and community members on a regular basis to discuss matters of mutual interest/concern.

Over the years, coordinating bodies and trustees have raised concern regarding the lack of funding for the administrative needs (e.g. meeting logistics, agenda preparation, minutes, facilitation, website hosting/posting, shared document drive) for some coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators. In 2021, Trust Programs Committee sought the feedback of coordination groups receiving secretariat services on the impact/benefits of those services, and heard that the funding was helpful and promoted better coordination, among other benefits.

The details of previous support provided via Trust Programs Committee since 2018 is available on the Support for Coordination Groups webpage.

Previous amounts budgeted by Trust Council for secretariat services in the last four years:

25/26 $17,000 (TPC has allocated $14,300 to date)
24/25 $15,000 (actual spent was $11,198)
23/24 $12,000 (actual spent was $11,985)
22/23 $15,000 (actual spent was $12,513)
21/22 $12,000 (actual spent was $12,976)

PROJECTED RESULTS/DELIVERABLES:

Through offering support for administration, the Secretariat Services Program supports the continued operation of coordination groups in the Trust Area. Regular meetings of coordination groups can support more informed decision-making by trustees and partner agencies and First Nations that participate in the coordination groups. Coordination groups, at times, also discuss coordinated advocacy messages, leading to more impactful campaigns. This initiative will help the Trust fulfil the vision set out by the Islands Trust Act that the Trust "preserve and protect in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia."

RISK ASSESSMENT:

No risks identified.

ALTERNATIVES CONSIDERED:

Option 1: That $17,000 be budgeted for the Secretariat Services Program.

Benefits: Continuation of the Secretariat Services program as in recent years.
Risks: None.
Financial implications: $17,000 to be spent via contracted services.
Resource requirements: At a minimum, staff hours needed are expected to be: program coordinator 75 hours, communications specialist 1 hour, and Director of Trust Area Services 20 hours, with additional time for administrative services staff to manage financial elements.
Other implications: None.

Option 2: Do not offer the program

Benefits: Additional Trust Area Services staff time for another initiatives.
Risks: Loss of coordination groups in the Islands Trust Area.
Financial implications: No funding required.
Resource requirements: Staff time available for other work.
Other implications: None.

Option 3: A larger budget for the Secretariat Services Program

Benefits: Increased support available to coordination groups.
Risks: None.
Financial implications: Larger budget required.
Resource requirements: Would depend on the implementation selected by Trust Programs Committee. Depending on the how many coordination groups are supported and what support is offered, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications: None.

Option 4: A smaller budget for the Secretariat Services Program.

Benefits: Would depend on the implementation selected by Trust Programs Committee.
Risks: Uncertain. It could result in a coordination group facing administrative capacity issues.
Financial implications: Smaller budget required.
Resource requirements: Would depend on the implementation selected by Trust Programs Committee. Depending on how many coordination groups are supported and what support is offered, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications: None.

CRITICAL SUCCESS FACTORS:

Critical success factors include:

- Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery would be impacted. Also, the program depends on program staff time not being allocated to other initiatives by other Trust bodies.
- Availability of contractor to offer administrative support to coordination group. If contractors are unavailable, program delivery may be impacted.
- Continued operation of coordination groups and continued Islands Trust participation in those coordination groups. Trust Programs Committee, via policy, has the discretion to allocate the budget provided.

RECOMMENDED OPTION:

Option 1: That $17,000 be budgeted for the Secretariat Services Program.

COST/BENEFIT ANALYSIS:

Quantitative:

- $17,000 to fund requests from coordination groups in FY 2026/27. See also staff resourcing section below.

Qualitative:

- Continued Islands Trust support for administration of coordination groups comprised of First Nations, organizations and/or interested and affected parties (stakeholders).
- Regular meetings of coordination groups can support more informed decision-making by trustees and partner agencies, and First Nations that participate in the coordination groups. Coordination groups, at times, also discuss coordinated advocacy messages, leading to more impactful campaigns.

PURCHASING PROCEDURE:

Any purchases will comply with the Procurement Policy. Service contracts are typically offered via direct award. The Secretariat Services policy states that: *When Trust Programs Committee allocates funding from the Secretariat Services budget for Secretariat Services for a Coordination Group, the amount may not exceed the direct award commitment spending level in Trust Council's Procurement Policy 6.5.3.*

PROPOSED IMPLEMENTATION STRATEGY:

The Secretariat Services policy states that: *Trust Programs Committee will assess opportunities to provide Secretariat Services at its first meeting of the fiscal year. If staff resources or funding remain unallocated after this meeting, the Trust Programs Committee may consider additional opportunities at future meetings.*

Typically, Trust Programs Committee decides which groups to support in April, with contracts issued in May and final reports from coordination groups provided in March the following year.

STAFF RESOURCING:

The staff resources required will depend on the number of coordination groups supported by Trust Programs Committee in 26/27 and the nature of support offered. The program coordinator offers support to the Secretariat Services Program as a core duty of the position. At a minimum, staff hours needed are expected to be: program coordinator 75 hours, communications specialist 1 hour, and Director of Trust Area Services 20 hours, with additional time for administrative services staff to manage financial elements. The reasonableness of the staff hours in conjunction with other initiatives will somewhat depend on the scale and timing of the Policy Statement Amendment Project in 26/27 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Information about how funding is allocated is posted to the Secretariat Services Program webpage and staff may promote the Islands Trust's contributions, as appropriate.

In April 2022, the Executive Committee requested staff to develop policy regarding s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act. This work has not begun as the Senior Policy Advisor position is dedicated to the Policy Statement Amendment project, and has not been backfilled for other work. If Trust Council did adopt new policy relating to s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act, staff will provide recommendations about budget implications and options. Staff would ensure that all interested and affected parties were kept informed.

Requested by: Trust Programs Committee

Prepared by: Director, Trust Area Services, July 15, 2025

Reviewed by: Trust Programs Committee, July 30, 2025 (with October 12, 2025 edits by Director to add recommended option to alternatives section)

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 6.3.1).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by Trust Programs Committee</td><td rowspan="4"><u>Budget Source</u> (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>speaker fees, communication expenses, honoraria,</u></td></tr>
<tr><td>Department:
Trust Area Services</td></tr>
<tr><td>Name of Request:

Climate Action Education Plan Development and Implementation</td></tr>
<tr><td>$ Value of Request

$10,000

($5,000 for consultant support with climate action plan development, and $5,000 for climate action education activities)</td></tr>
<tr><td>Date of Submission to Finance: October 6, 2026</td><td>Funding Required for (date range): Fiscal 2026-27</td></tr>
<tr><td colspan="2">TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

In March 2019, the Islands Trust Council declared a climate change emergency, committing to take urgent and fair climate action.</td></tr>
</table>

Islands Trust Council's Strategic Plan includes Key Initiative 4.2.1: Design and implement a climate action education plan in support of Strategic Direction 4.2: Improve community understanding about climate change mitigation and adaptation.

ISSUE/OPPORTUNITY:

Since 2017, Trust Programs Committee has carried out a Stewardship Education Program on behalf of Islands Trust Council which included webinars, on-island workshops, and educational mailings.
The details of stewardship programming since 2020 are available on the Stewardship Education webpage. Trust Council did not continue the Stewardship Education Program in its 2025-2028 Strategic Plan, but it did include a key initiative to design and implement a climate action education plan.

The Policy Statement states, "The assistance and cooperation of property owners, residents and visitors is vital to the preservation and protection of the environment and amenities of the Trust Area and the implementation of the Policy Statement." and "The task of protecting the Trust Area is particularly challenging because ecosystems do not stop at political boundaries. Cooperative management programs are required to coordinate the actions of all stakeholders. Government, property owners, residents and visitors share responsibility for the preservation and protection of the Trust Area ecosystems."

PROJECTED RESULTS/DELIVERABLES:

The development of a climate action education plan by staff with modest support from contractors.

Development and provision of educational programming and materials on climate action topics to be determined by Trust Program Committee in FY 2026/27 is expected to assist community members to be more informed stewards. Audiences may include *the public, industry, and interested and affected parties (interest holders) in the Trust Area.*

This initiative will help the Trust fulfil the vision set out in the Islands Trust Act that the Trust preserve and protect in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations, and the government of British Columbia.

RISK ASSESSMENT:

The risk exists that incorrect information will be inadvertently provided in the course of stewardship education programming. Staff will mitigate this risk by engaging expert speakers where possible, and requesting expert review of staff-produced publications (where applicable).

ALTERNATIVES CONSIDERED:

Option 1: That $10,000 be budgeted for the Climate Action Education Plan Development and Implementation.

Benefits: Supports advancement of Trust Council's Strategic Plan item
Risks: Difficulty in procuring consultant.
Financial implications: $10,000
Resource requirements: At a minimum, staff hours are expected to be: program coordinator 150 hours, communications specialist 20 hours, and Director of Trust Area Services 30 hours, with additional time for administrative services staff to manage financial elements.
Other implications: None.

For the Stewardship Education Program, each fiscal year, Trust Programs Committee considered the financial support it wished to request from Trust Council and, once the budget is approved, the Committee considered the methods by which it would deliver the Stewardship Education Program. It is anticipated that a similar approach will be taken to the climate action education activities – they will be scoped to available funding.

Climate Action Education Plan Development

Option 2: Do not develop a climate education plan
Benefits: Additional Trust Area Services staff time for other initiatives.
Risks: Does not advance Strategic Plan Key Initiative 4.2.1: Design and implement a climate action education plan.
Financial implications: No funding required.
Resource requirements: Staff time available for other work.
Other implications: None.

Option 3: Consultant-developed climate action education plan
Benefits: Additional Trust Area Services staff time for other initiatives.
Risks: Difficulty in procuring consultant.
Financial implications: Estimated costs could be in $10-20,000 range.
Resource requirements: Staff anticipate that development of a consultant-led plan could require approximately 20 hours of Trust Area Services time with additional time required from Finance staff for procurement and contracting processes.
Other implications: None.

Option 4: Staff-only developed climate action education plan
Benefits: Reduced cost.
Risks: Resulting plan may not address the full spectrum of education topics/options that a consultant with subject matter expertise may be familiar with.
Financial implications: None. No impact on budget.
Resource requirements: Reduced staff time for other work. Staff anticipate that development of an in-house plan could require approximately 60 hours of Trust Area Services time.
Other implications: None

Climate Action Education Activities

Option 5: Do not offer climate action educational activities.
Benefits: Additional Trust Area Services staff time for other initiatives.
Risks: Does not advance Strategic Plan Key Initiative 4.2.1: Design and implement a climate action education plan.
Financial implications: No funding required.
Resource requirements: Staff time available for other work.
Other implications: None.

Option 6: A larger budget for the Climate Action Education Program

Benefits: Would depend on the implementation selected by Trust Programs Committee.
Risks: Would depend on the implementation selected by Trust Programs Committee.
Financial implications: Larger budget required.
Resource requirements: Would depend on the implementation selected by Trust Programs Committee. Depending on the activities selected, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications: None.

Option 7: A smaller budget for the Climate Action Education Program

Benefits: Would depend on the implementation selected by Trust Programs Committee.
Risks: Would depend on the implementation selected by Trust Programs Committee.
Financial implications: Smaller budget required.
Resource requirements: Would depend on the implementation selected by Trust Programs Committee. Depending on the activities selected, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications: None.

CRITICAL SUCCESS FACTORS:

Critical success factors include:

- Sufficient staff time to develop and implement a climate action education plan. If there is a critical staff vacancy, program delivery may be impacted.
- As appropriate, availability of contractor to support webinars or other educational programming. If contractors are unavailable, program delivery may be impacted.
- Public interest in participating in climate action education events. If there is low public interest, project objectives won't be met.

RECOMMENDED OPTION:

Option 1: That $10,000 be budgeted for the Climate Action Education Plan Development and Implementation.

COST/BENEFIT ANALYSIS:

Quantitative:

- $10,000 for the Climate Action Education Plan development and implementation for FY 2026/27, with potential associated funding requests in future years. See also staff resourcing section below.

Qualitative:

- A climate action education program will assist community members and professional practitioners to better understand climate action activities relevant to the rural context of the Islands Trust Area, and will increase community understanding of potential climate impacts and associated mitigation measures.
- May result in reduced greenhouse gas emissions.

PURCHASING PROCEDURE:

Any purchases will comply with the Procurement Policy. The services/goods to be procured will depend on the activities selected by Trust Programs Committee.

PROPOSED IMPLEMENTATION STRATEGY:

Once the requested budget is approved, Trust Programs Committee will, in 2026/27, request staff to provide a project charter for climate action education plan development. Once a climate action education plan is approved by Trust Council, Trust Programs Committee can approve project charters for selected activities as required. Once the project charters are approved, staff will implement the project(s) as directed.

STAFF RESOURCING:
Staff resources required will depend on the activities selected by Trust Programs Committee in 26/27 with on-island events (if selected) requiring significantly more time commitment. At a minimum, staff hours are expected to be: program coordinator 150 hours, communications specialist 20 hours, and Director of Trust Area Services 30 hours, with additional time for administrative services staff to manage financial elements. The program coordinator would offer support to the climate education program as a core duty of the position. The reasonableness of the staff hours in conjunction with other initiatives will somewhat depend on the scale and timing of the Policy Statement Amendment Project in 26/27 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Change management, communication, and collaboration will be addressed via the strategies outlined in the project charter(s) and as directed by Trust Programs Committee during consideration of next steps. Implementation of a climate action education plan would be supported by a communications plan(s). Ideally, components of the program would be delivered in collaboration with local agencies and/or First Nations.

Requested by: Strategic Plan

Prepared by: Director, Trust Area Services, July 21, 2025

Reviewed by: Trust Programs Committee, July 30, 2025 (with October 12, 2025 edits by Director to add recommended option to alternatives section)

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):*
Salt Spring Island Local Trust Committee

Department:

Planning Services

Name of Request:

Salt Spring Island Watershed Protection Plan 2022-2032 Coordination (SSIWPA)

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

$55,000
** to be funded through unspent special property tax requisition funds from previous fiscal years*

__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:**
Meeting Costs; advertising

Date of Submission to Finance:
September 12, 2025

Amendments made by staff in blue to address Trust Council Bylaw 154. Requires approval by SS LTC.

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.*

Trust Council Bylaw No. 154
In 2013, Islands Trust Council adopted Bylaw No. 154 that delegated authority to the Salt Spring Island Local Trust Committee (LTC), for the purpose of preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area, the power to:
- Coordinate and assist in the determination of regional, improvement district and government

- of British Columbia policies;
- Coordinate the implementation of regional, improvement district and government of British Columbia policies; and
- Coordinate the carrying out of regional, improvement district and government of British Columbia policies

Under Bylaw No. 154 SS LTC may continue to coordinate watershed protection work on Salt Spring Island if it so chooses.

Salt Spring Island Official Community Plan Bylaw No. 434

The Salt Spring Island OCP generally supports SS LTC involvement in watershed protection initiatives as per the following community objective:

A.4.3.2 To provide direction for the conservation and stewardship of natural resources, especially our surface and groundwater supply.

Salt Spring Island Watershed Protection Plan 2023-2032

Endorsed by SS LTC in July 2023, the Salt Spring Island Watershed Protection Plan recognizes the importance of coordinated implementation of the plan and that watershed protection requires cooperation among multiple agencies and stakeholders.

Action 19. **Continue to convene a multi-organization forum for communication and coordination about watershed protection activities.**

Multiple players have roles in watershed stewardship and protection on Salt Spring Island. Since 2013, coordination has been driven by the Salt Spring Island Watershed Protection Alliance under the leadership of Islands Trust. Partner agencies are committed to continuing an interagency forum to advise on regional, local, and provincial government policies. The way that coordination is currently structured will be re-evaluated as part of implementation of the governance review in order to ensure that this effort is efficient, effective, and satisfying for the organizations and individuals involved.

Watershed Protection Governance and Coordination: Priority Projects

- Complete review of current governance arrangements for watershed protection coordination building on work commenced in 2022 including review of funding arrangements and interagency coordination mechanisms.
- Work with interested First Nations to identify their priority projects and interests related to watershed protection on Salt Spring Island.

Figure 1(Excerpt from Salt Spring Island Watershed Protection Plan 2022-2032)

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 objective of this initiative is to confirm a preferred governance model that allows for the coordinated, cost efficient implementation of the Salt Spring Island Watershed Protection Plan 2023-2032.

See staff report of December 14, 2023 on page 121 here for fulsome discussion and project charter for this project.

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

Since 2013 SS LTC has funded the coordination of watershed protection work on Salt Spring Island through the Salt Spring Island Watershed Protection Alliance (SSIWPA). In July 2023 SS LTC signalled a desire to see coordination of SSIWPA transfer to the Capital Regional District (CRD). However, CRD will not be in a position in the 2025/26, or 2026/27 fiscal year to administer a SSIWPA-like entity. Despite SS LTC retaining responsibility for coordination of the Salt Spring Island Watershed Protection Plan 2023-2032, staffing shortages have led to an ongoing in ability to significantly advance this project. If it can be advanced in the medium term, results/deliverables of this funding request will be as follows:

- Multi-agency agreement on the best way to coordinate and advance implementation of the Salt Spring Island Watershed Protection Plan 2023-2032;
- ~~Assist the Capital Regional District to develop a Drinking Water and Watershed Protection Service if requested;~~
- Engage First Nations on priority watershed protection actions; and
- A public meeting to share progress on implementation of the WPP and solicit input.

Proposed project spending is as follows:
$5,000 – "Big tent" meeting of agencies, NGOs and water-interested individuals
$10,000 – First Nations engagement
$40,000 – ~~Consulting~~ Contracted services to ~~either: a) develop a terms of reference for a Drinking Water and Watershed Protection Service; or b)~~ Support watershed governance decision-making process.

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

The principal risk to the success of this project is the ability of each agency to resource meaningful investment at the staff and political levels in the exploration and advancement of watershed governance alternatives.

A core risk in the 2025-2026 Fiscal Year has been limited staff availability to undertake this work.

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: Maintain SSIWPA to coordinate the Watershed Protection Plan (WPP) implementation using unspent special property tax requisition funds
Benefits – SSIWPA membership and structure is already in place.
Risks – (1) Maintaining SSIWPA would require successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA's success in coordinating watershed protection action has been limited.
Financial implications – None, provided that work is contained to the available budget.
Resource requirements – This would be a net reduction in staff resource requirements, but would still require resources not available at this time, given the OCP-LUB Project and ongoing staff shortages.
Other implications – N/A

Option 2: Maintain SSIWPA to coordinate Watershed Protection Plan (WPP) implementation using a new special property tax requisition
Benefits – (1) SSIWPA membership and structure is already in place. (2) May ensure delivery of the project in a sooner timeline.
Risks – (1) Maintaining SSIWPA requires successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA's success in coordinating watershed protection action has been limited; (3) Special property tax requisition for Salt Spring Local Trust Area may be politically unpopular. (4) *Financial implications* – New special property tax requisition required

Resource requirements – This would increase staff resource requirements, as staff would have to both manage the SSIWPA coordinator in addition to driving the exploration of watershed governance options.
Other implications – N/A

Option 3: Do not coordinate WPP implementation
Benefits – Staff time can be re-allocated to other priority projects.
Risks – multi-agency implementation of SSI WPP will be compromised.
Financial implications – If SS LTC does not fund WPP implementation initiatives related to governance, it could, with confirmed completion of SSIWPA coordination and the purpose for which special property taxes were received, use unspent special property tax requisition funds to support action items with the WPP.
Resource requirements – Unclear, as if SS LTC does not coordinate WPP implementation, the project would likely refocus to implementing LTC-assigned actions under the WPP.
Other implications – N/A

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.)*

(1) LTC clarity of purpose; an
(2) Multi-agency commitment

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

That the SS LTC requests Islands Trust Council to ~~FPC~~ include a draw of $55,000 from unspent special property tax requisition funds in fiscal ~~2025/2026~~ 2026/27 to continue to support ~~Watershed Protection Plan 2023-2032 Coordination.~~

- Coordinating and assisting in the determination of regional, improvement district and government
- of British Columbia policies;
- Coordinating the implementation of regional, improvement district and government of British Columbia policies; and
- Coordinating the carrying out of regional, improvement district and government of British Columbia policies;
- As per Trust Council Bylaw 154.

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.)*

In 2022 SS LTC funded the development of the Salt Spring Island Watershed Protection Plan 2023-2032, a multiagency plan to better protect the Island's freshwater resources. The plan was created with the active participation of the CRD, North Salt Spring Waterworks District, and the Province. The final report was received by SS LTC in 2022. This plan now needs a collaborative mechanism to advance its implementation. SSIWPA could provide such a vehicle, however there are sufficient uncertainties at each signatory agency around plan implementation that staff-to-staff meetings are more appropriate than public meetings at the present time to work through these issues together.

Proposed SS LTC spending on this initiative in fiscal 2026/27 does not require new taxation as it will be drawn from **unspent special property tax requisition funds**.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. 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 (i.e.: external competition, government-restricted internal competition, etc.)*

Project spending will be undertaken in accordance with Islands Trust Procurement Policy 6.5.3.

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?)*

Should staffing availability improve, Completion of the proposed results and deliverables would be undertaken by staff in coordination with LTC. Staff will advise LTC prior to restarting this work.

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 project will require at least 100 staff hours at the Island Planner level, although the actual amount will depend largely on whether progress is made during early inter-agency meetings.

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*?)

This project entails an exploration and potential creation of new governance options for watershed protection on Salt Spring Island in coordination with the Capital Regional District, North Salt Spring Waterworks District and the Government of British Columbia. Engagement is likely to bring change, but any change to deliverables, timeline, or budget would be reported to LTC for consideration and subsequent notification undertaken as necessitated by Islands Trust Council Policy.

Requested by: Salt Spring Island Local Trust Committee

Prepared by: Chris Hutton, Regional Planning Manager/September 27, 2024

Amended by: Stefan Cermak, Director Planning Services / November 7, 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).

Updated information provided in blue font – November 2025.

TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* Salt Spring Island Local Trust Committee	**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:** Communications and education materials; meeting costs; specialized skills and equipment to remove well monitors
Department: **Planning Services**	
Name of Request: **Salt Spring Island Groundwater Sustainability (Well-Monitoring)**	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $16,500 **Amendments made by staff in blue to address Trust Council Bylaw 154. Requires approval by SS LTC.**	
Date of Submission to Finance: September 12, 2025	**Funding Required for (date range):** April 1, 2026 to 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.*

Salt Spring Island Watershed Protection Plan, 2023-2032, dated March 2023 – identifies continuing groundwater wells and lake level monitoring program.

Islands Trust Freshwater Sustainability Strategy. Dated December 2021. Monitoring wells part of groundwater sustainability science program and watershed sustainability science program. Well data collected informs state of freshwater report.

Trust Council Strategic Plan, 2025-2028. Key Initiative 2.1.3 – Update and Implement Freshwater Sustainability Strategy.

Islands Trust Council Bylaw No. 154 – bylaw delegating certain powers of the Islands Trust Council to the Salt Spring Island Local Trust Committee related to preservation and protection of water resources in the Salt Spring Island Local Trust Area. ***Not applicable to this project.***

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 Salt Spring Island Local Trust Committee, via SSIWPA, partnered with land owners in 2018 to install ground water and surface water monitoring stations. Further data retrieval is required as is planning for data loggers end of life and their retrieval. This business case is brought forward as a strategy to mitigate financial risk of excess cost to retrieve well loggers.

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.*)

Results/deliverables of this funding request are:

- Removal of ground water and surface water monitoring stations at Islands Trust's cost (as needed) with available funds
- Routine maintenance of data loggers

Public presentation of Ground Water and Surface Water Monitoring Pilot Project Results

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.)*

This business case is brought forward as a strategy to mitigate financial risk of excess cost to retrieve well loggers.

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: Not set aside funding for data logger removal
Benefits – May find ways to allocate funds to other freshwater projects, but this would require other work that is not planned at this time. Funds cannot go back into general revenue.
Risks – When data loggers are to be removed, other funding will be required. This is a liability as funds would not be set aside for this purpose and would inevitably be an unplanned expense.
Financial implications – Unplanned expense at some time in the future
Resource requirements – Most loggers can be removed by the freshwater specialist, but some loggers will require specialized equipment and skills of a pump installer.

Option 2: Remove data loggers now
Benefits – Money would be spent and liability managed
Risks – Owners are under the impression that the removal is at the time of their choosing and may not appreciate the turn-around on policy.
Financial implications – Would use funds, but may involve a need for additional funds to
Resource requirements – Staff time required to engage property owners, remove monitors, and hire professional services where necessary.
Other implications – Compression and contracting out of other major projects was intended to provide additional capacity to SS LTC, and this would use up some of that time. Staffing availability may continue to be limited to achieve this.

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.)*

Whether following the recommended option or not, the primary success factor at this stage is to minimize financial liability caused be removal of a specialized well monitor.

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

Provide same funding as the 2024-2025 fiscal year to support the ongoing collection of well monitoring data.**

Estimated expenses associated with conclusion of the pilot project are:
$1,500 – to host a Community Information Meeting to share data and analysis derived from the monitoring pilot project; and
$15,000 – to remove any groundwater data loggers that require the assistance of a licensed pump installer.

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.)*

Removal of the data loggers at the request of land owners is non-negotiable.

*** <u>Note</u> that special property tax funding requisitioned for the coordination of water management on Salt Spring Island is not available for this project. Trust Council Policy 6.3.2 Special Property Tax Requisition, Section 6.3 is clear that the special property tax funds may only be used for the program they were requisitioned for, unless that program has concluded, and the funds are therefore no longer required for that program. The water management coordination program has not concluded.*

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.)*

Spending on the Salt Spring Island Groundwater Sustainability Strategy will be done in accordance with Islands Trust Procurement Policy 6.5.3.

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

Under the recommended option, there is no anticipated timeline for the removal of data loggers.

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.)*

Participation of the Freshwater Specialist and a Salt Spring Planner is required to bring this information forward.

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*?)

Upon request to remove the data loggers, a final report would be prepared the data would be documented as attached to various data sets for future planning information and reference. A privacy impact assessment or review would be conducted to ensure that this data is handled in accordance with legislative and policy requirements.

Requested by: Salt Spring Island Local Trust Committee

Prepared by: Chris Hutton, Regional Planning Manager/September 8 2025

Amended by: David Marlor, Director of Legislative and Information Services / November 7, 2025

Amended by: Stefan Cermak, Director of Planning Services / November 7, 2025

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	October 22, 2025
From:	**Trust Programs Committee/Regional Planning Committee**	**Date Prepared:**	October 10, 2025
SUBJECT:	**Trust Area Resilience Assessment Initiative**		

Note: January 16, 2026 updates entered in blue font in follow-up section**.**

PURPOSE: To advise Financial Planning Committee of resolutions of Trust Programs Committee and Regional Planning Committee regarding a request for $150,000 in funding for projects related to Trust Area data acquisition and ecosystem health and community resiliency indicators that are assigned through the Strategic Plan for which business cases have not yet been drafted.

BACKGROUND:

Trust Council's 2025-2028 Strategic Plan includes a focus on:

- acquiring and updating mapping layers,
- development of ecosystem health and other indicators,
- development of a growth management framework based on data,
- trend monitoring and reporting, and sharing of data and
- sharing of related information with partners and the public.

These activities are crucial to informed decision-making and to understand effective implementation of the preserve and protect mandate. Relevant key initiatives from the 2025-2028 Strategic Plan are below.

FOCUS AREA	GOALS & DESIRED OUTCOMES	STRATEGIC DIRECTIONS	KEY INITIATIVES Top priority for current council term · Priority for current council term · To be initiated 2026-2027 · Initiation timeline TBD	LEAD
Growth Management & Community Resiliency	Defined capacity constraints and indicators inform decision making	2.1 Support proactive land use planning and establish limits to growth using evidence-based data	2.1.1 Work with other agencies to facilitate data gathering / share in the development of environmental indicators	TPC
			2.1.2 Develop a growth management planning framework that includes data on growth trends and projections, geological and hydrological capacities, infrastructure, and development rates	RPC
			2.1.3 Update and implement Freshwater Sustainability Strategy (2022-2032)	RPC
Ecosystem Health & Integrity	Diverse community members/groups are invested in revitalizing ecosystems and expanding protected areas	3.2 Improve understanding and monitoring of ecosystem health	3.2.1 Identify indicators of ecosystem health and integrity	TPC
			3.2.2 Update the State of the Islands Report	TPC
			3.2.3 Develop a shared inter-agency ecosystem health indicator toolkit for citizen groups, conservancies, and other agencies	TPC
			3.2.4 Monitor progress of protection of ecosystem health in all land use planning decisions	RPC/LTCs
	Marine and foreshore ecosystems are healthy	3.3 Strengthen marine and foreshore protection practices	3.3.1 Map eelgrass and kelp forests	RPC
Climate Change	Land use decisions are informed by data and ongoing monitoring to manage and adapt to climate risks	4.1 Identify the Trust's mandate and role related to climate change	4.1.1 Develop a climate action strategy, set baseline data and targets	TPC
			4.1.2 Partner with agencies and others to share climate data	TPC

In June 2025, Trust Council confirmed that key initiatives in blue required business cases for the upcoming 2026/27 budget development cycle.

At its meeting on July 18, 2025, Regional Planning Committee (RPC) considered a business case about Key Intiative: **2.1.2 development of a growth management planning framework**. RPC passed the following motion:

> **That Regional Planning Committee request that the business case for the Development of a Growth Management Planning Framework be revised as a multi-year strategy, and that staff assess how the biologist's work on ecosystem indicators, and build out maps and suitable land analysis tools be incorporated in that framework, before the next stages are envisioned.**

Staff discussed internally and acknowledged the need for:

- a comprehensive approach based on a collaborative, multi-department review of available internal and external data and mapping layers,
- scan of best practices in comparable organizations, and
- assessment of desired needs in the context of a possible new Policy Statement, review of the Freshwater Sustainability Strategy, and upcoming work to develop a new Islands Trust Conservancy Regional Conservation Plan (extended to December 2029) and Securement Strategy.

At its meeting on July 30, 2025, Trust Programs Committee (TPC) received information from RPC's July 18, 2025 meeting and a staff briefing about the opportunity to plan the related Strategic Plan projects as a multi-year, cross-department approach to growth management/land protection planning and associated indicator development, monitoring and reporting, in a manner that considers the mapping and information resources required to fully implement the draft Policy Statement. Trust Programs Committee then passed the following motion:

That Trust Programs Committee recommend that Financial Planning Committee add $150,000 to the draft 2026/27 budget to support advancement of the 2025-2028 Strategic Plan, as of July 2025, key initiatives 2.1.1, 2.1.2, 2.1.3, 3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.3.1, 4.1.1 and 4.1.2, in cooperation with First Nations and in a manner that considers the Islands Trust Conservancy's plans for ecosystem mapping and analysis, through development of a business plan for a multi-year, joint Trust Programs Committee/Regional Planning Committee-led project to fund a:

1. **Consultant (selected via Request for Proposal) to:**
   - **conduct needs assessment and**
   - **develop strategy for:**
     - **data/mapping layer acquisition,**
     - **partnership development,**
     - **data analysis,**
     - **indicator development, monitoring and reporting.**

2. **Capacity funding to support involvement of First Nations' staff in development and implementation of the project.**

3. **Strategy development for long-term funding, investigation of the use of reserve funds, and potential grants.**

At its meeting on September 9, 2025, Regional Planning Committee (RPC) passed the following motions:

That Regional Planning Committee indicate support for Trust Programs Committee resolution *TPC-2025-063* and requests staff to develop a business case with appropriate budget for Phase 1 (initial development) of a multi year project related to ecosystem health and community resiliency indicators, scoping in relevant agencies, academics, First Nations partners, that will co-develop the project framework and methodology.

That Regional Planning Committee request staff to develop a strategy for long term funding, investigation of the use of reserve funds, including funding partnerships and potential grants, as indicated in resolution *TPC-2025-063*.

ATTACHMENT(S): None.

FOLLOW-UP: January 16, 2026 update: Due to a lack of available time for existing staff, and because the person hired into the researcher position was unable to start in the position, the planned follow-up actions set out have not occurred. Staff intend to consider the topics raised in this briefing as part of Policy Statement implementation discussions. Trust Area Services intends to create a temporary researcher position to research needs, available data, best practices, potential partnerships, potential grant funds, etc and develop a business case and project charter for Trust Council consideration in December 2025 (at time of writing strike action is impacting hiring processes).

The business case will address a multi-year, cross-department approach to growth management/land protection planning and associated indicator development, monitoring and reporting. This will necessarily consider the mapping and information resources required to fully implement the draft Policy Statement.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: David Marlor, Director, Legislative and Information Systems/October 15, 2025

Stefan Cermal, Director, Planning Services/October 16, 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).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):
Information Services</td><td rowspan="4"><u>Budget Source</u> (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:
____________________</td></tr>
<tr><td>Department:
Information Services</td></tr>
<tr><td>Name of Request:
Electronic Document Management Solution</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

$55,000 =
$46,500 software one-time purchase
$8,500 annual service</td></tr>
<tr><td>Date of Submission to Finance:

09/19/24</td><td>Funding Required for (date range): 2026-2027</td></tr>
<tr><td colspan="2">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.

Approval by Executive Committee on October 29, 2025

<u>Islands Trust Records Management System Bylaw</u> – this bylaw sets out the requirements for management of records at the Islands Trust, and requires that the Records Management System must maintain the integrity and authenticity of records made or kept in the usual and ordinary course of business.</td></tr>
</table>

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.)*

Our current document management system lacks advanced electronic monitoring and security features, leading to several challenges:

- Regulatory Compliance Risks: Difficulty in meeting industry standards and regulatory requirements.
- Security Vulnerabilities: Insufficient protection for sensitive documents, and no controls on folder creation, where documents are stored.
- No version control resulting in multiple copies of documents and multiple versions being kept on the system.
- Inefficient Document Retrieval: Time-consuming and error-prone document search and retrieval processes.
- High Administrative Overhead: Increased manual effort and potential for human error in document handling.
- Prone to accidental moving or deleting of records and folders.

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.*)

Projected Results (Objectives):

The migration to an off-the-shelf electronic document management system, including contracting their data migration services, aims to achieve:

- Enhanced Document Security: Advanced security features to safeguard sensitive information.
- Improved Compliance: Support for regulatory compliance and industry standards.
- Efficient Document Retrieval: Advanced search and indexing capabilities for quicker document access.
- Streamlined Workflows: Automation of document workflows to increase productivity.

Deliverables (Proposed Solution)

- Advanced Security Features: Role-based access controls, audit trails, and encryption.
- Compliance Tools: Features that facilitate adherence to regulations such as GDPR, HIPAA, and ISO.
- Efficient Retrieval: Full-text search, metadata tagging, and custom indexing.
- Workflow Automation: Tools for automating approval processes and task management.

To ensure a smooth transition, we propose contracting the vendor to handle the data migration. This will:

- Ensure Data Integrity: Professional management of the migration process to prevent data loss or corruption.
- Minimize Disruption: Reduce the impact on daily operations by leveraging FileHold's expertise.

The project will involve the following steps:

1. Review and update of the record retention policy – this would be undertaken by legislative services staff be completed Spring/Summer 2026
2. Creation of a document folder system in the new file management software that largely mirrors the Microsoft Windows file folder system we have currently. This work would be completed after purchase and installation of the software by Information Services staff.
3. Creation of permission groups for the various documents, and application of those permissions. For the first time, this will allow read-access for trustees to certain documents and folders.

4. Training for staff will be undertaken by department, and timed to allow them to use it right away. This will likely involve staff using the system to store new files, with the old EDM still available to access files not yet migrated.
5. Migration will likely take two forms. The first is those folders that are “clean”, such as final repository for documents, will be migrated in bulk with assistance from the vendor. Other folders will be migrated once they have been cleaned up, but will remain available to staff in the old system until then.
6. A project plan will be developed for the training, migration and on-going staff support during the transition. The work if started in 2026 would likely take a year to completion to allow for the clean up of files on our current system, and time for staff to adopt the new system.
7. Files on the existing LAN will be reviewed by records management staff and relevant directors/managers; many of the files are working files that are transitory and these would not be migrated to the new system and instead would be destroyed.

The end result will be all Islands Trust electronic documents will be stored in a secure electronic library. This system will allow people with permissions to check out items, and then put them back once done with them. The system will track versions, enforce naming conventions, ensure appropriate metadata is attached to the file, track who accesses the file, and assign permissions for access to the file. The system will provide for easy reporting on file retention, identifying those ready for destruction; at present this is done manually.

Once in place, our records management system will meet Provincial standards for security and robustness. This will then allow us to begin retaining legal documents, such as signed bylaws, and other documents we currently keep in fire proof filing cabinets. It will also allow us to scan into the system those documents kept in the warehouse that we must permanently keep, reducing our need to store files off-site. The warehouse storage is costing us about $23,000 per year.

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.)*

A. Potential Risks:
- Data Migration Issues: Risk of data loss or corruption during migration.
- User Resistance: Possible resistance to adopting the new system.
- Implementation Delays: Potential delays due to unforeseen issues.

B. Mitigation Strategies:
- Thorough Testing: Ensure comprehensive testing to safeguard data integrity.
- Change Management: Implement a change management plan to address user concerns and facilitate adaptation.
- Contingency Planning: Develop plans to address potential delays and issues.

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 (recommended). A off-the shelf software solution, that has a perpetual license (one time fee) and robust and on-going support structure.

Option 2: build a system in-house. This would be a bespoke system and require a lot of time for coding and development. The work would be beyond staff capacity. This option would require internal support and updates.

Option 3: Third party subscription-based cloud service. This could offer a robust file management system, and in some instances hosted on local servers, it would be more expensive and subject to the annual licensing fees.

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 are critical success factors in the implementation of a new electronic document management system:

- Assessment: Evaluate current needs and plan the migration strategy with the vendor.
- Configuration: Vendor configures the system according to our requirements.
- Data Migration: Vendor handles the migration of existing documents and data.
- Training: Provide training for staff on the new system.
- Go-Live: Transition to Vendor, with ongoing support during the initial phase.

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

Option 1 Off the shelf software with perpetual license.

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.)*

Migrating to an off the shelf soft ware solution, with the inclusion of contracted data migration services, presents a strategic investment in our document management capabilities. The advanced security, compliance, and operational efficiencies offered will significantly benefit our organization. Despite the initial costs and resource requirements, the long-term gains in productivity, security, and compliance justify the investment.

Further, implementation of a robust solution for records management will allow is to reduce the storage of paper files in the warehouse. This is cost the Islands Trust $23,000 per year. Files that need to be kept can be digitised (a separate project) and those that can do not need to be kept can be destroyed.

A records management solution will also allow us to share specific files with trustees, addressing a request by Trust Council to provide more access to trustees in an organised way to routine documents. Security features in the software will make this a possibility without the need to duplicate documents and place in a separate folder.

Finally, the solution will allow Islands Trust to be compliant with the Provincial guidelines for records management and consistent with Trust Council bylaw on records management.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. 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 (i.e.: external competition, government-restricted internal competition, etc.)*

As per the Islands Trust procurement policy.

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?)*

- Assessment: Evaluate current needs and plan the migration strategy with FileHold.
- Configuration: FileHold configures the system according to our requirements.
- Data Migration: FileHold handles the migration of existing documents and data.
- Training: Provide training for staff on the new system.
- Go-Live: Transition to FileHold, with ongoing support during the initial phase.

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.)*

IS Management / Coordinator ~ 40-60 hours to supervise the implementation and setup training sessions for staff.
Training of – 3-5 hours per staff member
File migration consults – IS - ~50 hours
Stakeholders from each group (1 per group) - ~5-8 hours each.

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*?)

No concerns – coordination of this project will be carried out by IS Project Management

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Requested by (Committee or Business unit): David Marlor, Director of Legislative Services and Information Services

Prepared by (name, title)/date: Jeffrey Lloyd, Senior Technical Analyst / 09/06/2024

Reviewed by (name, title)/date: Dave Beeston, IS Coordinator / 09/06/2024

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):* **Galiano Island Local Trust Committee**	**<u>Budget Source</u>** (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: ________________________** For fiscal year 2026-27: - Community consultation, First Nations consultation and capacity funding, and legal contingency
Department: **Planning Services**	
Name of Request: Galiano Island Targeted OCP Review Project	
$ Value of Request: **Fiscal Year 2026-27 - $15,000** **Fiscal year 2027-28 - $10,000**	
Date of Submission to Finance: LTC resolution: July 8, 2025	**Funding Required for (date range):** **April 1, 2026 – March 31, 2027**

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

Islands Trust Council *Strategic Plan 2025-2028* includes the following key initiative:

2.2.2: Update OCPs and LUBs to incorporate new Policy Statement Policies
4.2.3 Update OCPs and LUBs to foster climate change resilience (considering topics such as Coastal Douglas-fir protection, foreshore and nearshore environments, and groundwater)

ISSUE/OPPORTUNITY:
The Galiano Island OCP has not been substantially updated since 2012. The review will substantially update the OCP to address a number of Local Trust Area issues and Islands Trust Strategic objectives.

The proposed OCP review will address:

- First Nations Reconciliation - the project will involve engagement with First Nations, including providing capacity funding if requested.
- Islands Trust Policy Statement implementation: an updated Policy Statement is anticipated to be adopted this term and all subsequently adopted bylaws, including a new or amended OCP, must not be contrary or at variance with the Policy Statement.
- Housing: reviewing and updating policies to support housing diversity, based on options in the Islands Trust Housing Toolkit.
- Review and update development permit areas: review effectiveness, particularly DPA for protection of the natural environment, and consider amendments based on model DPAs.
- Forest Policies: review, specifically based on recent applications for F1 rezonings involving land transfers.
- Transportation: review policies generally and road network plan policies specifically.
- Other areas, generally of a technical nature.

PROJECTED RESULTS/DELIVERABLES: the project would result in targeted amendments to the OCP.

RISK ASSESSMENT: There are several contingencies that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages. Extensive support is anticipated to be provided by the Island Planner.
2. First Nations' capacity and timing may not align with project timelines.
3. The LTC may choose to not proceed with amendments.
4. Costs may exceed the budget due to consultation, capacity funding requests, or other factors.

ALTERNATIVES CONSIDERED:

If the project is not funded for Fiscal 2026-27:

Option 1: Proceed with the initiative as a Minor LTC Project – this would limit the project budget to a maximum of $5,000 for the fiscal year.

Option 2: Defer: the completion of project could be deferred to a future fiscal year.

CRITICAL SUCCESS FACTORS: The project would be considered successfully completed if relevant amendments to the OCP are adopted. Ultimate success would be measured over the longer term through implementation of OCP policies through Land Use Bylaw amendments and other initiative.

RECOMMENDED OPTION: The recommended option is to fund the initiative at the requested amount of $15,000 for the coming fiscal year. This provides sufficient funding to complete the project.

COST/BENEFIT ANALYSIS:
<u>Quantitative Analysis:</u> $15,000 for fiscal 2026-27 for:

- Community consultation, including special APC(s) - $5,000

- First Nations consultation and capacity funding - $5,000 - Legal contingency - $5,000 Qualitative Analysis: project would benefit from efficiencies associated with similar projects in other LTA and build on those experiences, in particular completion of the Gabriola OCP Review.
PURCHASING PROCEDURE: N/A
PROPOSED IMPLEMENTATION STRATEGY: The project is proposed to be completed over two fiscal years, with final year consisting of on-going consultation, drafting and review of bylaws, legislative process, and implementation. An update of the LUB to implement OCP policy amendments would be recommended to follow.
STAFF RESOURCING: The project would be managed by a planner assigned from the Regional Planning Team, estimated at 0.25 FTE, with support from the Island Planner (0.25 FTE), RPM (up to 0.10 FTE), admin support (0.10 FTE) and support from the Senior Indigenous Relations Advisor, the Senior Freshwater Specialist, mapping and communications staff as needed.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: N/A

Requested by (Committee or Business unit): Galiano Island Local Trust Committee

Prepared by (name, title)/date: Robert Kojima, June 30, 2025

Reviewed by (name, title)/date:

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by: Director, Planning Services **Business Area:** Planning Services **Name of Request:** **Permanent Biologist -** Planning Services (1.0 FTE) **Value of Request, 2023/24:** $115,288* – base salaries & benefits $ 5,075 Travel, Training, Professional Fees	**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, Full-time** ☐ **Temporary, FT/PT** Temp Duration: ____________ ☐ **Other – please describe:** ____________
Date of Funding Request Submission: September 3, 2025 Amended Oct. 1, 2025 as per Executive Committee	**Funding Required for (date range):** April 1, 2026 – March 31, 2027 + annual ongoing

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

- **Islands Trust Act, Section 3:** The object of the Trust is "to preserve and protect the Trust Area and its unique amenities and environment for the benefit of residents… and of the Province generally."
- **Trust Council Strategic Plan 2025–28:**
  - *2.1.1, 2.1.2, 2.1.3* – Climate resilience and cumulative impacts.
  - *3.2.1–3.2.4* – Identify and monitor ecosystem health indicators.
  - *3.3.1* – Shoreline protection.
  - *4.1.1, 4.1.2* – First Nations engagement in stewardship.
- **Policy Statement:** Directives on ecosystem protection, cumulative impacts, and reconciliation.
- **Islands Trust Conservancy science priorities:** Ecosystem mapping, conservation analysis.

- **Local Trust Committee Work Programs:** Require ecological expertise to inform land use bylaws, OCP updates, and policy development.

A permanent Biologist directly advances these directives and ensures they are implemented consistently in planning work.

ISSUE/OPPORTUNITY:

The Trust currently relies on a temporary biologist (funded by ECCC until March 2026). This position has proven essential in:

- Supporting planners with ecological review outside their expertise.
- Ensuring consistent, science-based advice across the Trust Area.
- Providing professional biologist input and review of key initiatives including Suitable Land Analysis, implementing biology into land use decisions, researching indicators and related data for Strategic Plan.
- Reducing delays and confusion for applicants by clarifying ecological requirements.
- Strengthening relationships with First Nations, NGOs, community groups, and partner governments.

A permanent biologist within Planning Services will:

- Deliver on Trust Council's legislated preserve-and-protect mandate.
- Overcome critical capacity issues to directly implement Strategic Plan priorities (ecosystem health indicators, cumulative impacts, climate resilience, First Nations stewardship).
- Provide scientifically grounded advice on applications and bylaws, reducing reliance on costly consultants.
- Improve organizational efficiency, reduce risk, and increase public confidence.
- Improve organizational integration between Trust Area Services, Islands Trust Conservancy, and Planning Services

Without a permanent biologist, planners will again shoulder ecological assessments without specialized training, applicants will face higher costs for private consultants, and the Trust risks weaker planning decisions, slower approvals, and diminished credibility. Without a permanent biologist, Planning Services will not have the professional expertise or capacity to deliver on some of Trust Council's strategic plan priorities.

PROJECTED RESULTS/DELIVERABLES:
Adding a permanent Biologist to the planning services team will result in the following benefits:

- Overcome critical capacity to implement Trust Council Strategic Plan 2025-28– specifically:
  - *2.1.1, 2.1.2, 2.1.3* – Climate resilience and cumulative impacts.
  - *3.2.1–3.2.4* – Identify and monitor ecosystem health indicators.
  - *3.3.1* – Shoreline protection.
  - *4.1.1, 4.1.2* – First Nations engagement in stewardship.
- Improved decision-making for LTCs and Trust Council.
- Stronger alignment with First Nations and intergovernmental partners.
- Consistent ecological review of planning applications, bylaws, and projects.
- Increased efficiency for planners (~150 hours/year saved).
- More equitable, predictable review of environmental reports for applicants.
- Enhanced public trust in the Trust's ability to deliver on its legislated mandate.

RISK ASSESSMENT:

- In-house ecological expertise reduces the risk of legal challenges, ensures regulatory compliance (e.g., species at risk, riparian areas, marine habitats), and mitigates reputational risk.

ALTERNATIVES CONSIDERED:

Option 1: Hire permanent 1.0 FTE Biologist (Recommended)

- *Benefits:* Strategic alignment; institutional knowledge; consistent, equitable, science-based ecological expertise; efficiency gains (e.g. planner time saving)
- *Risks*: Increased operating budget in constrained year.
- *Financial implications*: $122,270 annually,
- *Resource requirements:* Hiring and onboarding process (feasible to reduce resource requirements if competition successfully held internally).
- *Other*: Strong recruitment pool exists for this role; Improves applicant experience and public trust

Option 2: Part-time (0.5–0.6 FTE)

- *Benefits*: Reduced cost (~$65,000–$75,000/year).
- *Risks:* Recruitment challenges; reduced capacity; inability to meet demand
- *Financial implications:* ~50% of full cost, but less than 50% of impact
- *Resource requirements*: Similar hiring effort.
- *Other:* May create bottlenecks due to limited availability

Option 3: Hire auxiliary (one year - temporary) 1.0 FTE

- *Benefits:* Strategic alignment; institutional knowledge; consistent, equitable, science-based ecological expertise; efficiency gains (e.g. planner time saving)
- *Risks*: Increased operating budget in constrained year; limited ability to implement Trust Council strategic initiatives; recruitment challenges; inability to meet long term demand; limited integration into long term decision making.
- *Financial implications*: $115,288 for one fiscal period,
- *Resource requirements:* Hiring and onboarding process (feasible to reduce resource requirements if competition successfully held internally).
- *Other*: Strong recruitment pool exists for this role; Improves applicant experience and public trust

Option 4: Do Nothing (no hire)

- *Benefits:* No new budget allocation.
- *Risks*: Planners continue ecological review outside expertise; slower processes; applicants face higher costs for private consultants; increased risk of weak or challenged decisions; reduced strategic alignment.
- *Financial implications*: $0 direct cost, but hidden costs borne by applicants and staff capacity.
- *Resource requirements*: None.
- *Other:* Weakens credibility in delivering preserve and protect mandate.

CRITICAL SUCCESS FACTORS:

- Dedicated budget allocation for the FTE.
- Timely recruitment and onboarding.
- Ongoing integration of the biologist into planning workflows.
- Support from management and Trust Council for embedding ecological expertise as core capacity.
- If unmet, risks include weaker ecological review, reduced planner efficiency, and greater reputational/financial exposure.

RECOMMENDED OPTION:

Option 1: Hire a permanent 1.0 FTE Biologist in Planning Services.
This option provides consistent, science-based ecological expertise, improves efficiency, reduces risks, and supports both the Islands Trust Act mandate and Trust Council's 2025–28 Strategic Plan.

COST/BENEFIT ANALYSIS:

Quantitative Discussion:

- *Annual cost: $155,288*
- *Planner efficiency: Biologist reviews reports ~2x faster than planners, saving ($8,000 value).*
- *Risk avoidance: Reduces likelihood of legal, reputational, or regulatory challenges ($25,000–$50,000+/case avoided).*
- *Applicant costs**:** Lower private consultant reliance (indirect public savings).*

Qualitative Discussion:

- *Advances the legislated preserve and protect mandate.*
- *Builds trust with First Nations, partner governments, and the public.*
- *Provides consistent and equitable ecological expertise across the Trust Area.*
- *Strengthens the reputation of Islands Trust as a science-based planning authority.*
- *Retains institutional knowledge and continuity.*

Net Cost/Benefit: When avoided consultant fees and planner time are factored in, the effective "net new" cost of a permanent biologist could be closer to $10,000–$20,000/year — essentially budget neutral.

PURCHASING PROCEDURE:

No procurement process as this is not a procurement of goods or services, but a hiring of staff. A hiring process will be undertaken in accordance with standard PSA hiring practices, including: posting of job to external sources, collection and review of resumes, skill testing, interviews, reference and criminal record checks, offer letters, on boarding and training of new staff.

PROPOSED IMPLEMENTATION STRATEGY:

Hiring process initiated mid-March 2026 upon budget approval, screening and interviews in April 2026 with anticipated new hire start date in May 2026 – unless successful applicant is an in-house candidate.

STAFF RESOURCING:

Pre-hiring activities:

- Director, Planning Services – draft job description for new staff (completed), screen applicant resumes, prepare and mark written assessment for applicants, conduct interviews, conduct reference checks, conduct offer – estimated 35 hours
- Employee Services Coordinator – administer job posting/resume collection/administer written assessments and interview scheduling, prepare offer letter, file for criminal record check – total 5 hours
- Interview Panellists (DPS + likely 2 others) – conduct interviews and post-interview discussions, 1.5 hours/interviewee per panellist.

Post-hiring activities:

- Director, Planning Services – training/orientation with new staff, 2-3 months
- Employee Services Coordinator – process new hire paperwork, schedule/deliver basic new hire orientation and on boarding sessions – total 15 hours
- Others across organisation – orientation to other departments and relevant processes – 1 week

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Internal communication to staff upon approval.
- Position posted to BC PSA and external sites.
- Coordination with Islands Trust Conservancy to maximize cross-departmental value.
- Collaboration with First Nations to integrate ecological expertise in stewardship work.

Attachment:

- Job Profile, Biologist
- Organizational Chart

Director, Planning Services	September 3, 2025 Updated October 1, 2025
Initiator Title	Date
Reviewed by Department Lead: Title	Date

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):* Legislative and Information Services **Department:** Legislative and Information Services **Name of Request:** GIS Analyst position (1.0 FTE) **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):* FY 2026/27: $73,722 Subsequent years: $98,296 plus automatic step increases, and negotiated increases per BCGEU	**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) **X** **Permanent** ☐ **Temporary** Temp Duration: ______________ ☐ **Other – please describe:** ______________________
Date of Submission to Finance: October 15, 2025	**Funding Required for (date range):** July 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.*

Approved by Executive Committee on October 29, 2025

Adding a GIS Analyst position in 2026 will support the GIS/IS team to complete existing work that is currently done by contractors, and provide capacity to implement new projects as part of the larger focus on GIS by Trust Council, ITC, Executive Committee and council committees. While the rest of the Islands Trust staff has grown, the GIS team has not and the additional staff (planning, conservancy and bylaw) all rely on the mapping products, analysis, tools and online web mapping applications that the GIS team oversees. This is a lot of day-to-day work as well as special projects for the two current resources in GIS.

At its September 2025 meeting Trust Council received the information below and passed the following resolution:

> **That Trust Council establish 2026/27 budget guideline that funding for Geographical Information Systems be prioritized for initiatives in the 2025-28 strategic plan.**

At the July 22, 2025 joint meeting between the Islands Trust Conservancy Board and the Executive Committee there was a robust discussion about the need for a strategic, long-term approach to updating and acquiring new ecosystem information, and for indicator monitoring that considered both financial planning and staffing resources.

The Islands Trust Conservancy Board subsequently passed the following motion:

> **That the Islands Trust Conservancy Board indicate its strong support for robust geographic information systems, 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. (ITC-EC-2025-001)**

On July 23, 2025 Executive Committee subsequently passed the following motion:

> **That Executive Committee** endorses resolution ITC-EC-2025-001 and recommends it be forwarded to Trust Council for consideration as part of the budget discussion.

On September 8, 2025, Regional Planning Committee subsequently passed the following motion:

> **That Regional Planning Committee indicate support for Islands Trust Conservancy Board, Executive Committee, and Financial Planning Committee resolutions (*ITC-EC-2025-001, EC-2025-094, and FPC-2025-041*) prioritizing resources for a more robust geographic information system in order to advance Trust Council's Strategic Plan.**

If this position is not approved, then the additional GIS work required to support the above resolutions will not happen.

The current staff resources in GIS at the Islands Trust includes:

- One GIS coordinator
- One GIS Technician
- One "as and when" who is brought in on an as needed basis, mainly to fill in for vacation or absences of the two full-tie staff. Funding is not in place for this position to provide additional services.

Islands Trust has had two staff in GIS over the past 30 years, and in that time the number of staff in the organisation and the complexity of GIS work has increased significantly. Examples of the work not being completed in a timely manner, or not being done at all due to lack of staff resources include:

- Suitable Land Analysis Modelling was started by the GIS team but due to workload demands and an urgency to finish the project, it was handed off to William Shulba (Freshwater Specialist). William assisted in managing the project, who contracted a consultant to help complete the work over a few months with a cost of $7000.
- The ITC hired an expert to help assess our spatial data to recommend a database management system earlier in 2025 and are looking to hire someone again as that consultant didn't provide a solid recommendation. The GIS team should be able to help with the creation of this system but due to daily tasks and current project workloads, they don't have the capacity.

- The planning team for Salt Spring Island has contracted McElhanney to assist with an OCP update. Typically (in other municipalities), this type of update could be handled by the planners and the internal GIS team if team members had availability in their respective work plans.
- MapIT (the public facing web mapping application) has been offline for almost a year. This is due to the mapping software being upgraded and a contract completion with our web map interface company. This upgrade resulted in automated processes being disrupted so the data would not be updated on consistent basis (i.e. Property boundaries and landowner information was being updated weekly but is now a manual update). The web mapping software needs to be upgraded as well and the GIS Coordinator is the only staff with this knowledge but has a full workload. This could have been resolved quicker with some tasks being taken off the GIS Coordinator's plate and having another staff member with confident skills (and interest) in web mapping applications.

The Trust Council 2025-26 Budget Guideline Assessment includes this guideline:

> *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.*

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 GIS team is committed to delivering high-quality spatial analysis and mapping products to staff, trustees, and the public. To further enhance service delivery and accessibility, the team aims to develop and maintain efficient, user-friendly online web mapping applications that meet the evolving needs of both internal stakeholders and the wider community.

Recruiting a GIS analyst with specialized expertise in web mapping applications will directly support these objectives. This role will accelerate the development of advanced online tools, improve workflow efficiency, and ensure the department continues to operate effectively—delivering timely, relevant geospatial information to decision-makers and the public alike.

Insufficient resourcing of the GIS team not only risks staff burnout, diminished morale, and unmet requests from Trust bodies for TAS, LPS, and ITC support—it also drives up costs unnecessarily by forcing the organization to rely on external consultancy for routine analyses and data management tasks.

In previous years, the Trust has spent significant sums hiring outside consultants for projects well within the expertise of the GIS team, from the Suitable Land Analysis Modelling assigned to Cedar Shore Consulting, to repeated ITC data management projects. These activities, if conducted in-house, would greatly reduce spending: internal consultants or staff typically cost two to three times less than their external counterparts, who often charge anywhere from $150/hour up to $1000 per day.

Beyond direct cost savings, resourcing the GIS team ensures better knowledge retention, faster response times, and alignment with organizational goals—delivering greater return on investment and enabling the Trust to efficiently address upcoming needs without expensive recurrent contracts.

Investing in adequate GIS resourcing would not only reduce reliance on costly external consultants but also strengthen internal capabilities, build institutional knowledge, and deliver more responsive support to Trust 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.)*

The creation of a Full-time GIS Analyst (Provincial job description attached, this will be modified to fit Islands Trust specific language, but this is the essence of the position) will create additional staff capacity for the GIS Team to respond to current requests and to support projects expected to emerge from the Strategic Plan.

Other projected results are as follows:

- Time for the GIS Coordinator to streamline data updates procedures, strengthen partnerships with other municipal organizations, oversee the GIS data management, document procedures and workflows, and strategically plan for the future.
- Reduced timelines addressing mapping and analysis requests from staff and trustees across the organisation as well as the public
- Reduced timelines for initiatives and special projects from other groups (planning, conservancy).
- Reduced risk of staff burnout: This will greatly benefit the personal health of individual staff members, supporting increased engagement of staff with their work

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 Information Services team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those 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.

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 2: Hire a Permanent 1.0 FTE
Benefits: As stated above in projected results/deliverables section
Risks: As stated above in risk assessment section
Financial implications: $73.,722 first year (nine months July 1 to March 31).
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision

Option 2: Hire a Temporary 1.0 FTE

Benefits: As stated above in projected results/deliverables section
Risks: – risk nobody would be interested, or would leave before the end of the term to a more permanent position. i.e. risk that this will not be competitive.

Financial implications: $73.,722 (for nine months July 1 to March 31)
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision

Option 3: Hire a temporary 0.5 FTE

Benefits: As above with reduced impact
Risks: Hiring a new staff resource to support the GIS team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those 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 part-time position and the Director would have one more staff position to supervise without the benefit of full-time productivity from the position
Financial implications: $36,861
Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision.

Option 3: Status Quo - No new staff resources

Benefits: No increase in costs
Risks: The organisation will not be properly supported to undertake many of the GIS requests that are constantly on the GIS team's plate, with no time to improve current workflows, documentation, tools, and web mapping applications.
Financial implications: None
Resource requirements: None, except Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to the GIS team with the resources available.

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
- 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 resources to it

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

Option 1: Hire a 1.0 FTE to the position of GIS Analyst. This option addresses critical capacity issues in GIS and supports continuation of regular duties with additional staff time remaining to support some Strategic Plan project implementation.

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: 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 IS (GIS) team, which affect the team as a whole. The organization would also see benefits in not using outside consultants for GIS work that could be completed and managed in-house.

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, plus utilizing outside consultants.

PURCHASING PROCEDURE: (*Describe any purchasing processes that will be needed to support this initiative (i.e. 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 (i.e.: 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. This process includes drafting a 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?)*

A GIS Analyst job would need to be posted, the IT Manager and GIS Coordinator would screen candidates and run interviews. 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**:**

- IT 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 (IT Manager, GIS Coordinator plus one more): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

Post-hiring activities:

- IT Manager: Oversee and conduct training and orientation with new staff for a period of 2-3 months.
- GIS Coordinator: Provide training and support for new staff for a period of 2-3 months, with continued support over the course of their time in the role.
- Employee Services Coordinator: Process new hire paperwork, schedule and deliver basic new hire orientation and on-boarding sessions. Total time: 15 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*?)

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.

Requested by: Legislative and Information Services

Prepared by: Kendra Hopper, GIS Coordinator, August 26, 2025

Reviewed by: David Marlor, Director, Legislative and Information Services

[TO BE CONVERTED TO ISLANDS TRUST TEMPLATE]

JOB PROFILE
JOB STORE _______

TITLE: GIS ANALYST **CLASSIFICATION: SCIENTIFIC/TECHNICAL OFF R21**

JOB OVERVIEW

The GIS Analyst conducts advanced spatial data analysis in support of program and management decision making on resource planning, land management and other program issues.

ACCOUNTABILITIES

- Manages technical projects (GIS or spatial), including planning, testing, implementation and follow up. Prepares detailed project plans including setting terms of reference, time and cost estimates, project methodology, specifying deliverables and participating in strategic and operational planning.
- Reviews progress of projects for consistency with project management plans, compliance with Islands Trust policy and standards, and prepares reports for clients.
- Designs and generates reports from Islands Trust and provincial databases to meet business needs of area staff, specialist and management team.
- Provides expert advice to clients, business area staff, contractors and business area specialists in the initiation, design, and specifications of projects, types of source data required and available, data base structure, limitations and related specialized applications.
- Defines technical requirements, evaluates resource data, develops databases and technical strategies, and provides detailed summaries, statistics, and spatial presentations to clients; ensures the provision of technical products that meet the needs of clients and users.
- Data Management – develops, maintains, and manages data and metadata; acts as a data resource manager, steward, or point of contact. Contributes to the development and implementation of data management plans and data standards for local, corporate, or other business area data. Ensures integrity of data is maintained and protected.
- Develops spatial analysis procedures and techniques for customized applications, queries and models.
- Performs integrated/advanced spatial and statistical analysis from multiple combinations of spatial and attribute data from a diverse range of sources that provide decision support for program, management, strategic or legislative decision makers.
- Designs, develops, and implements programming languages or other GIS tools to create custom program code, databases, customized geospatial tools, or applications that are used by government and/or public clients and stakeholders. Custom applications/tools may also facilitate collection, management, analysis and reporting of spatial and attribute data.
- Develops or contributes to the development and implementation of quality assurance processes, consistent with provincial standards for the business area, including identifying inefficiencies and problems associated with provincial standards, procedures and policies; makes recommendations for improvements to corporate data integrity working groups.
- Researches and applies subject matter knowledge of scientific/technical area in the design of specific GIS/spatial analysis applications.

- Manages or supports contract development, establishes standards and specifications and adapts contract language as required; interacts with contractors to resolve problems, provide technical guidance, monitor progress, conduct quality assurance checks and ensure contract deliverables meet specifications.
- Build Indigenous cultural awareness including completion of any required training.
- Adhere to data standards by understanding how to collect, enter and manage data to ensure it is accurate, complete and timely.
- Conduct work activities in accordance with sound health and safety practices set out by the BCTS safety program and applicable legislation and promote these practices with co-workers.
- Ensure all job-related documentation, legal or otherwise, is complete and recorded.
- Maintains awareness of and/or researches emerging issues, technologies and approaches related to spatial data and analysis methodologies, applications and GIS software. Maintains technical skills and knowledge of corporate data systems.
- Identifies training needs, develops training material, and/or provides training and support to business area staff, clients, contractors, or external users on the use of a variety of custom or out of the box data applications, tools, or GIS technology/software.
- Participates in the investigation, selection, testing, evaluation and implementation of spatial analysis platforms, platform components and applications.
- Provides expert advice and guidance on multi-stakeholder, intra-ministry committees and working groups and participates or presents in conferences and workshops.
- Mentors staff or officially supervises staff.

JOB REQUIREMENTS

Education and Experience

- Bachelor's Degree in geographic information systems, or in relate field, such as natural resources or geography and two (2) years of related experience year of related experience; OR
- Diploma in geographic information systems, or in relate field, such as natural resources or geography and three (3) years of related experience; OR
- An equivalent combination of education and experience may be considered.

Related Experience may include

- Experience designing and developing customized spatial tools.
- Experience delivering complex spatial analysis projects in support of client's business needs.

Preferences

- Project management and administration experience including overseeing contracts.
- Experience in ESRI (ArcGIS) software.
- GIS experience supporting operational forestry.
- Experience in Python, Model Builder or R programming language.

Knowledge, Skills and Abilities

- Knowledge of provincial government natural resource sector procedures and standards relevant to data, mapping and design.
- Basic knowledge of the structures and mandates of the Islands Trust
- Knowledge of general theories, principles and standards of cartography.
- Ability to produce quality analytical products while maintaining quality assurance using ESRI (ArcGIS).
- Ability to incorporate multiple inputs such as spatial, remote sensing, databases, reporting tools, spreadsheets, etc.
- Ability to create queries and reports in Microsoft Access Software.
- Ability to use a broad variety of mapping and design hardware, software and other equipment to create themes, colour thematic maps, terrain models and develop reports.
- Ability to integrate data/information from a variety of sources to produce maps and other graphic materials.
- Ability to identity information/issues, analyze, and develop options, solutions or recommendations.
- Ability to communicate clearly and effectively both verbally and in writing.
- Ability to organize multiple and concurrent projects and manage a diverse and variable workload.

Security Screenings

- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position).

INDIGENOUS RELATIONS AND BEHAVIOURAL COMPETENCIES

- **Business acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.
- **Results orientation** is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement), an objective measure (achievement orientation), challenging goals that one has set, or even improving or surpassing what has already been done (continuous improvement). Thus, a unique accomplishment also indicates a results orientation.
- **Service orientation** implies a desire to identify and serve customers/clients, who may include the public, coworkers, other branches/divisions, other ministries/agencies, other government organizations and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **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.

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 12, 2026
From:	Committee of the Whole	**Date Prepared:**	February 6, 2026

SUBJECT: BYLAW 204 – ISLANDS TRUST COUNCIL FINANCIAL PLAN BYLAW 2026-2027

RECOMMENDATION:

1. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a First Time.
2. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a Second Time.
3. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a Third Time.
4. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The Islands Trust Council Financial Plan for 2026-2027 must be adopted by Bylaw prior to implementation. Adoption of the Financial Plan bylaw will happen via Resolution Without Meeting (RWM) to Trust Council once approval from the Minister is received.

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1 PURPOSE:
To provide Trust Council with an overview of the draft 5-year Financial Plan Bylaw for approval.

2 BACKGROUND:
The Financial Plan Bylaw is the formal document approving the budget for the 2026-2027 fiscal year. After three readings, if approved, the Bylaw is forwarded to the Minister of Housing and Municipal Affairs for approval, and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust. Approval and adoption of the Financial Plan Bylaw is required prior to its implementation.

The 5-year Financial Plan Bylaw focuses most heavily on the first of the five years, which is the budget for the next fiscal year, in line with *the Islands Trust Act* requirements which read, in part:

"On or before March 31 in each year, the trust council must, by bylaw, adopt an annual budget for the trust for the next fiscal year."

The plan also includes projections for the following four fiscal years. While not required by our legislation, this practice aligns with financial plan requirements set out for municipalities in section 165 of the *Community Charter*. This section of the *Community Charter* does not apply to Islands Trust, but practice has been to draft future financial projections into the bylaw to provide Trust Council and the Minister with general insights into what future years might look like under current assumptions.

The worksheet used to create the projections appears at the end of this Request for Decision (RFD). The assumptions and/or processes used for the line items in the four-year projection are as follows:

Consumer Price Index (CPI)	CPI influences the cost of procuring goods and services to support Islands Trust work. It pertains primarily to operating costs, but also influences per unit costs associated with projects and capital spending. The largest operating cost, staff salaries and benefits, also moves (generally) in line with inflation, as staff wage increases tend to mirror cost of living adjustments. Year 1: CPI is incorporated into the budget at 2.3% where applicable, based on December 2025 CPI as guided by policy. Year 2 onwards: Economic outlooks project BC CPI to fall to 2.2% in 2027 influencing year 2 of the financial plan, and drop further in 2026 to approximately 2.0% influencing year 3. Staff assume the stabilizing trend will continue into the final years of the financial plan (based on Canadian CPI forecasts) and reflect CPI for each of these years at 2.0%.
Fees and Sales	Year 1: Estimates of application fees for year 1 has been based on current application fees and estimated volumes based on current trends, adjusted for expected completion of applications received in line with revenue recognition requirements. Year 2 onwards: LTC fees bylaws call for an automatic 2.0% increase in fees annually on April 1 of each year. This 2.0% increase has been incorporated into future fees projections, which assumes that current application volume trends will continue. While Trust Council has contemplated planner time analysis to understand how closely fees mirror the cost or processing applications, no determination had been made about whether or not fees will be amended in future years. As such, no fees increases are included in the 5-year plan.
Provincial Grant	Year 1 and onwards: A budget of $180,000 has been included in each year of the 5-year plan, as in past bylaws. Increases may be realised if a successful ask of the province for additional funding is undertaken. However, at the time of bylaw preparation, no information has been provided to support an increase.
LTA Property Tax Revenue Growth from NMC	Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool, as well as changes in property values from activities such as zoning changes. Year 1: NMC of 0.8% and 1.4% is included in the budget for LTAs and BIM respectively. Year 2 onwards: Historical analysis of NMC reported for the Trust, excluding exceptional years, shows typical NMC values of approximately 1.0% conservatively. This growth factor has been included in the financial plan.

LTA Property Tax Revenue Growth from General Increases	Year 1: LTA general increase of 9.9%. Year 2 onwards: It is anticipated that property tax increases will be required to maintain and/or rebuild required surplus balances at the Trust if spending levels remain at current levels or increase. This has been incorporated into the 5-year plan with tax increases high enough to ensure general revenue surplus fund balances can be maintained within the minimum recommended under TC policy. These general tax increases range from 1.6% in year 3 to 3.2% in years 2 and 5. Tax increases are higher in the early year of the plan. Once the tax base has reached sufficient levels to pay for ongoing annual budgets, annual increases are reduced. If Islands Trust does not spend its full budget in any given, surplus and reserve funds may be available to reduce tax increases in later years of the plan. This has been common in Islands Trust history. However, the plan assumes budgets will be spent as approved, with the potential exception of Year 1, being an election year with less certainty. As such, year 2 draws on a modest amount of surplus, with future years drawing none.
Property Tax Levy – Bowen Island Municipality	The methodology for the Bowen Island Tax Levy calculation is described in the *Islands Trust Act* and is influenced by a number of factors that can be difficult to predict. An estimate of the levy, based on financial plan expenditures, is included in the projection. Note that distribution of net converted assessment values throughout the Trust Area play a significant role in this calculation. The distribution of these values throughout the Trust Area is held constant at the current distribution for purposes of the 5-year financial plan development.
Special Levies, Local Trust Committees	Year 1: No special property tax requisitions are included in year 1. No spending from special requisition reserve funds is planned for SSIWPA water protection projects. Year 2 onwards: The SSI LTC has made no formal decisions around the future of SSIWPA, although discussions have been had in recent years considering shifting the oversight of SSIWPA to the Capital Regional District. The 5-year plan does not include any further special requisitions for this work.
Investment and Other Income	Investment and Other Income is expected to remain non-significant sources of income relative to other income sources at the Trust. It is expected interest rates will rise or fall in line with inflation trends. This anticipated trend in interest rates is incorporated into the plan, which also considers increases in taxes and surplus balances available for investment purposes.
Expenditures (Trust Council, Local	Year 1: $11.94M in planned spending per the draft budget.

Planning Services, Islands Trust Conservancy and Administration)	Year 2 onwards: - Service levels are expected to remain consistent (that is, no new programming). Consideration has been given to reducing project budgets in election years to account for new Council onboarding, however recent trends indicate more drive to complete projects in the first half of election years, making a reduction in planning project costs during this time less relevant. No adjustments have been made for this in the 5-year plan. - Staff salaries expense makes up approximately 63% of the Trust budget. This expense carries increases outside of the Trust's control due to union requirements for staff raises annually. Estimates of salaries increases have been incorporated in line with estimated inflation values as increases tend to align with this data point. - Project costs have also been increased in line with estimated inflation to reflect likely increases from contractors as a result of these factors. The current strategic plan will likely be replaced or significantly amended when the newly formed Trust Council adopts its own strategic plan in late 2026/27. As such, the current strategic plan has not informed future year project spending estimates in the 5-year plan. Rather, estimated levels of required funding based on current project funding levels have been considered on an overall basis.
Expenditures – Projects	Program expenditures are challenging to project without documented long-term project plans that include financial resource requirements. As such, project expenses are estimated based on historical spending patterns as a whole, adjusted for known significant pieces of work. No adjustments have been made to reflect potential lower spending on programs during election years, as recent trends see a push to complete work before end of term in these years. Expenditures are increased annually to account for anticipated levels of inflation.
Surplus Fund Balance	Per Policy 6.5.1 *Reserves and Surplus*, the "*recommended minimum amount of money to be contained within the General Revenue Surplus Fund is 2.4 months of expenses net of 2.4 months of revenue, excluding revenues from property taxes or the provincial grant."* Year 1: The estimated General Revenue Surplus Fund balance will remain at the policy recommended minimum. Year 2 onwards: Recommended policy minimum remains fairly stable at Year 1 balances in Year 2, increasing to 101% - 103% of the estimated recommended minimum in Years 3 – 5.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Approval of the Financial Plan Bylaw allows staff to implement the Islands Trust Council approved budget.

FINANCIAL: As described in the budget background documents.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will implement as described in budget background documents.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:
Policy 7.2.6 Municipal Tax Requisition Calculation
Policy 6.5.1 Reserves and Surplus

5 ATTACHMENT:
- 5-year Plan for RFD
- DRAFT Islands Trust Council Financial Plan Bylaw 2026-27

RESPONSE OPTIONS

Recommendation:
That Trust Council perform three readings of the Financial Plan Bylaw 2026-27and advance the Bylaw to the Minister of Municipal Affairs for approval.

1. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a First Time.
2. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a Second Time.
3. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be Read a Third Time.
4. That Islands Trust Council Bylaw 204, cited as the "Islands Trust Council Financial Plan Bylaw 2026-2027", be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: No alternatives identified.

Prepared By: J. Mobbs, Director, Financial and Employee Services
Reviewed By: Director, Legislative and Information Services/
Chief Administrative Officer/

ISLANDS TRUST

Draft Five Year Financial Plan

	election year				election year
Tax increase	*9.9%*	*3.2%*	1.6%	2.0%	3.2%
Revenue	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
Fees and Sales	198,100	202,062	206,103	210,225	214,430
Provincial Grant - unrestricted	180,000	180,000	180,000	180,000	180,000
Provincial Grant - restricted	85,000	38,001	38,001	38,001	38,001
Federal Grant - restricted	-	-	-	-	-
Other Grants	1	1	1	1	1
Interest Income	193,000	207,108	209,179	211,271	213,384
Other Income	-	-	-	-	-
Property Tax Levy - Bowen	549,900	575,608	626,151	639,511	655,867
Special Levy - LTCs	-	-	-	-	-
Property Tax Revenue - LTAs:					
Property Tax Levy prior year	9,262,200	10,252,880	10,687,910	10,964,715	11,289,586
Non-market Growth Current Year	74,100	102,529	103,554	104,590	105,636
Increased Taxes in Current Year	916,580	332,501	173,251	220,281	365,218
Property Tax Revenue subtotal	10,252,880	10,687,910	10,964,715	11,289,586	11,760,439
Transfer from GRSF - for Elections	-	-	-	-	-
Transfer from GFSF - for Projects/General	327,000	90,000	-	-	-
Transfer from LTC Specific Reserve Fund	150,000	-	-	-	-
Transfer from Special Requisition Reserve Fund	-	-	-	-	-
Revenue Total	**11,935,881**	**11,980,689**	**12,224,149**	**12,568,595**	**13,062,122**
Expenditures					
Trust Council (no Admin or Projects)	1,734,158	1,540,316	1,571,122	1,602,544	1,875,209
Local Planning (no Admin or Projects)	5,389,563	5,508,133	5,618,296	5,730,662	5,844,775
Islands Trust Conservancy (no Admin or Projects)	1,237,984	1,265,219	1,290,524	1,316,334	1,342,661
Administration (no projects)	3,225,175	3,296,030	3,361,877	3,429,156	3,497,780
Projects - Trust Council	137,000	140,014	142,814	145,671	148,584
Projects - LTCs	268,001	273,897	279,375	284,962	290,662
Projects - ITC	140,000	143,080	145,942	148,860	151,838
Projects - Administration	-	10,000	10,200	10,404	10,612
	-	-	-	-	-
Contribution to Surplus Funds	-	-	-	-	-
Expenditure Total	**12,131,881**	**12,176,689**	**12,420,149**	**12,668,595**	**13,162,122**
Less non-cash items - Amortization	(196,000)	(196,000)	(196,000)	(100,000)	(100,000)
Total Cash Requirement	**11,935,881**	**11,980,689**	**12,224,149**	**12,568,595**	**13,062,122**

ISLANDS TRUST COUNCIL
BYLAW NO. 205

****

A Bylaw Respecting the Financial Plan of the Islands Trust
for Fiscal Years 2026-2027 through 2030-2031

****

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

Citation

1. This bylaw may be cited for all purposes as "Islands Trust Council Financial Plan Bylaw 2026-2027"

Financial Plan

2. Schedule "A" attached hereto, and made part of this Bylaw, is hereby adopted and is the Financial Plan of Islands Trust Council for the fiscal year commencing April 1, 2026 and ending March 31, 2027, and for the subsequent four fiscal years.

READ A FIRST TIME THIS __ DAY OF __ , 2026

READ A SECOND TIME THIS __ DAY OF __ , 2026

READ A THIRD TIME THIS __ DAY OF __ , 2026

APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS
THIS __ DAY OF __ , 2026

ADOPTED THIS __ DAY OF __ , 2026

SECRETARY

CHAIR

DRAFT

ISLANDS TRUST
Bylaw 204
Schedule A

Revenue	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
Provincial Funding	265,001	218,002	218,002	218,002	218,002
Federal Funding	-	-	-	-	-
General Property Taxes *	10,802,780	11,263,518	11,590,866	11,929,096	12,416,306
Special Tax Levy - Local Trust Committees	-	-	-	-	-
Fees	198,100	202,062	206,103	210,224	214,429
Interest and Other	193,000	207,108	209,179	211,271	213,384
Transfer (to) from General Revenue Surplus Fund	327,000	90,000	-	-	-
Transfer (to) from LTC Specific Fund	150,000	-	-	-	-
Transfer (to) from Special Tax Requisition Fund	-	-	-	-	-
Net interfund transfers**	-	-	-	-	-
Total Revenue	**11,935,881**	**11,980,690**	**12,224,150**	**12,568,594**	**13,062,121**
Expenditures					
Trust Council	2,548,716	2,306,576	2,352,696	2,399,755	2,759,287
Local Planning	7,706,204	7,936,952	8,095,642	8,257,582	8,365,199
Islands Trust Conservancy	1,876,960	1,933,162	1,971,814	2,011,257	2,037,635
Contribution to General Revenue Surplus Fund	-	-	-	-	-
Less non-cash items - amortization	(196,000)	(196,000)	(196,000)	(100,000)	(100,000)
Total Expenditures	**11,935,881**	**11,980,690**	**12,224,150**	**12,568,594**	**13,062,121**
Transfer to (from) Surplus and Reserve	**(477,000)**	**(90,000)**	**-**	**-**	**-**

* Estimated Property Taxes by Source:					
Trust Area Property Tax Levy	10,252,880	10,687,910	10,964,715	11,289,586	11,760,439
Bowen Island Municipality Property Tax Levy	549,900	575,608	626,151	639,511	655,867
Total	10,802,780	11,263,518	11,590,866	11,929,096	12,416,306